



MONEY AND  
MENTAL HEALTH  
POLICY INSTITUTE



# IMPACT REPORT 2025



# 10 years of Money and Mental Health: Our impact timeline

2016

**April 2016**

The charity is set up by Martin Lewis

2017

**January 2017**

Prime Minister Theresa May commits to ending GP charges for the Debt and Mental Health Evidence form in response to our campaign

2018

**April 2018**

Our Recovery Space campaign secures a government commitment to extend its Breathing Space debt respite scheme to people in mental health crisis

**June 2018**

Multiple banks work with us to launch gambling spending blocks

**July 2018**

Thanks to our campaigning the FCA u-turns on changes to its definition of 'vulnerability', which would have disadvantaged people with mental health problems

2019

**June 2019**

We launch our Mental Health Accessible programme, to make essential services easier to use for people with mental health problems

**October 2020**

We secure a government commitment to change decades-old rules which force lenders to send distressing letters to people in problem debt

**September 2020**

Work kicks off with King's College London and Citizens Advice to design and pilot a service integrating money and debt advice into mental health talking therapies

**August 2020**

After working with us to make changes that improve outcomes for customers with mental health problems, Lloyds Bank becomes the first bank to be Mental Health Accessible accredited

2020

**January 2020**

The Money and Pensions Service makes mental health a central plank of its new UK financial wellbeing strategy

**October 2019**

Charges for the Debt and Mental Health Evidence form end in England

**November 2020**

The government's Covid-19 mental health and wellbeing recovery plan focuses on financial harm faced by people with mental health problems as a result of our input

2021

**May 2021**

The government's Breathing Space scheme is introduced, including debt respite for people receiving mental health crisis care thanks to our campaign

**June 2021**

Rules which force lenders to send distressing letters to people in problem debt officially change, thanks to our Stop the Debt Threats campaign

2022

**February 2022**

Funding for face-to-face debt advice is increased by 50% following our investigation into cuts and campaigning by debt advisors

**March 2022**

Social media platforms are tasked with tackling scam ads in the Online Safety Bill following a coalition campaign led by Money and Mental Health



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## Chair's foreword



### **Martin Lewis CBE**

It's hard to believe it's been ten years since I set up the Money and Mental Health Policy Institute. It's been here through a pandemic, a cost of living crisis and non-stop political and economic upheaval. I always said I wanted the charity to be a 'do tank' focused on real world impact, not a 'think tank'. And a decade on I couldn't be more proud of how it has lived up to that billing.

I constantly ask the overly-talented team about impact... what has changed to break the toxic relationship between money and mental health problems? And their responses are always long: from reforming the grotesque council tax collection system, to joining up mental health and money advice support and securing prestigious new 'super-complainant' powers – and that's just this year. The charity continues to punch above its weight and make a real difference – for those who are struggling, and for those fighting hard not to.

Huge thanks goes to the Money and Mental Health team for their passion, expertise and commitment. A particular spotlight needs shining on Helen Undy, our Chief Executive, who has led the Institute with tenacity and aplomb, and who (whoop whoop) has just been to receive her much deserved OBE, awarded for her contribution to voluntary services.

My fellow Trustees too, are a powerhouse team playing a critical role in guiding the charity through the past year and beyond, and I am very grateful for their wisdom and insight. Special thanks to unsung hero and Vice Chair Jo Hill, who excels in providing strategic guidance for the team (all the stuff I don't understand).

Yet none of this happens in isolation. We benefit hugely from the support of fellow campaigners across the charity sector, some of the wonderful do-gooders who lurk within essential service firms, and the big brains in the policy world.

Lastly, but not least... I want to celebrate our Research Community of over 5,000 'experts by experience'. They are the lynchpin of this charity. Without them, we simply couldn't do this work. Their ideas and stories shape what we do. Their generosity in sharing their thoughts on what needs to change and using their experiences to help others is something Money and Mental Health – and society – owe a huge debt of gratitude for.

A handwritten signature in black ink, appearing to read 'Martin Lewis', with a long, sweeping underline.

### **Martin Lewis CBE**

Founder and Chair, Money and Mental Health Policy Institute

## Chief Executive's foreword



### Helen Undy OBE

2025 came in with a lot of promise. We were six months into a new government, with a Financial Inclusion Strategy on the horizon and mental health recognised as a cross-cutting theme. Ministers were talking seriously about tackling child poverty, and a new ten-year plan for the NHS was imminent.

But it also brought significant threats, including the possibility of cuts to vital disability benefits. And while media discourse about the 'overdiagnosis' of mental health problems increased, mental health continued to slide down the political priority list.

In the context of those opportunities and threats, it is a pleasure to look back on a year of hard work for our team – and a year of remarkable impact.

I am proud of what the team has achieved, from taking significant steps towards some of the big longstanding harms that we have focused on, to launching exciting new initiatives to translate our research and policy ideas into real life impact in the shape of our new Action Lab work.

If 2025 has shown us anything, it's that progress is possible – but not automatic. Every step forward this year has come from sustained, collective effort. We've had some exciting new innovations this year, but behind them what's really driving the change is passion, commitment and hard work. You can expect to see more of the same in our work over the years to come.

A handwritten signature in black ink that reads "Helen Undy".

### Helen Undy OBE

Chief Executive, Money and Mental Health Policy Institute

# Our impact 2025

# Our 2025 impact highlights

## Tackling aggressive council tax collection

Our research has shown that the aggressive way that councils rapidly escalate collection and charges is trapping millions of people with mental health problems in debt and despair. We have been campaigning to make council tax collection fair, including ensuring that people who miss a payment are given more time before they are hit with bigger bills, court summons and bailiff action.

In 2025 we were pleased when the UK government responded to our campaign by launching a consultation into making council tax collection fairer for people in arrears. This includes reviewing the speed at which councils escalate a missed payment into a demand that people pay their full annual bill and the extra charges that councils levy when people fall behind on payments – both key recommendations of our campaign.

Then in April 2026, we were delighted when the government responded to our campaigning by agreeing to change the rules on council tax collection. The changes mean that from April 2027, people will be given two months between missing a payment and having to pay their full bill, and extra charges will be capped at £100 – a huge step forward from the current situation.

In the coming year we will continue to work with government to ensure that councils take more steps to help people access support for money problems before escalating debt collection.



"I've had varying mental health for 13 years. When I am in a low period (I have PTSD), I struggle with basic tasks. Out of all the services, both financial and not, the council was the worst that I had to deal with. This all stemmed from being unaware one payment hadn't gone out. Banks have greatly improved, and other services are willing to learn and change. The council is not one of those. The council tax collection system needs to change, as one missed payment can lead to debt in two weeks when they send their threatening letters with fines, alongside their poor understanding of mental health. The change will benefit/help lots of people with or without poor mental health."

**Suzanne Hoddy**, Research Community member and nurse

"Too many vulnerable families are facing aggressive enforcement action, with people left terrified of bailiffs knocking on the door because one month's council tax bill was missed.

We will stop this and make the system fairer by supporting families who fall behind. I want to thank Martin Lewis and his charity for their tireless campaigning, shining a light on this crucial issue affecting millions of people."



**Steve Reed MP**, Secretary of State for Housing, Communities and Local Government

We also celebrated a campaign win in September 2025 when the Welsh government announced that it will extend the time period between someone missing a council tax payment and having to pay their full annual bill.

## Stamping out bad bailiff behaviour

For many years we have campaigned alongside other charities for statutory regulation of the bailiff industry as a critical step in ending aggressive behaviour and rule-breaking by bailiffs.

We saw welcome progress on this issue in June 2025 when the government explicitly recognised the need for regulation of the sector and launched a consultation on how this could be introduced. We will be continuing to push the government to act on this in the coming year.

## Securing 'super-complainant' powers

In 2025 we were thrilled to be awarded 'super-complainant status', giving us exclusive powers to highlight issues of consumer harms and to spur regulators to act. Initially, the Department for Business and Trade gave us the power to take super-complaints to the Competition and Markets Authority (CMA), the UK's consumer watchdog. Subsequently, in February 2026, we were awarded equivalent powers by the Treasury for the Financial Conduct Authority (FCA) and the Payment Systems Regulator (PSR), which oversee financial services and payment systems, respectively.

That makes us only the fourth organisation to have super-complainant status across all of these regulators. It means that we have unique powers to escalate the case for action on specific consumer harms. Regulators would have to respond within 90 days of a super-complaint being made, and subsequent steps could include taking enforcement action to stop consumer harms or recommending that the government change legislation.

We are now considering how to make the best use of our super-complainant powers to tackle some of the biggest harms that people with mental health problems face when using consumer markets.



## Changing financial services to make them more inclusive

In November 2025, the government published its new Financial Inclusion Strategy, promising to 'transform' financial wellbeing and 'open up access to financial services' to everyone.

Our Chief Executive Helen Undy played a key role in shaping the strategy as a member of the government's Financial Inclusion Committee, and we were pleased that it delivered important measures to improve the outcomes that people with mental health problems face when using financial services.

This includes a new stream of work to improve access to travel insurance for people with pre-existing conditions, which we will be leading with the Association of British Insurers, and a major banking initiative on accessible products building on our Mental Health Accessible programme.

## Making essential services more 'mental health accessible'

Through our **Mental Health Accessible** programme, we continued to work in depth with banks, water companies and energy firms to improve products, processes and customer journeys for people with mental health problems. This year that meant more sustained engagement rather than one-off projects: understanding the challenges teams face and working with them to build internal buy-in for often ambitious change. That has included supporting firms to:

- Test new approaches to debt collections such as reducing the frequency of communications to some customers about debt, which could reduce stress for customers.
- Provide training and resources for staff on supporting customers with mental health problems, drawing from lived experience insight
- Improve digital journeys so that people with mental health problems can access tailored specialist support more easily.

Over the past year we have worked with big financial services providers including HSBC, Nationwide and Lloyds Banking Group. We were also pleased to extend our work into the utilities sector, including recently awarding the Mental Health Accessible accreditation to Anglian Water, the first water company to receive this award – crucial to ensuring that people with mental health problems are able to engage with services as water bills are rising.





“One of our proudest achievements was becoming the first utility company to achieve Mental Health Accessible accreditation from the Money and Mental Health Policy Institute. As a purpose-driven company, this process is about more than meeting a standard – it’s about making sure every customer feels supported and understood, especially when life feels overwhelming. We are committed to meeting the service needs of our diverse customers, recognising that some of our customers will experience mental health challenges. Money and Mental Health’s in-depth accessibility review, including lived experience testing, has given us a clear pathway for improvement, helping us deliver more inclusive, supportive services that benefit not only those with mental health problems, but all of our customers.”



**Don Maher**, Director of Customer and Operational Services, Anglian Water



“At Nationwide, we believe in making banking as fair and as inclusive as possible. We do this because it’s good for our customers and good for society. That’s why we really value our partnership with the Money and Mental Health Policy Institute. Their mental health expertise and user-led approach, coupled with a deep understanding of financial services has helped us turn insight into action, improving both our policies and frontline practice. Together we’ve made meaningful progress in ensuring customers living with mental health challenges are better understood and better supported.”

**Kathryn Townsend**,  
Head of Customer Vulnerability at Nationwide and member of Money and Mental Health’s advisory board





## Case study

### How we helped Lloyds Banking Group improve customer access to support through digital and alternative communication channels

Many customers supported by Lloyds Banking Group's Moments of Truth (MOT) team (which supports customers with serious illnesses, including mental health conditions), and Customer Financial Assistance (CFA) teams experience anxiety, cognitive overload, or other barriers that can make phone conversations difficult. For some, managing finances by telephone is distressing or simply not possible, particularly for customers living with mental health conditions.

In collaboration with Money and Mental Health, Lloyds strengthened its understanding of how communication channels influence customer outcomes. The MOT and CFA teams broadened the ways customers can engage, offering access through digital and alternative channels alongside traditional phone-based support.

Greater choice enables customers to communicate in ways that feel safer and more manageable. They can share information at their own pace, engage more fully in support journeys, and experience reduced stress. Colleagues are better equipped to adapt their approach, resulting in more inclusive and effective support.

We are grateful to Money and Mental Health for their expertise and valuable input. Their work has helped shape more accessible support models, and we have seen meaningful improvements in customer experience as a result.





## Working with banks to tackle gambling harms

One of our key areas of focus in 2025 has been delivering our Gambling Harms Action Lab (GHAL). This is an innovative new programme through which we are working directly with seven financial services firms to improve support for customers at risk of gambling harms. The programme (which is funded from a regulatory settlement approved by the Gambling Commission) is trialling an exciting new way of working for us, speeding up the translation of research into tangible impact.



Through a facilitated programme, participating firms are collaborating to test and trial new approaches and tools aimed at improving support for customers experiencing gambling harms. The idea is that firms hold each other to account in a supportive environment and lean on each other's collective expertise to uncover solutions, informed by lived experience insights and input from experts including regulators, academics and the ombudsman. We are delighted to see how this is already shaping improvements in the support that firms are offering customers. We look forward to sharing more details on our impact and learnings from the programme later this year.



“The Gambling Harms Action Lab is an exciting opportunity for the financial services industry to draw on lived experience insight to design better products, encourage and challenge each other, and to push each other to go further in innovating. Ultimately it is a chance for firms to be ambitious in improving the support available to customers at risk of gambling harms.”

**Sheree Howard**, Executive Director at the Financial Conduct Authority

“I’ve been an active member of Money and Mental Health’s Research Community, supporting its Gambling Harms Action Lab to work with banks and building societies to improve the support available to their customers at risk of experiencing gambling harms. For more than a year now, I’ve been participating in research and supporting the project as a member of its steering group. People often see banks as the bad guys – but this is a really good chance for them to demonstrate they do care about the wellbeing of their customers. Banks can make a difference. I hope by sharing my story I can help to show how.”

**Darran**, Research Community member



## Joining up money and mental health support

One of our longstanding influencing aims has been to ensure that mental health services are better joined up with money advice, so that people who are getting support for a mental health problem also get help with any financial issues they are dealing with. Our research has shown that joining services up in this way could dramatically improve recovery rates, reduce waiting times for mental health services, and generate significant savings for the public purse.

In 2025 we took significant steps towards achieving this aim. With the support of Lord Bryn Davies (a member of our Advisory Board), we secured Government commitments during the passage of the Mental Health Bill to embed a focus on financial difficulty into key mental health documents and processes. This means people will be prompted and supported to consider their financial situation when planning future care or decision-making if they lose mental capacity.

“The new Mental Health Act 2025 will ensure people with severe mental health conditions receive better, more personalised treatment, whilst also ensuring patient and public safety remain paramount. We know that too many people risk falling into financial harm when suffering with their mental health; The Mental Health Act 2025 will give patients enhanced rights and support.

“Financial difficulty is also a known risk factor for suicide, which is why the work of Helen and the team at Money and Mental Health is so valuable in helping us better understand and respond to these challenges and support people struggling with debt and financial difficulty. I am grateful for their excellent work, and I look forward to building on this important partnership.”



**Baroness Gillian Merron**, Minister for Women's Health and Mental Health

We also saw progress on the Mental Health Crisis Breathing Space Scheme, through which people receiving crisis care support are also given respite from bills, creditor action on debt and bailiff action for the duration of their care and 30 days afterwards. We successfully campaigned for the scheme's introduction in 2018, but have since raised concerns to the government about low take-up of the scheme. Through our campaigning on the Mental Health Bill, we secured a government commitment to ensure that the Mental Health Crisis Breathing Space Scheme will now be offered automatically to people under longer-term sections. We also gained a commitment in the Financial Inclusion Strategy that the scheme will be rolled out in Northern Ireland – a major success building on our earlier campaigning.

Finally, we were delighted when the NHS's new ten-year plan committed to introducing Neighbourhood Health Centres, which will bring debt advice and mental health services together under one roof. These health centres will be open 12 hours a day, six days a week within local communities and offer a huge opportunity to provide joined-up support for people experiencing mental health issues and money problems.



## Challenging harmful welfare reforms

In 2025 the government announced plans for reforms of Personal Independence Payments, a benefit which people with long term health conditions or disabilities can claim to help cover the extra costs associated with their condition. These measures would have restricted eligibility to the 'daily living' component of PIP, which is intended to help people whose condition makes it difficult to complete daily tasks such as preparing meals, cleaning and dressing, communicating and making budgeting decisions.

Our research raised serious concerns that these plans would have a devastating financial and psychological impact for many people with mental health problems. It also suggested that the changes could make it harder for people with mental health problems to stay in work or go back to work – and would therefore undermine the government's stated aim for its wider welfare reforms.

We campaigned hard alongside a large coalition of charities and parliamentarians to challenge the proposals, resulting in the government dropping the plans – a major campaign win and a powerful example of what charities and MPs can achieve together.

"Permanently insecure poverty. Punished in perpetuity. Probably insincere people. Imagine how I react when politicians and the media decide that people like me are a target for benefits cuts, are slinging the lead or just don't deserve help.

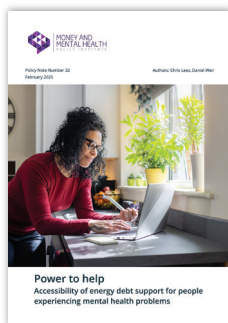
"There is a boring regularity to trying to stop or remove support from people like me. The isolation and fear are paralysing. My emotional state becomes unstable my finances deteriorate and I feel both helpless and hopeless. When the charity stepped up and fought our corner it gave me hope and it also made me feel that we are not alone."



**Rob Smale**, Research Community member

## Our research programme in 2025

Research and policy development continues to be the engine of our work. In 2025 we published 8 reports – including long form research and shorter policy output – exploring issues such as debt collection, gambling harms and how different demographic groups experience money and mental health problems. The list below offers a brief summary of these outputs:



**February 2025**

**Power to help:** Accessibility of energy debt support for people experiencing mental health problems

This investigated the experiences of people with mental health problems who are behind on energy bills. It offered recommendations to improve the accessibility of debt support to people in energy arrears.

**Impact:** We've used these recommendations to inform our work with energy providers through the Mental Health Accessible programme.

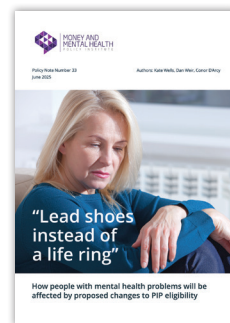


**April 2025**

**Connection lost:** Understanding the psychological harm of utilities debt collection and disconnection

This explored the harm caused by utilities debt collection and the risk of disconnection for people with mental health problems.

**Impact:** We are using the findings to push regulators and utility firms to improve debt collection practices.



**June 2025**

**Lead shoes instead of a life ring:** How people with mental health problems will be affected by proposed changes to PIP eligibility

This assessed the impact of the government's proposed changes to Personal Independence Payments (PIP) eligibility on people with mental health problems and the likely financial and psychological consequences.

**Impact:** This gave us critical evidence to support our successful campaign to persuade government to reverse its plans.

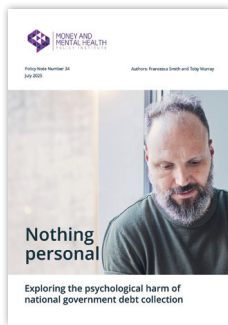


**July 2025**

**Fairer finances:** Improving financial services for people with mental health problems from minoritised ethnic groups

This explored the experiences of people with mental health problems from minority ethnic groups when using financial services and highlighted inequities which need to be addressed.

**Impact:** This has enabled us to better understand and act upon the different challenges that people with mental health problems from different demographics face in using financial services.



July 2025

**Nothing personal:** Exploring the psychological harm of national government debt collection

This examined the harm caused by central government debt collection practices, and in particular how the DWP collects benefits overpayments.

**Impact:** This has shaped our conversations with the Government Debt Management Function – the body responsible for debt management standards across departments – about its new government debt strategy.

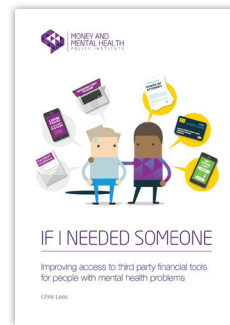


September 2025

**Who's in?** Financial inclusion that delivers for people with mental health problems

A policy paper setting our ideas for how the government's Financial Inclusion Strategy could deliver the best outcomes for people experiencing mental health problems.

**Impact:** We fed the ideas set out in this paper directly into the government's development of the strategy.



October 2025

**If I needed someone:** Improving access to third party financial tools for people with mental health problems

Improving access to third party financial tools for people with mental health problems.

**Impact:** This research led to the government referencing the need for good third party access tools in its Financial Inclusion Strategy. It also informed our Mental Health Accessible team's direct work with firms to improve the third party access tools they offer.



December 2026

**First line of defence:** How banks can use transaction data to support customers at risk of or experiencing gambling harm

A policy paper looking at how current account providers can use customers' transaction data to identify and support people may be at risk of gambling harms.

**Impact:** This directly shaped work by a number of banks taking part in our Gambling Harms Action Lab to better identify and support people at risk.



# Our strategy and approach

## Our strategy and approach

In 2025 we published our new strategy for the coming five years, including a renewed mission for the charity and an ambitious plan for how we can deliver it.

The strategy was underpinned by a full review of our activities and impact. We concluded that what we're doing is working and so the new strategy is a refresh rather than a radical change of direction. In the next five years we aim to learn even more from what's worked – and do more of it – while continuing to be creative and nimble to pursue opportunities to create even bigger change.

### Our mission

We're working for a world in which the vicious cycle of money and mental health problems is broken. That means we all have an equal chance of financial security, regardless of our mental health. And it means that everyone's mental health can flourish, regardless of their financial circumstances.

### Our goals

Our work will focus on the following three goals:



People with mental health problems are not disadvantaged when choosing, using or paying for essential services like water, energy or banking, and these services become less likely to harm anyone's mental health.



Support services to tackle money and mental health problems are available and accessible to those who need them, when they need them.



The income deficit between those with mental health problems and the rest of the population – due to structural and procedural problems – is reducing.

In addition to these three goals, we will focus on the development and regulation of digital technology as a cross-cutting theme in our work.

## The work we do

- 1. We conduct robust research and develop pragmatic policy solutions, working hand in hand with our Research Community.** We conduct research in order to improve the lives of people with money and mental health problems, with a particular focus on change that can be achieved within the next five years. Therefore our research programme will focus on areas not only where change is needed, but where there is also a genuine opportunity for impact.
- 2. Where we see an opportunity for impact, these research findings and policy solutions drive two types of influencing work:**
  - a. Campaigning, public affairs and other engagement with key decision makers to influence policy and regulation
  - b. Making the case to providers of services to work with us to improve these services themselves and their delivery.
- 3. When we are successful this leads to direct delivery, an increasing area of work for us over the last five years and one that we will continue to grow.** This looks like:
  - a. Working with policy makers to guide the implementation of policy commitments and campaign wins to ensure that they lead to real tangible impact
  - b. Working hands-on with providers of services through consultancy, accreditation, our 'action labs' impact model and other forms of hands-on work to translate the research into improved tools, services and processes.
- 4. As we build an increasing legacy of changes across policy and practice, evaluation will become a growing element of our work.** We will revisit the change that we have secured to test whether it has brought about the impact that was needed to tackle the drivers of money and mental health problems identified in the research. This evaluation will in turn inform further policy, influencing and delivery work.

We work hard to ensure that our research is representative of the diverse population of people experiencing money and mental health problems, and that the policy and practice solutions that we advocate for help those who face multiple barriers to good financial and mental health. Without this, we would not succeed in our mission to tackle the link between money and mental health problems. We are committed to recruiting the most passionate and talented people, whatever their background, and ensuring that Money and Mental Health is a place where they can thrive at work.

"At Pears Foundation we are only too aware of the inequalities that people with mental health problems face.

"We are delighted to support the Money and Mental Health Policy Institute in developing targeted, practical solutions that make a material difference to people struggling with their mental health."



**Sir Trevor Pears CMG**, Executive Chair, Pears Foundation

## Our Research Community

At the heart of everything we do is our Research Community, a group of around 5,000 people with personal experience of mental health problems who take part in our research every week. Our Research Community members shape our campaigns, test products and processes for companies like banks or energy firms, share their stories in the media and at events – and also helped us to write our new strategy.

In 2025 Community members took part in 24 surveys and 6 focus groups, and we also expanded the ways that we engage with the Research Community to explore more involved participatory research for the first time – enabling us to conduct research alongside members of our community, gain important new insights into people's experiences and co-develop policy solutions. These new approaches are empowering Research Community members to have a greater say in shaping our research and policy ideas, and will help us ensure that our key audiences have a better understanding of the needs of this group of people. We are excited to build on these approaches in the year to come.



"I was delighted to be invited to give a lived experience point of view at the launch event for the If I Needed Someone report. It shows the commitment to including real people's voices in all that Money and Mental Health do.

"I spoke to an audience of banks and financial professionals about how depression affects my ability to use my bank account and other financial products. I felt listened to, especially as there were many conversations in the margins of the event where people could relate to my experience. I hope that by being honest about the realities of mental health it made the audience understand the message more effectively and hopefully take the action recommended in the report.

"It was a fantastic experience from start to finish, and although I was nervous, the support from the Money and Mental Health team was outstanding."

**Anita**, Research Community member

# Get involved with Money and Mental Health

At Money and Mental Health, collaboration is at the core of what we do. We couldn't have the impact we do without the help of our partners, collaborators, funders, and fellow campaigners across the charity, essential services and policy sectors who support our work.

We're always keen to work with people who are passionate about breaking the link between mental health problems and financial difficulty. If you — or the organisation you work for — would like to help us deliver that mission, there are lots of ways to get involved:

## Research partnerships

We partner with businesses, trusts and foundations to produce world-class research, policy development and thought-leadership projects. If you are interested in exploring opportunities to partner with us in this way, please contact Alicia Billing, our Head of Fundraising: [alicia.billing@moneyandmentalhealth.org](mailto:alicia.billing@moneyandmentalhealth.org)

## Consultancy services

Our Mental Health Accessible team works directly with essential service providers, to help firms effectively support customers with mental health problems. We also offer consultancy services on a bespoke basis. If you're interested in our consultancy services, contact Morven Lean, Head of Strategic Partnerships: [morven.lean@moneyandmentalhealth.org](mailto:morven.lean@moneyandmentalhealth.org)

## Join our Professional Network

Money and Mental Health's professional network brings together people working in essential services, advice, mental health, social care, policy and consumer protection, to share experience and expertise. You'll receive regular email updates on our work, as well as invitations to exclusive events where you can meet other professionals in the field, and opportunities to share your expertise and shape our research. Sign up here:



## Make a donation

We welcome donations from businesses and individuals who have the financial means to support our work and mission. You can make a donation here:



## Join our Research Community

If you have personal experience of mental health problems and would like to get involved in our work, please consider joining our Research Community.

Our Research Community of 'experts by experience' is at the heart of everything we do at Money and Mental Health. Their powerful stories and ideas help us understand the problems, develop solutions and persuade decision-makers of the need to act,

As a member, you'll be invited to take part in surveys, questionnaires or focus groups – either online or in person. We hope to offer you free trials of new products or services to test what works. And we will make sure your voice is heard by government, banks, retailers, regulators, the NHS and beyond.

Signing up puts you under no obligation to take part in particular activities, we'll send you information about opportunities to get involved and you can pick what works for you. Sign up to the Research Community here:



# Our people and funding

# About Money and Mental Health

## Governance

### Trustees as of 31 December 2025

#### Chair of Trustees

Martin Lewis OBE

#### Vice Chair of Trustees

Jo Hill

#### Treasurer

Carol Pearson

#### Board of Trustees

Zoe Clements

Clare Francis

Ayaz Manji

## Staff

### Staff team as of 31 December 2025

Nikki Bond

Head of Gambling Harms Action Lab

Zita Collier

External Affairs Intern

Bronwen Dalley Smith

External Affairs Manager (Maternity leave)

Nicky Deans

Head of Finance and Operations

Keith Donington

Strategic Partnerships Manager

Conor D'Arcy

Deputy Chief Executive

Alex Goodfellow

External Affairs Officer

Rayhan Haque

Interim External Affairs Manager

Jason Heffron

Senior Communications and Partnerships Officer

Liam Hill

Senior External Affairs Officer

John Lee

Senior Research Officer

Chris Lees

Senior Research Officer

John Ortega

Strategic Partnerships Officer

Brian Semple

Head of External Affairs and Income

Francesca Smith

Senior Research Officer

Alexis Stevens

Strategic Partnerships Manager

Dan Weir

Research and Policy Manager

Lewis White

Research Officer

Kate Wells

Research Officer

Helen Undy OBE

Chief Executive

Imaan Wright

External Affairs Assistant

Natalia Zaidi

Finance and Operations Officer

## Advisory Board

The Institute is supported by an advisory board, drawing expertise from mental health services, financial services, regulation, politics, PR, and from lived experience of mental health problems.

### Advisory Board Members as of 31 December 2025

**Andy Bell** Chief Executive at the Centre for Mental Health

**Luciana Berger** Chair of the Maternal Mental Health Alliance and former Shadow Minister for Mental Health

**Dr. Jed Boardman** Senior Lecturer in Social Psychiatry at the Institute of Psychiatry

**Dr. Billy Boland** Consultant Psychiatrist in Community Psychiatry, and Associate Medical Director for Quality and Safety at Hertfordshire Partnership University NHS Foundation Trust

**Martin Coppack** Professor of Practice in Financial Inclusion and Consumer Policy, University of Birmingham

**Steve Crabb** consultant specialising in consumer vulnerability strategy and inclusive service design

**Lord Davies of Brixton** Labour Party Peer

**Chris Fitch** Researcher on vulnerability and financial services, working with the Money Advice Trust and Personal Finance Research Centre, University of Bristol

**Lee Healey** Founder and Managing Director of IncomeMax

**Dan Holloway** CEO of Rogue Interrobang, and campaigner on mental health and finance issues

**Dr. Annie Irvine** Lecturer in Social Policy at the University of York

**Dr. Ricky Kanabar** Associate Professor of Social Policy at the University of Bath

**Adam Land** Senior Director at the Competition and Markets Authority

**Sandra Lawman** Specialist in mental health with lived experience of mental health problems

**Chris Pond** (Chair of the Advisory Board) Chair of the Financial Services Consumer Panel at the Financial Conduct Authority and the TrustMark Board.

**Charles Randell CBE** Former Chair of the Financial Conduct Authority and the Payment Systems Regulator – Former Chair of the Financial Conduct Authority and Payment Systems Regulator

**Mike Songer** former Director of Group and Retail Customer Vulnerability at Lloyds Bank Group

**Kathryn Townsend** Head of Customer Vulnerability at Nationwide

**Nicola Wood** Senior Independent Director at the Information Commissioner's Office, and an Ombudsman at the Financial Ombudsman Service.

**Professor Dame Til Wykes** Professor of Clinical Psychology and Rehabilitation at King's College London

## Our income 2025

In the interest of transparency, Money and Mental Health publishes details on all donations and funding over £1,000 – please see more details in the table below (all donations were unrestricted funding). You can find more information on our latest accounts [here](#).

| Income              | Details   |
|---------------------|---|
| £0-£1,000           | We received 34 donations in this range, amounting to £1,470 in total  |
| £1,001 - £10,000    | Dr Julie Stober, The Connection Project Ltd, Aviva Brokers, Three Hands Ltd (consultancy), Anglian Water (consultancy), Lending Standards Board (consultancy), E.ON Next (consultancy), Lloyds Bank (contracted research)   |
| £10,001 - £50,000   | BUPA (consultancy), E.ON Next (consultancy), Northumbrian Water (consultancy), EDF Energy (consultancy), Pears Foundation, Trust for Local Response   |
| £50,001 - £150,000  | HSBC UK (consultancy), Nationwide Building Society (consultancy and contracted research), United Utilities (consultancy), Barclays Bank (consultancy and contracted research), Aberdeen Group Charitable Trust <sup>1</sup> (part of a two year restricted grant), Aviva Foundation (part of a three year restricted grant) |
| £150,001 - £350,000 | Impact on Urban Health (part of a three year restricted grant)  |
| £350,001 - £500,000 | Martin Lewis (recurring annual donation)  |

### Administrative details

Charity name:  
**The Money and Mental Health Policy Institute**

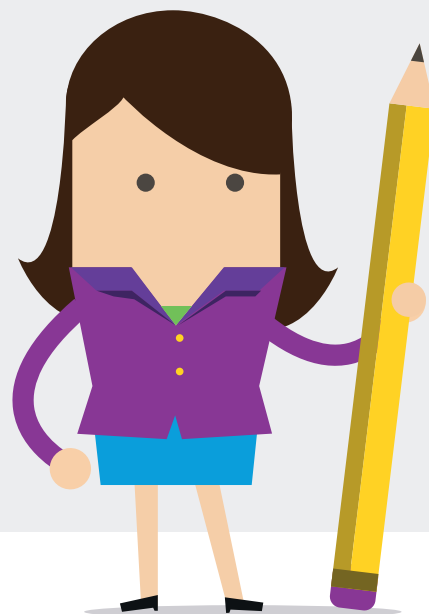
Charity registered number:  
**1166493**

Registered office:  
**The Green House,  
244-254 Cambridge Heath Road,  
Cambridge Heath, London E2 9DA**

**T** 020 7848 1448

**E** [contact@moneyandmentalhealth.org](mailto:contact@moneyandmentalhealth.org)

[moneyandmentalhealth.org](http://moneyandmentalhealth.org)



<sup>1</sup> Previously known as abrdn Financial Fairness Trust



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MENTAL HEALTH  
POLICY INSTITUTE

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Registered charity number 1166493

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