Registered number: 02611510
Charity numbers: 1003061 & SCO052559

SUFFOLK MIND

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

SUFFOLK MIND
(A company limited by guarantee)

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SUFFOLK MIND

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2026

Trustees	Clare Taylor, Chair (from 21 April 2026) Katerina Budinova Karen Davies Greer Hill Chloe Ludkin Tim Mutum (resigned 21 April 2025) Victoria Southgate (resigned 24 October 2025) Leanne Thorndyke Ian White, Chair (until 21 April 2026)
Company registered number	02611510
Charity registered numbers	1003061 and SCO052559
Registered office	26 High Road West Felixstowe Suffolk IP11 9JB
Company secretary	Rachel Baker
Chief executive officer	Jon Neal
Independent auditors	BW Audit Ltd Chartered Accountants Statutory Auditors Berry & Warren 54 Thorpe Road Norwich NR1 1RY

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2025 to 31 March 2026. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Objectives and activities

a. Our overarching goal

We want to make Suffolk the best place in the world for talking about and taking care of mental health.

b. Our priorities

- Continue to invest some of our reserves (deliberately setting a deficit budget of circa £300,000) in maintaining our current activities to diversify our income base, growing commercial partnerships, selling training, fundraising in communities, etc, aiming to bring our finances back into surplus by the end of 2028/29 – within three years of this plan.
- Continue to provide safe, effective, clinically compliant services, across the mental health continuum, that enable people to make a life that works, and provide excellent value for money for those who fund them.
- As resources allow, continue to deliver an education and training programme – online, through schools, businesses, statutory services and elsewhere – to introduce the Emotional Needs & Resources approach and prevent mental ill-health.
- Constantly evaluate, review and refine our services to ensure they are of the highest possible quality.

c. Our values

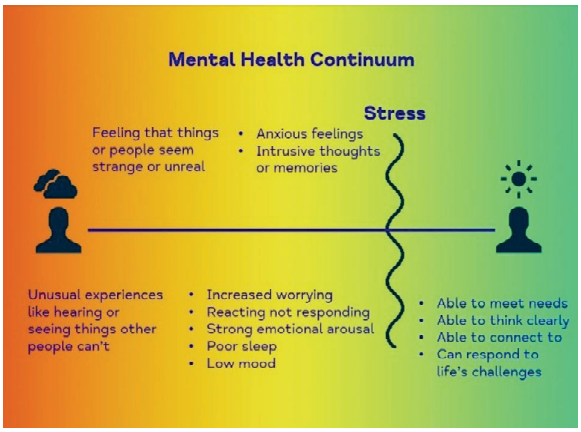
- We strive for **quality** – wanting to recruit and retain the best people to create and deliver outstanding services for the people who use them
- We are **creative** – never accepting that the way things are currently done needs to be the way things continue
- We are **positive and realistic** – the resources of the public sector are stretched, so we can’t rely on funding from that source. But we can be more efficient, delivering the greatest impact possible with the resources we can find
- We commit to treating our staff, volunteers and the people that use our services, with **respect** – responding to their needs, helping them make a life that works as much as we can, and valuing their contribution

Objectives and activities (continued)

d. Our approach to mental health

All of us have mental health, just as we have physical health, and we are all on the Mental Health Continuum, moving along it, in both directions, during our lives.

Suffolk Mind works right across the continuum, from wellbeing to 'severe and enduring' mental ill-health – providing support and information for everyone.



To influence our services and products we use an 'organising idea' with the Mental Health Continuum at its heart. We all have physical and emotional needs and we're born with a set of skills and resources to meet those needs. Stress occurs in response to unmet needs. If stress is unaddressed, we move along the continuum into mental ill health.

This approach is referred to as Emotional Needs & Resources and is drawn from the Human Givens approach to counselling.

Whatever our age, we can learn about our own mental health and develop simple skills and techniques to enable us to take better care of both ourselves and those around us.

The approach is straightforward and flexible. Through it we can influence the environment of Suffolk to enable people to get their needs met – whether in their homes, workplaces, schools, rural communities or town centres. We want these environments to help people make a life that works well for themselves and those around them.

As well as focusing attention on keeping people at the wellbeing end of the mental health continuum, we will also continue to help people to address the barriers to meeting needs.

This means, we will continue to deliver services for people with mental ill-health, helping those that are less able to help themselves, and working towards freeing up the NHS to be in a position to help people when they need it most. This helps us to work towards ensuring that everyone in Suffolk experiencing a mental health problem gets support and respect.

Our focus continues to be on developing services for people who need us whatever their age and on diversifying our income sources to make us more financially sustainable.

Objectives and activities (continued)

e. Main activities undertaken to further the company's purposes for the public benefit

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. Suffolk Mind provides residential and support services for those with higher needs plus a range of services in the community.

The Suffolk Mind website is performing well. In 25/26 we've seen 86k new users, 108k total users, 688k page views and £51,266 in revenue. Newsletter subscriptions stand at 8k and social media following is 16k across LinkedIn, Facebook and Instagram.

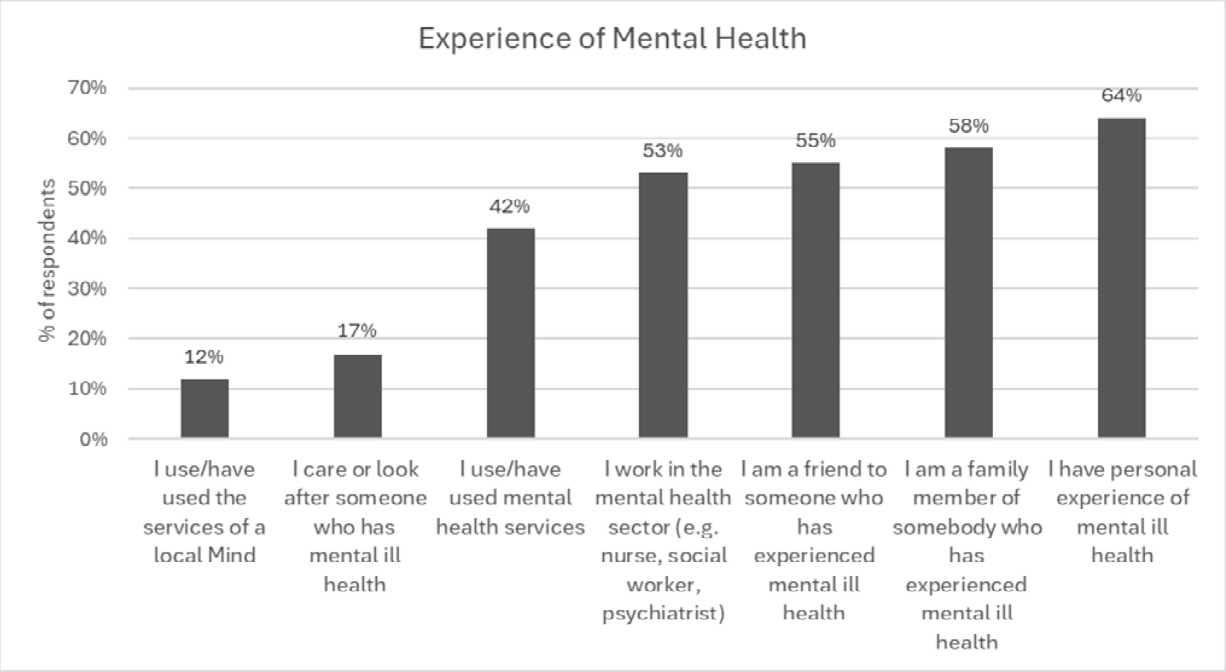
The metrics across Q4 25/26 on all platforms are showing strong growth from Q3. A few key results to note on LinkedIn are: A 39.5% increase in impressions, 20.4% increase in reactions, 97.3% increase in comments and 28.6% increase in reposts. Facebook saw a 25% increase in views (153,500 views from 44,000 different people) and a 43.7% increase in link clicks.

f. Equality and diversity

Over the year to 31 March 2026, Suffolk Mind employed an average of 93 permanent staff and 15 relief staff.

Lived experience of mental health challenges

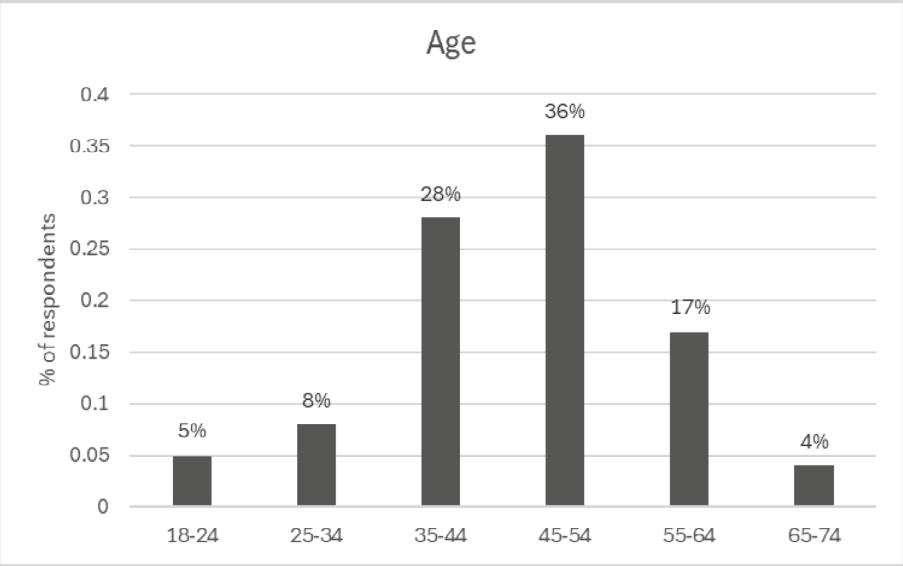
Suffolk Mind is committed to recruiting employees and volunteers with lived experience of mental health challenges. The majority of our employees and volunteers have personal experience of mental health challenges, with 2 in 5 using or have used mental health services themselves.



Based on 76 responses from employees and volunteers

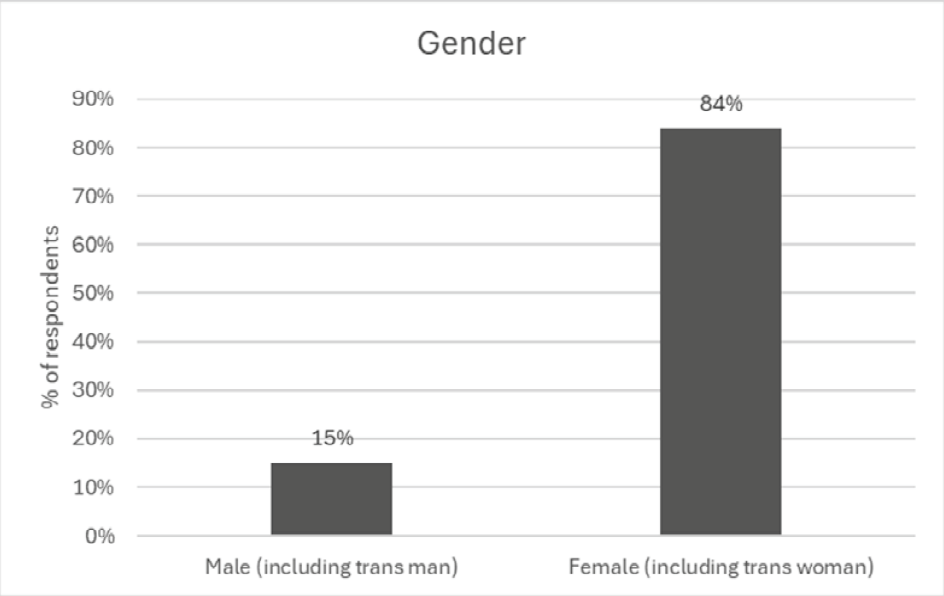
Objectives and activities (continued)

Age of our employees and volunteers



Based on 76 responses from employees and volunteers
2% people chose not to answer this question

Gender identity of employees and volunteers



100% of employees identify with the same gender they were assigned at birth.

Objectives and activities (continued)

Disability status of employees and volunteers



Based on 76 responses from employees and volunteers

Achievements and performance

a. Main achievements of the company

Our wide range of therapeutic services and training enable everyone to understand mental wellbeing and help to improve or maintain their own. Skills learned can also help people to support others. This knowledge can be applied at both home and work to help everyone to get the best from life and to feel happier and healthier.

During the year all services remained well run and safe with good outcomes.

Suffolk Mind is an accredited Investors in People employer and a Mindful Employer.

Suffolk Mind and The Mental Health Toolkit were shortlisted for two Great British Workplace Wellbeing Awards; Best Mental Wellbeing Initiative (for TMHTK), and Personal Wellbeing Provider of the Year (Suffolk Mind).

We were delighted that Montrose House won the Wellbeing at Work Award and they were a finalist for Team of the Year (Large Provider) Award at Suffolk Care Awards 2025, in September 25.

Achievements and performance (continued)

b. Housing

Our aim is to provide supported accommodation to ensure a successful tenancy for those that have mental illness. Our housing services embrace recovery approaches for mental health and wellbeing; a holistic, enabling, person centred approach to mental distress, disadvantage and social exclusion.

Montrose House is a residential care home for residents with long term mental health needs. It has been rated as Outstanding by the Care Quality Commission and in 2017 won Care Service of the Year. Montrose House staff provide 24 hour care and support tailored to the needs of the individual including support with personal care (washing/dressing) and medication. Meals are provided with residents encouraged to help themselves to drinks, snacks and light meals to maintain their independence. Staff work closely with the local mental health teams, GP surgeries and other health professionals to ensure residents emotional and physical needs are met.

Six sites in the Suffolk Coastal area provide housing and recovery support to individuals who have experienced mental health issues and may have spent time in hospital. Staff are able to offer support to help identify the needs of tenants and explore ways in which they can get their needs met. Tenants can be supported to attend college courses, to find voluntary work and to seek opportunities to find meaningful activities that help promote their recovery. They may be supported to reconnect with their family, offered information on sleep and diet. All tenants have a co-produced support plan personal to their own needs. The service is not intended to provide long-term support and when tenants feel ready they will be supported to move-on to their own flat or home, usually within two years or less. We also run a floating support service and help tenants to setup and run peer group activities.

During 2025 the Suffolk Coastal contract went out for re-tender. Suffolk Mind decided to put in a bid to retender for this contract, however this was not successful, and so from 1st April 2026, this is no longer a service run by Suffolk Mind.

The Green Road service in Cambridgeshire provides housing and support services to individuals with enduring mental health issues. Tenants have their own flats. Support staff are available on-site and provide high levels of one-to-one support with all aspects of daily living such as cooking, shopping and budgeting as well as providing emotional support.

c. Community services

Suffolk Mind runs a wide range of services in the community, for individuals, groups and organisations. In 2025/26 these services included:

Bereaved by Suicide
Children, Families and Young People’s services
Counselling
Eating Recovery
Frontline Families
Green Care
Long Covid Support
Open Space – a joint project with Suffolk Libraries and Suffolk Family Carers
Rest Hubs
Suffolk Night Owls
Suffolk Work Well
Waves
Workplace Wellbeing

During 2025/26 we had more than 50 active volunteers, we also introduced our Suffolk Mind Ambassador

Achievements and performance (continued)

programme and now have a number of Suffolk Mind Ambassadors who volunteer their time. https://www.suffolkmind.org.uk/about-us/our-team-trustees-and-patrons/

All our services are evaluated by our clients. In 2025/26 significant highlights were:

- Suffolk Night Owls currently has 666 registered clients and had 15,199 interactions
- 554 clients were offered a place to attend our Waves programme for those with a diagnosis or traits of borderline personality disorder. A total of 1,407 clients were referred by mental health services to this service
- Our Counselling Service delivered 8,423 counselling sessions
- 63 unique participants visited our allotments through our Green Care service
- Our 0300 111 6000 number handled 44,071 calls and emails.

We use the Net Promoter Score to measure how well our services are meeting demand. In 2025/26 the overall NPS score for all Suffolk Mind services was 79% for our Community Services and 74% for The Mental Health Toolkit.

For more information on our services please visit our website Suffolk Mind Services.

d. Fundraising

Suffolk Mind is registered with the Fundraising Regulator and we abide by the Code of Fundraising Practice. Trustees have approved an Ethical Fundraising Policy. All fundraising is undertaken by Suffolk Mind employees – we do not use the services of third party fundraisers. Fundraising activities comply with all relevant legislation and the Fundraising Regulator's Fundraising Promise:

- we will commit to high standards
- we will be clear, honest and open
- we will be respectful
- we will be fair and reasonable
- we will be accountable and responsible

Suffolk Mind will take considered decisions on where and how fundraising occurs and acceptable sources of donations. Donations will be refused if they compromise the best interests of the charity and its purposes.

Financial review

a. Financial position

Trustees receive regular reports on the charity's financial position. In 2025/26 Suffolk Mind recorded a deficit of £315,104 which was in line with budget, compared to a deficit of £73,798 in 2024/25 which was favourable to budget due to an unexpected donation.

Funding for the charity's activities comes from a variety of sources, principally Suffolk County Council, East Suffolk and West Suffolk Clinical Commissioning Groups (CCG) and Cambridgeshire CCG, enabling Suffolk Mind to provide housing and other support services. Suffolk Mind continues to diversify income sources in line with one of its strategic objectives.

b. Going concern

Having revised our strategy, forecasts and business plans and after making appropriate enquiries the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Trustees continue to monitor the situation closely looking at the impact on cash flow and forecasts. The trustees have identified no material uncertainties which would mean that the charity would be unable to operate for the foreseeable future. For this reason, the trustees continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

c. Reserves policy

The trustees review the reserves policy annually and have set aside reserves to protect the continuity of the charity's work in the event of a shortfall in income, to replace assets when required and to provide the capital to deliver our strategic plan in line with expectations and needs for the year ahead.

The service income protection reserve represents a minimum of three months' operating expenditure to ensure continuity in the event of funding cuts. This was decreased by £256,400 in the year to reflect the decrease in operating expenditure due to the loss of the Coastal contract. and now sits at £869,000. The lease provision designated fund represents the operating lease commitment for the property at Bury St Edmunds, up to the end of the contract in September 2029. This was increased by £97,014 in the year to reflect 42 months of the lease remaining. The organisational development reserve represents the amounts expected to be needed to support Suffolk Mind's strategy and it now stands at £60,000. Building maintenance, furniture and equipment replacement fund is a designated fund available to ensure that the charity is able to repair and replace items as required which remains at £72,000. Finally, the asset replacement fund is available to replace significant assets as required, this remains at £60,000.

General unrestricted funds (after designations) amount to £46,559 (2025: £181,243) and are being maintained for general charitable purposes. Restricted reserves at the year end amount to £0 (2025: £21,034) with total reserves of £1,219,573 (2025: £1,534,677).

d. Material investments policy

The investment policy sets out the purposes for which Suffolk Mind makes and retains investments. The key factors that are taken into account are risk and liquidity. Trustees ensure that Suffolk Mind has sufficient liquid reserves to meet short term needs and invest surplus funds elsewhere to provide the charity with security of capital and a reasonable degree of liquidity. Suffolk Mind aims wherever possible to invest in ethical funds and we have an ethical fundraising and investment policy which we follow.

Due to continuing economic uncertainties during 2025/2026, the trustees continue to review our cash holdings. The decision continues to be to put cash into fixed rate accounts instead of other forms of investments. Our cash holding including cash held within current asset investments as at 31 March 2026 was £1.01 million, compared to £1.26 million at 31 March 2025.

e. Principal risks and uncertainties

Trustees regularly review the charity's risk position and compliance with relevant regulatory and statutory requirements.

Financial risk remains high due to the uncertain economic position and Trustees continue to monitor closely our cash position and the delivery of our strategy to diversify income.

Suffolk Mind has safeguarding policies for adults and Children which are reviewed annually. Serious safeguarding concerns are reported to trustees. All staff and Trustees have attended safeguarding training.

The Trustees have assessed the major risks to which Suffolk Mind is exposed and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Suffolk Mind has complied with all prevailing laws and regulations.

Structure, governance and management

a. Constitution

Suffolk Mind is a registered company, limited by guarantee, and a charity registered with the Charity Commission. The charity is governed by its Memorandum and Articles of Association adopted on 16 May 1991 and amended on 19 May 2023. The objects for which Suffolk Mind is established are to promote and protect mental well-being and to support and assist those experiencing mental ill health.

b. Organisational structure and decision-making policies

The charity's board of trustees meets four times a year, with additional meetings as required. The board is responsible for strategic direction, for ensuring proper governance of Suffolk Mind's activities and for risk management.

Trustee recruitment is a regular Board discussion, and recruitment can either take the route of advertisement or through organic discussions where potential Trustees have shown interest in Suffolk Mind. Potential Trustees are interviewed by two trustees, including the chair, and involving the CEO. All trustee appointments are ratified by the full board. New trustees have a period of induction. All trustees attend our Suffolk's Needs Met courses and receive additional training relevant to their role.

A paid CEO is appointed by the trustees to manage the day-to-day operations of the charity. The board expects the CEO to take both strategic and operational decisions based on its formal ratification of the annual business plan and the budget. The board requires that all decision-making will be within the remit of Suffolk Mind's objectives and policies as set out in the charity's Scheme of Delegation.

Structure, governance and management (continued)

c. Pay policy

Suffolk Mind is committed to ensuring that all jobs are consistently evaluated and a job evaluation policy is in place to ensure that the process is both equitable and transparent, irrespective of the size or level of the job role. Remuneration levels have been benchmarked against similar roles in the sector. This ensures that all staff, including the senior leadership team, are paid at the appropriate level for the role, capability and performance. The CEO approves remuneration of the senior management team and the Board approves the CEO's remuneration package.

d. Related parties

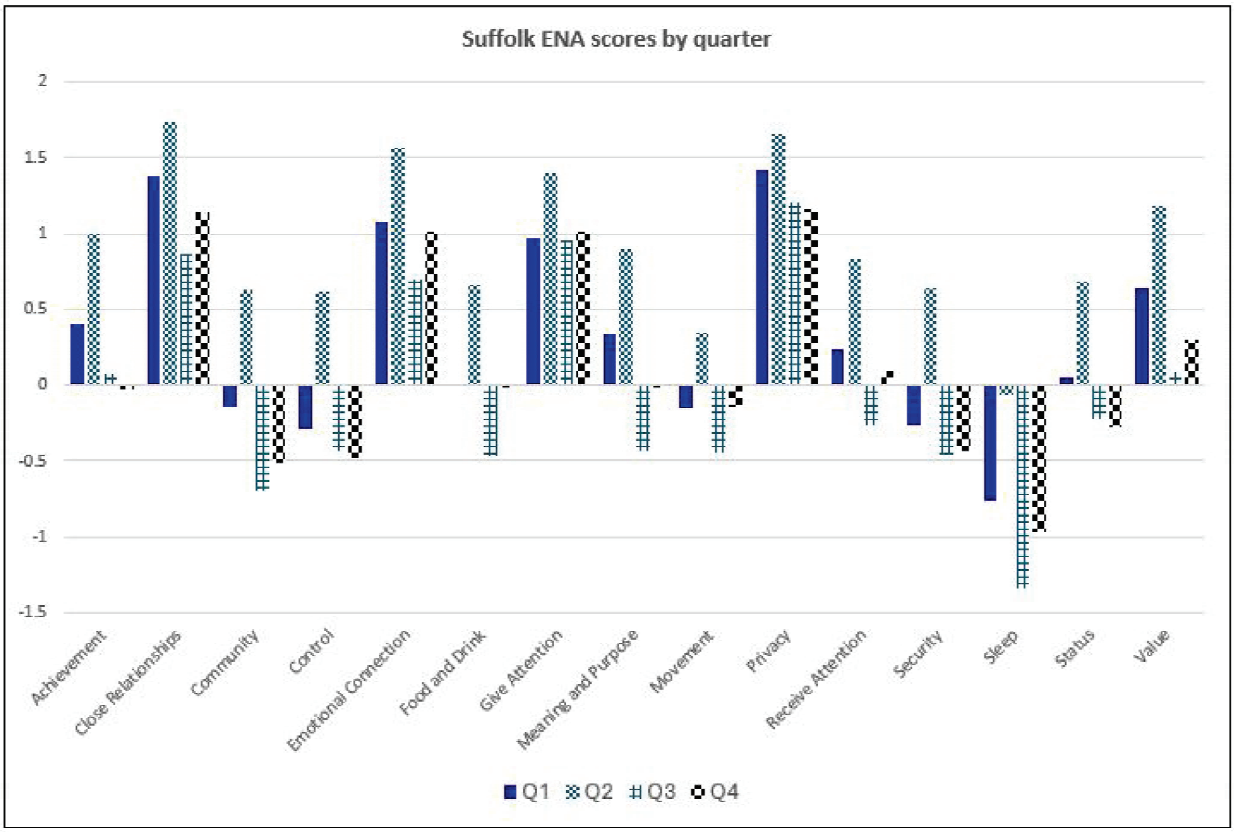
Suffolk Mind is one of more than one hundred local Minds accredited by Mind, a national charity committed to promoting better mental health. In February 2024 we were pleased to receive the Mind Quality Mark.

Suffolk Mind is a highly effective local Mind, delivering a range of quality services and meeting the needs of individuals and communities. It has strong leadership and highly committed and motivated trustees, staff and volunteers: 'Volunteering has given me a sense of meaning and purpose and helped to improve confidence. I feel well informed, supported and extremely valued' (Have Your Say Survey Respondent). It makes a real difference to people lives: 'I wouldn't be here without the support from Suffolk Work Well. They have supported me through the worst time in my life. I am now happy and working doing a job I love and it's all thanks to their support' (Have Your Say Survey respondent).

The charity has a wholly owned subsidiary, Suffolk Mind (Trading) Limited. This company remained dormant for the duration of the year.

Plans for future periods

The graph below shows how well the Suffolk population have been meeting their needs over the last year. Whilst many of our needs are being met there are still some that remain unmet such as community, control, food & drink, meaning & purpose, movement, security & sleep.



Strategically we have chosen to focus on a few areas in which we will aim to meet some of that demand and enable the population of Suffolk to maintain good mental health. We will:

- Maintain investment in the following activities, most of which are a continuation of existing:
    - Communicate with the population of Suffolk to grow the number of people engaged in fundraising, or other supportive activities
    - Review our websites and providers, aiming to reduce cost without impacting delivery
    - Sell The Mental Health Toolkit, strengthening our position in the workplace wellbeing market in Suffolk and elsewhere, hosting and attending events throughout the year, and working with partner organisations to help us access new customers
    - Working in partnership with other Local Minds to licence some TMHTK products in their areas
    - Use our eLearning platform as an opportunity and to provide added value or content marketing and to act as a leaver to grow our customer base and income
    - Explore an Employee Assistance Programme, or similar, with a first step of packaging of our workplace wellbeing services

Plans for future periods (continued)

- Further develop a credible service to respond to the growing need for 'clinical supervision' amongst people who work in front line services or who are helping colleagues or staff with mental ill health challenges
- Maintain SuffolkForward, using it as a key fundraising activity that also benefits the mental health of people in Suffolk
- Continue with new ways to fundraise, including events, mass participation activities and challenges
- Explore a Corporate Partnerships package and strategy that sits alongside charity of the year status
- Embed our new Patron and Ambassador strategy
- Develop and agree a strategy to maximise our mission and income opportunities through our Retail partners

- Continue to provide safe, effective, clinically compliant services, across the mental health continuum, that enable people to make a life that works, and provide excellent value for money for those who fund them.

  - Deliver Montrose House and Sawston housing contracts safely
  - Work with team, service users and partners, including Norfolk & Waveney Mind, to transform SNO and other crisis response services in Suffolk when the opportunity comes up
  - Bid to deliver a new public sector-funded services that fit with our aims and will return on any investment needed. We will do this in partnership with others where we can
  - Grow our counselling services through development of new skills in the team, exploring opportunities to meet the increased demand for these services, including looking at counselling for young people and/or families
  - Continue to deliver Waves, SNO and Eating Recovery services
  - Continue to deliver and, potentially, expand community courses
  - Explore alternative means of funding Suffolk Work Well, such as commissioning opportunities or providing bespoke staff support for businesses
  - Build on existing partnerships with other local charities, create new ones in order to apply in partnership when new contract opportunities arise

- As resources allow, continue to deliver an education and training programme – online, through schools, businesses, statutory services and elsewhere – to introduce the Emotional Needs & Resources approach and prevent mental ill-health.

  - Build on existing partnerships with other charities, create new ones, and continue to provide training to as many VCSE partners as possible, bringing them into the ENR approach
  - As above, continue to develop our eLearning platform to support deeper engagement with more people in Suffolk
  - Continue to learn and monitor how the use of Artificial Intelligence (AI) influences mental health education, information and advice sharing, service provision and admin efficiency

- Constantly evaluate, review and refine our services to ensure they are of the highest possible quality.

  - Maintain a Research and Insight function to provide better commercially viable products and free up resource to evaluate what we do more effectively
  - Refresh our evaluation processes, prove we are making a difference and are of social value and making an impact

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2026

Strategic Report

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 has been omitted.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' 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 Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

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

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:



Clare Taylor
(Chair of Trustees)
Date: 15 July 2026

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUFFOLK MIND

Opinion

We have audited the financial statements of Suffolk Mind (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUFFOLK MIND (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUFFOLK MIND (CONTINUED)

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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 the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

The objectives of our audit in respect of fraud are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both the management and those charged with governance of the charitable company.

Due to the field in which the charitable company operates, we identified the areas most likely to have a direct material impact on the financial statements as compliance with UK accounting standards, the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011. In addition, we considered the provisions of other laws and regulations which, whilst not having a direct impact on the financial statements, are fundamental to the charitable company's ability to operate including care quality commission regulations, health and safety, employment law and compliance with various other regulations relevant to the operation of the charitable company.

Our approach to identifying and assessing the risk of material misstatement in respect of irregularities including fraud and non-compliance with laws and regulations, included the following:

- Enquiry with management about any actual or potential litigations and claims against the charity;
- Enquiry with management about any known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing legal and professional fees for indicators of undisclosed legal proceedings;
- Reviewing the latest Care Quality Commission Inspection report;
- Reviewing the latest MIND national report;
- Reviewing Board meeting minutes;
- Reviewing the Risk Register;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Assessing the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance; and
- Auditing the risk of management override of controls, including through testing of journal entries and other adjustments for appropriateness.

Due to 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 Auditors' report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, 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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Joanne Fox BA FCA (Senior statutory auditor)
for and on behalf of
BW Audit Ltd
Chartered Accountants
Statutory Auditors
Berry & Warren
54 Thorpe Road
Norwich
NR1 1RY

Date: 22 July 2026

BW Audit Ltd are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Income from:					
Donations and legacies	3	**266,255**	**1,169**	**267,424**	*326,579*
Charitable activities	4	**3,179,821**	**376,255**	**3,556,076**	*3,594,933*
Investments	5	**29,254**	**-**	**29,254**	*28,102*
Other income	6	**77,012**	**-**	**77,012**	*66,407*
Total income		**3,552,342**	**377,424**	**3,929,766**	*4,016,021*
Expenditure on:					
Charitable activities		**3,846,412**	**398,458**	**4,244,870**	*4,089,819*
Total expenditure		**3,846,412**	**398,458**	**4,244,870**	*4,089,819*
Net movement in funds		**(294,070)**	**(21,034)**	**(315,104)**	*(73,798)*
Reconciliation of funds:					
Total funds brought forward		**1,513,643**	**21,034**	**1,534,677**	*1,608,475*
Net movement in funds		**(294,070)**	**(21,034)**	**(315,104)**	*(73,798)*
Total funds carried forward		**1,219,573**	**-**	**1,219,573**	*1,534,677*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 46 form part of these financial statements.

SUFFOLK MIND

(A company limited by guarantee)
REGISTERED NUMBER: 02611510

BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		*2025* *£*
Fixed assets					
Intangible assets	11		**36,917**		*57,535*
Tangible assets	12		**252,474**		*277,239*
Investments	13		**1**		*1*
			289,392		*334,775*
Current assets					
Debtors	14	**295,909**		*258,728*	
Investments	15	**245,850**		*240,850*	
Cash at bank and in hand		**762,295**		*1,017,678*	
		1,304,054		*1,517,256*	
Current liabilities					
Creditors: amounts falling due within one year	16	**(373,873)**		*(317,354)*	
Net current assets			**930,181**		*1,199,902*
Total net assets			**1,219,573**		*1,534,677*
Charity funds					
Restricted funds	17		**-**		*21,034*
Unrestricted funds	17		**1,219,573**		*1,513,643*
Total funds			**1,219,573**		*1,534,677*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Clare Taylor
(Chair of Trustees)

Date: 15 July 2026

The notes on pages 24 to 46 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	*2025* *£*
Cash flows from operating activities		
Net cash used in operating activities	**(272,137)**	*(93,770)*
Cash flows from investing activities		
Dividends, interests and rents from investments	**29,254**	*28,102*
Purchase of tangible fixed assets	**(7,500)**	*(102,999)*
Transfer (to)/from current asset investments	**(5,000)**	*22,736*
Net cash provided by/(used in) investing activities	**16,754**	**(52,161)**
Change in cash and cash equivalents in the year	**(255,383)**	**(145,931)**
Cash and cash equivalents at the beginning of the year	**1,017,678**	*1,163,609*
Cash and cash equivalents at the end of the year	**762,295**	*1,017,678*

The notes on pages 24 to 46 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1. General information

Suffolk Mind is a registered company (02611510), limited by guarantee incorporated in England and Wales. The company is also a charity, registered with the Charity Commission (1003061) and the Scottish Charity Regulator (OSCR) (SCO052559). The registered office is 26 High Road West, Felixstowe, Suffolk IP11 9JB.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Suffolk Mind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling, which is the functional currency of the company and are rounded to the nearest £.

2.2 Going concern

The Trustees have considered the company's position at the time of signing the financial statements. The Trustees have also considered the company's forecasts.

Based on this, the Trustees have concluded that they have a reasonable expectation that the charitable company will have adequate resources to continue in operational existence for the foreseeable future, and at lease twelve months from the date of signing these financial statements. They therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2.3 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

2.4 Consolidation

The financial statements do not consolidate the results of the charity and its wholly-owned subsidiary Suffolk Mind (Trading) Limited. Suffolk Mind (Trading) Limited is a dormant company and therefore the company has adopted the exemption from preparing consolidated accounts.

2. Accounting policies (continued)

2.5 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Grant income (including government grants) is included when the related conditions for the grant have been met.

Donations are credited to the revenue account when received. The charity received the benefit of work carried out by volunteers but no monetary value is placed upon this in the accounts.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

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

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

All expenditure is accounted for on an accruals basis. Direct charitable expenditure includes the direct costs of the activities and depreciation on related assets. Where costs relate to more than one functional costs category, they have been apportioned as a percentage of staff employed on the relevant service.

2.7 Interest receivable

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

2. Accounting policies (continued)

2.8 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

2.9 Pensions

The company contributes to the charity's stakeholder pension scheme and the multi-employer pension schemes of the National Health Service (for those staff members previously employed by the National Health Service). Details of these contributions are given in note 22.

2.10 Intangible assets and amortisation

Intangible assets costing £3,000 or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software and website	-	20 % straight line

2.11 Tangible fixed assets and depreciation

Tangible fixed assets costing £3,000 or more are capitalised. Properties are valued at cost, or at open market valuation at the time of receipt when acquired without consideration.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives on the following basis:

Freehold property (including improvements)	- No depreciation is provided where, in the opinion of the Trustees, the estimated residual value is in excess of the net book value
Long-term leasehold property	- over the life of the lease
Motor vehicles	- over 7 years straight line
Fixtures and fittings	- over 3 to 5 years straight line

2.12 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

Current asset investments are deposit accounts and are a form of financial instrument recognised at fair value.

2. Accounting policies (continued)

2.13 Debtors

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

2.14 Cash at bank and in hand

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

2.15 Liabilities and provisions

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

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

2.16 Financial instruments

The 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.

2.17 Fund accounting

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

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

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

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

3. Income from donations and legacies

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £
Donations	248,001	1,169	**249,170**
Legacies	18,254	-	**18,254**
	266,255	1,169	**267,424**

	Unrestricted funds 2025 £	*Restricted funds 2025 £*	*Total funds 2025 £*
Donations	*268,838*	*43,076*	*311,914*
Legacies	*14,665*	*-*	*14,665*
	283,503	*43,076*	*326,579*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

4. Income from charitable activities

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £
Housing Services	2,299,567	500	**2,300,067**
Courses & workshops	13,030	70,280	**83,310**
Qu'ran & emotional health education	38	-	**38**
Healthy Mind Counselling	149,632	96,129	**245,761**
Volunteering / Suffolk Advice, Guidance & Emotional Support	-	27,946	**27,946**
Suffolk Night Owls	177,092	-	**177,092**
Workplace Wellbeing	109,190	9,000	**118,190**
Green Care	-	17,564	**17,564**
Personality Disorder Services	178,100	(302)	**177,798**
Suffolk Work Well	-	103,642	**103,642**
Children & Young People	17,019	16,325	**33,344**
Eating Recovery	173,006	-	**173,006**
Support Services	61,074	31,046	**92,120**
Training	2,073	-	**2,073**
Reception	-	4,125	**4,125**
	3,179,821	376,255	**3,556,076**

4. Income from charitable activities (continued)

	Unrestricted funds 2025 £	*Restricted funds 2025 £*	*Total funds 2025 £*
Housing Services	*2,215,413*	*2,419*	*2,217,832*
Courses & workshops	*28,945*	*88,258*	*117,203*
Qu'ran & emotional health education	*716*	*-*	*716*
Healthy Mind Counselling	*162,225*	*69,272*	*231,497*
Volunteering / Suffolk Advice, Guidance & Emotional Support	*-*	*27,946*	*27,946*
Suffolk Night Owls	*173,365*	*-*	*173,365*
Workplace Wellbeing	*176,313*	*14,025*	*190,338*
Green Care	*-*	*12,295*	*12,295*
Personality Disorder Services	*174,352*	*3,565*	*177,917*
Suffolk Work Well	*-*	*111,451*	*111,451*
Children & Young People	*12,193*	*11,878*	*24,071*
Eating Recovery	*145,839*	*-*	*145,839*
Support Services	*146,613*	*3,000*	*149,613*
Training	*2,350*	*-*	*2,350*
Reception	*-*	*12,500*	*12,500*
	3,238,324	*356,609*	*3,594,933*

5. Investment income

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Investment income	29,254	**29,254**	*28,102*

In 2025, all investment income was unrestricted.

6. Other incoming resources

	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Other income	77,012	**77,012**	*66,407*

In 2025, all other income was unrestricted.

7. Analysis of expenditure by activities

	Activities undertaken directly 2026 £	Support costs 2026 £	Total funds 2026 £
Contracts and grants for the provision of services	2,902,921	1,341,949	**4,244,870**

	Activities undertaken directly 2025 £	*Support costs 2025 £*	*Total funds 2025 £*
Contracts and grants for the provision of services	*2,742,439*	*1,347,380*	*4,089,819*

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Activities 2026 £	Total funds 2026 £	*Total funds 2025 £*
Wages and salaries	2,089,337	**2,089,337**	*1,934,511*
Depreciation	25,619	**25,619**	*27,747*
Training	19,361	**19,361**	*17,607*
Other staff costs	114,191	**114,191**	*137,531*
Maintenance, furniture and equipment	42,574	**42,574**	*50,537*
Rent, rates and utilities	407,195	**407,195**	*385,735*
User related costs	26,849	**26,849**	*25,116*
General administration	177,795	**177,795**	*163,655*
	2,902,921	**2,902,921**	*2,742,439*

Other staff costs include: agency staff; travel; recruitment; and other staff related expenditure.

Maintenance, furniture and equipment include: furniture and equipment costs; servicing; and cleaning expenditure.

Rent, rates and utilities include: heat; light; water; telephone; rent; rates; and maintenance charges from Housing Associations.

User related costs include: catering; residents' welfare; activity expenses; and vehicle running costs.

General administration includes: printing; postage; stationery; professional fees; insurance; services development; IT costs; and bank charges.

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Activities 2026 £	Total funds 2026 £	*Total funds 2025 £*
Wages and salaries	883,028	**883,028**	*880,332*
Depreciation	38,961	**38,961**	*38,142*
Training	12,522	**12,522**	*9,612*
Other staff costs	32,660	**32,660**	*43,871*
Maintenance, furniture and equipment	19,951	**19,951**	*22,338*
Rent, rates and utilities	55,069	**55,069**	*53,301*
User related costs	4,951	**4,951**	*5,827*
General administration	247,632	**247,632**	*255,411*
Governance costs - other	13,420	**13,420**	*10,135*
Governance costs - staff costs	33,755	**33,755**	*28,411*
	1,341,949	**1,341,949**	*1,347,380*

Other staff costs include: agency staff; travel; recruitment; and other staff related expenditure.

Maintenance, furniture and equipment include: furniture and equipment costs; servicing; and cleaning expenditure.

Rent, rates and utilities include: heat; light; water; telephone; rent; and rates.

User related costs include: catering; and activity expenses.

General administration includes: printing; postage; stationery; professional fees; insurance; services development; IT costs; and bank charges.

Governance costs include: auditors' remuneration; insurance; Trustee expenses and training; and Company Secretarial.

8. Auditors' remuneration

	2026 £	*2025 £*
Fees payable to the company's auditor for the audit of the company's annual accounts	**11,676**	*11,232*

9. Staff costs

	2026 £	*2025* *£*
Wages and salaries	**2,578,022**	*2,523,314*
Social security costs	**306,602**	*207,578*
Operating costs of defined benefit pension schemes	**87,741**	*83,951*
	2,972,365	*2,814,843*

During the year £46,077 (*2025: £NIL*) has been recognised in relation to redundancy costs in respect of 6 individuals.

The average number of persons employed by the company during the year was as follows:

	2026 No.	*2025* *No.*
Average number of employees	**110**	*91*

The average monthly number of employees during the year expressed as full-time equivalents was as follows (including casual and part-time staff):

	2026 No.	*2025* *No.*
Average number of employees	**72**	*66*

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

	2026 No.	*2025* *No.*
In the band £70,001 - £80,000	**-**	*1*
In the band £80,001 - £90,000	**1**	-

The key management personnel of the charity comprises the Trustees, the Chief Executive Officer, the Head of Education and Training, the Head of Operations, the Head of Support Services, the Head of Income Generation and the Head of Community Services. The total employee benefits of the key management personnel of the charity were £378,863 *(2025 - £353,599)*.

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2025 - £NIL)*.

During the year ended 31 March 2026, travel expenses totalling £Nil were reimbursed or paid directly to Trustees *(2025 - £NIL)* and £60 was paid to a third party for trustee training *(2025 - £60)*.

11. Intangible assets

	Computer software and website £
Cost	
At 1 April 2025	**154,930**
Additions	**7,500**
At 31 March 2026	**162,430**
Amortisation	
At 1 April 2025	**97,395**
Charge for the year	**28,118**
At 31 March 2026	**125,513**
Net book value	
At 31 March 2026	**36,917**
At 31 March 2025	*57,535*

12. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 April 2025	**303,218**	**175,283**	**4,252**	**217,538**	**700,291**
Additions	**-**	**11,696**	**-**	**-**	**11,696**
Disposals	**-**	**(57,190)**	**-**	**-**	**(57,190)**
At 31 March 2026	**303,218**	**129,789**	**4,252**	**217,538**	**654,797**
Depreciation					
At 1 April 2025	**101,853**	**102,933**	**4,252**	**214,014**	**423,052**
Charge for the year	**-**	**34,332**	**-**	**2,129**	**36,461**
On disposals	**-**	**(57,190)**	**-**	**-**	**(57,190)**
At 31 March 2026	**101,853**	**80,075**	**4,252**	**216,143**	**402,323**
Net book value					
At 31 March 2026	**201,365**	**49,714**	**-**	**1,395**	**252,474**
At 31 March 2025	*201,365*	*72,350*	*-*	*3,524*	*277,239*

13. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2025	**1**
At 31 March 2026	**1**
Net book value	
At 31 March 2026	**1**
At 31 March 2025	*1*

Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Holding
Suffolk Mind (Trading) Limited	03222021	100%

The financial results of the subsidiary for the year were:

Name	Net assets £
Suffolk Mind (Trading) Limited	**1**

14. Debtors

	2026 £	2025 £
Due within one year		
Trade debtors	**146,701**	*64,526*
Other debtors	**74,551**	*2,900*
Prepayments and accrued income	**74,657**	*191,302*
	295,909	*258,728*

15. Current asset investments

	2026 £	2025 £
Deposit accounts	**245,850**	*240,850*

16. Creditors: Amounts falling due within one year

	2026 £	2025 £
Trade creditors	**73,462**	*92,065*
Other taxation and social security	**62,574**	*51,875*
Other creditors	**23,480**	*20,422*
Accruals and deferred income	**214,357**	*152,992*
	373,873	*317,354*

	2026 £	2025 £
Deferred income at 1 April 2025	**95,296**	*104,751*
Resources deferred during the year	**123,177**	*92,171*
Amounts released from previous periods	**(93,182)**	*(101,626)*
	125,291	*95,296*

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2026 £
Unrestricted funds					
Designated funds					
Service Income Protection	**1,125,400**	**-**	**-**	**(256,400)**	**869,000**
Lease Provision	**15,000**	**-**	**-**	**97,014**	**112,014**
Organisational Development fund	**60,000**	**-**	**-**	**-**	**60,000**
Building maintenance, furniture & equipment replacement fund	**72,000**	**-**	**-**	**-**	**72,000**
Asset replacement fund	**60,000**	**-**	**-**	**-**	**60,000**
	1,332,400	**-**	**-**	**(159,386)**	**1,173,014**
General funds					
General Funds	**181,243**	**3,552,342**	**(3,846,412)**	**159,386**	**46,559**
Total Unrestricted funds	**1,513,643**	**3,552,342**	**(3,846,412)**	**-**	**1,219,573**

17. Statement of funds (continued)

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2026 £
Restricted funds					
Housing	-	500	(500)	-	-
Research and evaluation	-	31,046	(31,046)	-	-
Healthy Mind Counselling	-	95,298	(95,298)	-	-
Community Services / SAGES	-	98,226	(98,226)	-	-
Workplace Wellbeing / Training	-	9,000	(9,000)	-	-
Suffolk Work Well	-	103,642	(103,642)	-	-
Children Families & Young People	13,539	16,325	(29,864)	-	-
Green Project	-	17,564	(17,564)	-	-
Waves	-	(302)	302	-	-
Buildings	-	2,000	(2,000)	-	-
Reception	7,495	4,125	(11,620)	-	-
	21,034	377,424	(398,458)	-	-
Total of funds	1,534,677	3,929,766	(4,244,870)	-	1,219,573

17. Statement of funds (continued)

Transfers

£159,386 was transferred from designated funds to unrestricted funds in the year.

Unrestricted funds
Service Income Protection: the designated funds set aside representing three months' operating expenditure to ensure continuity in the event of funding cuts. This was decreased by £256,400 in the year to reflect the decrease in operating expenditure.

Lease Provision: this designated fund represents the operating lease commitment for the property at Bury St Edmunds, up to the end of the contract in September 2029. This was increased by £97,014 in the year to reflect 42 months of the lease remaining.

Organisational development fund: the designated funds available and expected to be needed to support Suffolk Mind's strategy.

Building maintenance, furniture and equipment replacement fund: the designated funds available to ensure that the charity is able to repair and replace items as required.

Asset replacement fund: the designated funds available to replace significant assets as required.

Restricted funds
Healthy Mind Counselling: the funding available for the provision of healthy mind counselling.

Community Services/Suffolk Advice, Guidance and Emotional Support: the funding available from partnerships agreements with Suffolk Libraries and Suffolk Family Carers, for the provision of information, advice, guidance and emotional support for mental health and wellbeing in Suffolk.

Workplace Wellbeing: the funding available for the provision of workplace wellbeing services.

Suffolk Work Well: is funded by the National Lottery Community Fund under RC London and South East Region and is to provide proactive and emotional support to individuals and ensure that people with mental health problems who want to remain in paid / voluntary employment receive appropriate support.

Children & Young People: the funding available for the provision of community services to children and young people.

Green Project: the funding available for the provision of Green Care Services.

Research and evaluation: the funding available for projects relating to our emotional needs audit.

WAVES: the funding available to help with the provision of our WAVES service which helps support those with Borderline Personality Disorder

Buildings: the funding available from National Mind to support with utilities costs across our offices.

Reception: the funding available to support staff costs at the University of Suffolk.

Rest Hubs: The funding available to run the Rest Hubs service across 2 sites. This service helps those wanting mental health and wellbeing support in the community.

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2025* £
Unrestricted funds					
Designated funds					
Service Income Protection	*1,090,000*	*-*	*-*	*35,400*	*1,125,400*
Lease Provision	*45,000*	*-*	*-*	*(30,000)*	*15,000*
Organisational Development fund	*60,000*	*-*	*-*	*-*	*60,000*
Building maintenance, furniture & equipment replacement fund	*72,000*	*-*	*-*	*-*	*72,000*
Asset replacement fund	*60,000*	*-*	*-*	*-*	*60,000*
	1,327,000	*-*	*-*	*5,400*	*1,332,400*
General funds					
General Funds	*253,353*	*3,616,336*	*(3,683,046)*	*(5,400)*	*181,243*
Total Unrestricted funds	*1,580,353*	*3,616,336*	*(3,683,046)*	*-*	*1,513,643*

17. Statement of funds (continued)

	Balance at 1 April 2024 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2025* £
Restricted funds					
Housing	-	*1,045*	*(1,045)*	-	-
Research and evaluation	-	*3,000*	*(3,000)*	-	-
Healthy Mind Counselling	-	*70,233*	*(70,233)*	-	-
Community Services / SAGES	-	*116,204*	*(116,204)*	-	-
Workplace Wellbeing / Training	-	*14,025*	*(14,025)*	-	-
Suffolk Work Well	-	*112,451*	*(112,451)*	-	-
Children Families & Young People	*28,122*	*16,309*	*(30,892)*	-	*13,539*
Green Project	-	*17,295*	*(17,295)*	-	-
Waves	-	*3,565*	*(3,565)*	-	-
Buildings	-	*2,000*	*(2,000)*	-	-
Reception	-	*43,558*	*(36,063)*	-	*7,495*
	28,122	*399,685*	*(406,773)*	-	*21,034*
Total of funds	*1,608,475*	*4,016,021*	*(4,089,819)*	-	*1,534,677*

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	252,474	**252,474**
Intangible fixed assets	36,917	**36,917**
Fixed asset investments	1	**1**
Current assets	1,304,054	**1,304,054**
Creditors due within one year	(373,873)	**(373,873)**
Total	1,219,573	**1,219,573**

Analysis of net assets between funds - prior year

	Unrestricted funds 2025 £	*Restricted funds 2025 £*	*Total funds 2025 £*
Tangible fixed assets	*277,239*	-	*277,239*
Intangible fixed assets	*57,535*	-	*57,535*
Fixed asset investments	*1*	-	*1*
Current assets	*1,496,222*	*21,034*	*1,517,256*
Creditors due within one year	*(317,354)*	-	*(317,354)*
Total	*1,513,643*	*21,034*	*1,534,677*

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

	2026 £	2025 £
Net expenditure for the year (as per Statement of Financial Activities)	**(315,104)**	*(73,798)*
Adjustments for:		
Depreciation and amortisation charges	**64,579**	*64,679*
Dividends, interests and rents from investments	**(29,254)**	*(28,102)*
Increase in debtors	**(37,181)**	*(19,287)*
Increase/(decrease) in creditors	**56,519**	*(37,262)*
Donated assets	**(11,696)**	*-*
Net cash used in operating activities	**(272,137)**	*(93,770)*

20. Analysis of cash and cash equivalents

	2026 £	2025 £
Cash in hand	**762,295**	*1,017,678*
Total cash and cash equivalents	**762,295**	*1,017,678*

21. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	**1,017,678**	**(255,383)**	**762,295**
Liquid investments	**240,850**	**5,000**	**245,850**
	1,258,528	**(250,383)**	**1,008,145**

22. Pension commitments

The charity contributes to the company's stakeholder pension scheme, the assets of which are held in independently administered funds. Total contributions to the pension scheme during the year are disclosed in note 9.

22. Pension commitments (continued)

The company also participates in a multi-employer pension scheme for staff who were previously employed by the National Health Service. The pension liability is the responsibility of the National Health Service Pension Scheme. As a result it is not possible to identify the assets and liabilities of the scheme which are attributable to the company.

At the year end, total pension contributions of £18,056 (2025: £16,909) were outstanding.

23. Operating lease commitments

At 31 March 2026 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2026	*2025*
	£	*£*
Not later than 1 year	**28,384**	*13,801*
Later than 1 year and not later than 5 years	**63,910**	*5,076*
	92,294	*18,877*

24. Related party transactions

The company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the company at 31 March 2026.