

THE BAYSWATER INSTITUTE

England & Wales · Charity number 1013623

Details

Status	Registered
Legal form	Charitable company
Company number	02546262
Registered	1992-08-13
Register	View on the Charity Commission register

Contact

Address	4th Floor Silverstream House 45 Fitzroy Street London
Phone	02072292729
Email	mail@bayswaterinst.org
Website	www.bayswaterinst.org

Activities

Objects: TO ADVANCE PUBLIC EDUCATION AND RESEARCH (INCLUDING THE PUBLICATION OF THE RESULTS OF RESEARCH) IN SOCIAL SCIENCES IN PARTICULAR IN RELATION TO KNOWLEDGE AND UNDERSTANDING OF THE MEANS OF ACHIEVING ORGANISATIONAL AND INSTITUTIONAL WELLBEING THROUGH THE INTEGRATION OF HUMAN AND SOCIAL CONSIDERATIONS WITH TECHNICAL AND ECONOMIC ONES IN THE DESIGN AND DEVELOPMENT OF WORK ORGANISATIONS AND OTHER INSTITUTIONS

Activities: Advances public education and research in the social sciences, in knowledge and understanding of the means of achieving organisational and institutional well being through the integration of human and social considerations with economic and technical ones in the design and development of work organisations and other institutions.

Classification

- **How:** Sponsors Or Undertakes Research
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£513	£37,690	-	-
2024-03-31	£45,072	£61,002	-	-
2023-03-31	£82,880	£68,689	-	-
2022-03-31	£58,638	£88,683	-	-
2021-03-31	£45,169	£85,661	-	-

Trustees

Name	Role	Appointed
Dr Kriss Fearon	Chair	2024-03-25
Nipull Bhatt		2024-11-10
PENNY JONES		2011-10-20
Robert Malcolm BALLANTINE		2011-10-13
Robert William Collingham		2013-01-29

Accounts

02546262

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CHARITY REGISTERED NUMBER:1013623

THE BAYSWATER INSTITUTE

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

NOEL & CO.

CHARTERED ACCOUNTANTS

4 PARLIAMENT CLOSE

PRESTWOOD

GREAT MISSENDEN

BUCKINGHAMSHIRE

HP16 9DT

THE BAYSWATER INSTITUTE

LEGAL AND ADMINISTRATIVE INFORMATION

Company Number:	02546262
Registered Charity Number:	1013623
Registered Office:	4th Floor Silverstream House 45 Fitzroy Street London W1T 6EB
Accountants:	Noel & Co. Chartered Accountants 4 Parliament Close Prestwood Great Missenden Buckinghamshire HP16 9DT

THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2024

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THE BAYSWATER INSTITUTE
DIRECTORS' AND TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees submit their annual report and the unaudited financial statements for the year ended 31 March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing the annual report and financial statements of the charity.

Structure, Governance and Management

The charity was incorporated on 5th October 1990 as a company limited by guarantee and not having a share capital. The company is registered in England and Wales (Company number 02546262). The governing document is the Memorandum and Articles of Association. Clause 7 of the Memorandum restricts the liability of each member, as defined by paragraph 2 of the Articles of Association, to one pound in the event of the Charity being wound up. The Charity cannot pay dividends and must use all its funds to further its stated charitable objectives. At April 2024, there were four members (three in 2023). Dr. Kriss Fearon joined the board in March 2024. The Charity is registered at the Charity Commission (Registered Charity number 1013623).

The Trustees, who are also the directors for the purpose of company law, and who served during the year, were:

Malcolm Ballantine (Chair)

Bob Collingham

Penny Jones

Kriss Fearon

The Charity has its registered office in London. A Board of Trustees governs the work of the charity as the decision-making body of the organisation, according to its Memorandum and Articles of Association. The Trustees meet at intervals of about three months to consider the current and future work of the Institute and make financial and staffing decisions.

The day-to-day management of the Institute is the responsibility of the Chief Executive Officer, Dr. Priya Davda.

Trustees are appointed at the Annual General Meeting of the charity, or by the existing Trustees, to hold office until the Annual General Meeting.

The Board of Trustees is the governing body of the Charity and determines its policy. It is also responsible for the general management of the Charity and for ensuring the Charity policy is implemented by the staff.

New Trustees are appointed by the Board of Trustees, and at any time there should not be less than three Trustees. Since the Charity is a company limited by guarantee, Board members are also Directors and are registered as such in accordance with the Companies Act 2006. Board members can claim for reasonable expenses in undertaking the Charity's business but they receive no remuneration or other financial benefit. All members of the Board have confirmed that they do not have, and have not had, any beneficial interest in any contract with the Charity.

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

Objectives and Activities

The Bayswater Institute was founded in 1990 with the objective of turning the social sciences to practical use. The Institute uses the methods and findings of the social sciences to help organisations integrate human and social considerations with economic and technical ones in the design and development of organisations and work.

In practice this means using research and action research to further organisational developments which reflect and integrate complex of factors (human, technical and economic) existing in an organisation and its members. It means an approach to organisation diagnosis which moves across disciplinary boundaries and is capable of drawing on psychology, social psychology, sociology and psychodynamics for concepts and methods. It also means considering the needs and development of people in the design and implementation of technical and managerial systems and using education and training to further these ideas. The Bayswater Institute also works to disseminate these methods of integrating human aspects of organisation.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Institute in 2023-24

The work of the Institute in 2023-24 continued to develop two major themes which have dominated its activities in recent years.

It continued its work helping organisations implement EDI (Equality, Diversity and Inclusion). In particular, it continued its extensive programme of work for Birmingham City Council by undertaking focus group and interview studies with elderly people in Birmingham examining the health issues of different cross-sections of the elderly population in the city. It was also commissioned to undertake additional evidence reviews for Birmingham City Council's Community Health Profiles, which focus on Birmingham's minority communities.

It also continued its evaluation work helping organisations engaged in development activities by gathering evidence of the impact of the changes as they are implemented. It began an extensive evaluation of the development and delivery of the FitBees project, a comprehensive service involving several forms of digital technology, to help people who are isolated at home to engage in physical exercise and to become more socially connected.

The Institute was also commissioned to support the development of several Community Investment Plans for a housing association in the South of England, to facilitate local communities and residents to improve employment and health outcomes and create successful and sustainable neighbourhoods. As part of its commitment to contributing to higher education partnerships, staff have collaborated with higher educational institutions, including De Montfort University, Kings College London, University of West London, and University College London to develop projects in the fields of co-production, careers guidance, socio-technical developments in democratic participation and to foster links between academia and industry.

Staffing Resources

The core staff of the Institute in 2023-24 were Dr. Priya Davda, Dr. William Maton-Howarth and Professor Ken Eason. The Institute was assisted during the year by the engagement of three interns who were students registered on degree courses in Global Health at Kings College London. It also continued its long-standing relationships with several associates who worked closely with the Institute to develop its group relations work and on project work.

Financial review

The charity held £48,085 (2023:£64,015) in Unrestricted Funds at 31 March 2024. These funds are adequate to meet the charity's ongoing commitments.

This report was approved by the board of directors and trustees
on 10/11/2024



.....
Malcolm Ballantine
Chair of Trustees

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2024

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2024 which are set out on pages 3 to 8.

Responsibilities and basis of report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

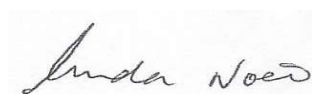
I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



.....
Linda Noel FCA
Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood
Great Missenden
Buckinghamshire
HP16 9DT

Dated:10/11/2024

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

	Unrest'd Funds £	Total Funds 2024 £	Total Funds 2023 £
Incoming resources			
Incoming Resources from generated funds:			
Voluntary income	3,000	3,000	0
Activities to generate funds	41,100	41,100	82,880
Investment income	972	972	453
	45,072	45,072	83,333
Total incoming resources	45,072	45,072	83,333
Resources expended			
Charitable activities	59,882	59,882	67,586
Governance costs	1,120	1,120	1,103
Total resources expended	61,002	61,002	68,689
Net movement in funds	(15,930)	(15,930)	14,644
Total funds brought forward	£ 64,015	£ 64,015	49,371
Total funds carried forward	£ 48,085	£ 48,085	£ 64,015

Details of Incoming resources and resources used are given in the notes to the financial statements.

COMPANY NUMBER: 02546262

AT 31 MARCH 2024

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THE BAYSWATER INSTITUTE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 (as updated through Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis under the historical convention (modified to include certain items at fair value). The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years unless otherwise stated.

Cashflow statement

The Company has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cashflow statement on the grounds that it is a small company.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2024

1 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of 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 charity for particular purposes. the cost of raising and administering such funds are charged against the specific fund. the aim and use of each restricted fund as set out in the notes to the financial statements.

Pension costs

The company contributes to a defined contribution pension scheme and the pension charge represents the amounts payable by the company by the company to the fund in respect of the year.

2. Income

	Unrest'd Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Donations and legacies			
Donations and Grants	3,000	3,000	0
	3,000	3,000	0
Charitable activities			
IR - generated funds - activities	41,100	41,100	82,880
	41,100	41,100	82,880
Investment income			
Investment income 1	972	972	453
	972	972	453

3. Expenditure on charitable activities

	2024 £	2024 £	2023 £
Staff costs	53,838		59,618
Property costs	874		1,044
Office costs	4,382		2,174
Project costs	1,417		4,750
		59,882	67,586

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2024

4. Governance and other costs

	2024	2024	2023
	£	£	£
Independent Examiner	700		700
Trustee expenses	120		275
Accountancy	300		128
		1,120	1,103

Travel expenses were paid to two trustees during the year (2023:2)

No remuneration was paid to any trustee.

5. Employment costs

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

	2024	2023
Charitable Activities	1	2
Generating funds	1	2
Administration	1	1
Salaries	48,150	51,907
Social security	-	199
Pension costs	4,515	4,362
	<u>53,208</u>	<u>56,468</u>

6. Related party transactions

There were no related party transactions to report.

7. Creditors

Amounts falling due within one year:-

	2024	2023
	£	£
Other Taxes & PAYE	3,962	3,360
VAT	3,449	9,084
Accruals And Deferred Income	2,525	1,363
	<u>£ 9,936</u>	<u>£ 13,807</u>

Accounts

02546262

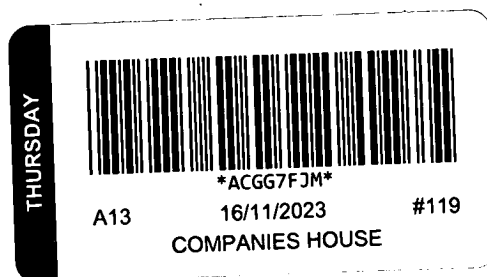
CHARITY REGISTERED NUMBER:1013623

THE BAYSWATER INSTITUTE

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

NOEL & CO.
CHARTERED ACCOUNTANTS
4 PARLIAMENT CLOSE
PRESTWOOD
GREAT MISSENDEN
BUCKINGHAMSHIRE
HP16 9DT



THE BAYSWATER INSTITUTE

LEGAL AND ADMINISTRATIVE INFORMATION

Company Number: 02546262

Registered Charity Number: 1013623

Registered Office: 4th Floor Silverstream House
45 Fitzroy Street
London W1T 6EB

Accountants: Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood
Great Missenden
Buckinghamshire
HP16 9DT

THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2023

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THE BAYSWATER INSTITUTE
TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The trustees submit their annual report and the unaudited financial statements for the year ended 31 March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing the annual report and financial statements of the charity.

Structure, Governance and Management

The charity was incorporated on 5th October 1990 as a company limited by guarantee and not having a share capital. The company is registered in England and Wales (Company number 02546262). The governing document is the Memorandum and Articles of Association. Clause 7 of the Memorandum restricts the liability of each member, as defined by paragraph 2 of the Articles of Association, to one pound in the event of the Charity being wound up. The Charity cannot pay dividends and must use all its funds to further its stated charitable objectives. At March 2023, there were three members (2022: four). The Charity is registered at the Charity Commission (Registered Charity number 1013623).

The Trustees, who are also the directors for the purpose of company law, and who served during the year, were:

Malcolm Ballantine (Chair)

Bob Collingham

Penny Jones

Alan Dale

Resigned March 2023

The Charity has its registered office in London. A Board of Trustees governs the work of the charity as the decision-making body of the organisation, according to its Memorandum and Articles of Association. The Trustees meet at intervals of about three months to consider the current and future work of the Institute and make financial and staffing decisions.

The day-to-day management of the Institute is the responsibility of the Chief Executive Officer, Dr. Priya Davda.

Trustees are appointed at the Annual General Meeting of the charity, or by the existing Trustees, to hold office until the Annual General Meeting.

The Board of Trustees is the governing body of the Charity and determines its policy. It is also responsible for the general management of the Charity and for ensuring the Charity policy is implemented by the staff.

New Trustees are appointed by the Board of Trustees, and at any time there should not be less than three Trustees. Since the Charity is a company limited by guarantee, Board members are also Directors and are registered as such in accordance with the Companies Act 2006. Board members can claim for reasonable expenses in undertaking the Charity's business but they receive no remuneration or other financial benefit. All members of the Board have confirmed that they do not have, and have not had, any beneficial interest in any contract with the Charity.

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

Objectives and Activities

The Bayswater Institute was founded in 1990 with the objective of turning the social sciences to practical use. The Institute uses the methods and findings of the social sciences to help organisations integrate human and social considerations with economic and technical ones in the design and development of organisations and work.

In practice this means using research and action research to further organisational developments which reflect and integrate the whole complex of factors (human, technical and economic) existing in an organisation and its members. It means an approach to organisation diagnosis which moves across disciplinary boundaries and is capable of drawing on anthropology, psychology, social psychology, sociology and psychodynamics for concepts and methods. It also means considering the needs and development of people in the design and implementation of technical and managerial systems and using education and training to further these ideas. The Bayswater Institute also works to disseminate these methods of integrating human aspects of organisation.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Institute in 2022-23

This year was a very busy one for the Institute. It continued its evaluation work in several projects, helping organisations engaged in development activities by gathering evidence of the impact of the changes as they were implemented. The year was dominated by growth in the work in EDI (Equality, Diversity and Inclusion), in particular work the Institute undertook for Birmingham City Council in its public health programme, examining the health issues of the many minority populations in the city. A summary of the major projects undertaken in the year is as follows:

The main projects were:

The WORKTECC Project (Workforce Operations that Realise Knowledge-based Transformational Efficiency gains in Community Care): This four-year research project came to an end in 2021-22. It was funded by the Health Foundation, led by CORU at UCL with other partners in Care City and two North East London Boroughs. The aim was to determine what efficiency savings could be made from the adoption of new operations research (OR) based work strategies in community care. In 2021-22 CORU presented eight possible OR innovations and the Institute, using methods developed in the project and evidence from studies of how community care is currently delivered, identified the 'readiness for change' in the London Boroughs to adopt these innovations.

The Evaluation of 'Hear Me Now' In 2020-21 the Institute undertook an evaluation of the adoption of the digital app 'Hear Me Now' which is designed to give a voice to people with learning disabilities and autism especially with respect to their health and wellbeing. In 2022 the Institute was invited to undertake a further evaluation of the implementation of 'Hear Me Now' this time in Devon and Bristol, and with the explicit objective to use the app to develop Annual Health Plans with local GPs.

The Earth Journalism Network This network funds journalists to do investigative work in many countries. The Institute was part of a project to gather information by questionnaires and interviews from journalists in the Asia-Pacific region about the support they need in order to undertake their journalistic work.

Community Health Profiles for Public Health in Birmingham. In 2022-23 the Institute took responsibility for the preparation of eight Community Health Profiles (CHPs) for the Public Health Department. These were comprehensive reviews of evidence of the health issues affecting minority communities in Birmingham and more widely in the UK. The communities were those with Caribbean, Nigerian, Arab and Muslim heritage, those with a Gay, Bisexual and Transgender sexual orientations and those with Sight Loss.

175-year Directors of Public Health Report. The Institute prepared a report on the history and achievements of Birmingham's Directors of Public Health over the last 175 years. This was a mixed methods research project, which involved utilising archived and recent data, interviewing previous Directors, and drawing together health statistics over a 175-year period.

The Staffing Resources of the Institute

In addition to its core staff the Institute is able to call upon the services of professional colleagues and in this year that included Dr. Corinna Arndt and Dr. Peter Aspinall. The Institute also recruited three young people through the Government Kickstart scheme to give them research and administrative experience working on the Institute projects. When the Kickstart scheme ended the Institute continued this practice by offering intern opportunities to students following the Global Health programme at King's College London.

Financial review

During the year the Institute reported a surplus of £14,644 on trading operations leaving net assets in the charity of £64,015 (2021/22: £49,371).

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three- and six-month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. The future plans for the Institute will include a commitment to ensuring that these levels of reserves are achieved and maintained.

Plans for 2023-24

The Institute enters 2023/24 with work plans on five fronts. First, it intends to continue its programme of evaluation and action research work, supporting organisations as they pursue new organisational and technological developments. This will include further work on the adoption of the Hear Me Now app in service changes in the NHS and consultancy on the implementation of Artificial Intelligence (AI). Second, the EDI offering will be developed to facilitate commercial, public and third sector organisations in their EDI aims; for example, a further study has been commissioned by Birmingham City Council to examine the health issues associated with ageing as experienced by minority communities in the city and the Institute is working with the Associate Directors of Public Health in London to develop their anti-racist strategy. Work is also in prospect in the Co-Design domain for which the Institute experience in employee engagement and user-centred design means it is well placed to make an important contribution. Fourthly, the Institute will continue its long-standing programme of consulting to technology start-up companies, including supporting them to reach commercialisation, embedding reflexive practice and building soft skills such as improved team working and leadership skills. Finally, following the Institutes long-standing training programme being suspended during Covid, in the coming year, the Institute plans to resume offerings of the WIG (Wisdom in Groups) experiential management training event and of associated workshops and masterclasses. The Institute also plans to continue to provide internship opportunities to provide support for the staff of the Institute and to provide young people with valuable employment experience in a research and evaluation environment.

Statement of Trustees' Responsibilities

The Trustees, who are also the directors of The Bayswater Institute for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

This report was approved by the board of directors and trustees on ... 7 November 2023



Malcolm Ballantine Chairman of Trustees

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2023

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2023 which are set out on pages 3 to 8

Responsibilities and basis of report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Dated: 7th November 2023

.....
Linda Noel
Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood

Great Missenden
Buckinghamshire
HP16 9DT

THE BAYSWATER INSTITUTE

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE
ACCOUNT)**

FOR THE YEAR ENDED 31 MARCH 2023

	Unrest'd Funds £	Total Funds 2023 £	Total Funds 2022 £
Income and endowments from:			
Donations and Legacies	0	0	2,511
Charitable activities	82,880	82,880	55,904
Investments	453	453	223
Total income and endowments	<u>83,333</u>	<u>83,333</u>	<u>58,638</u>
Expenditure on:			
Charitable activities	67,586	67,586	88,056
Other	1,103	1,103	1,807
Total resources expended	<u>68,689</u>	<u>68,689</u>	<u>89,863</u>
Net movement in funds	14,644	14,644	(31,225)
Total funds brought forward	<u>£ 49,371</u>	<u>£ 49,371</u>	<u>80,596</u>
Total funds carried forward	<u><u>£ 64,015</u></u>	<u><u>£ 64,015</u></u>	<u><u>£ 49,371</u></u>

All income and expenditure derive from continuing activities.

COMPANY NUMBER: 02546262

THE BAYSWATER INSTITUTE

BALANCE SHEET

AT 31 MARCH 2023

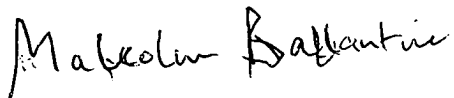
	Note	2023	2022
		£	£
Current assets			
Bank Accounts		77,822	68,009
		<u>77,822</u>	<u>68,009</u>
Creditors			
Amounts falling due within one year	6	13,807	18,638
		<u>13,807</u>	<u>18,638</u>
Net current assets		64,015	49,371
Total assets less current liabilities		<u>64,015</u>	<u>49,371</u>
Net assets		<u>£ 64,015</u>	<u>£ 49,371</u>
Capital funds			
Unrestricted funds		64,015	49,371
Total funds		<u>£ 64,015</u>	<u>£ 49,371</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023. No member of the company has deposited a notice, pursuant to section 476 of the Companies Act 2006, requiring an audit of these accounts. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The accounts were approved by the Board on 7th November 2023

Malcolm Ballantine Chairman of Trustees

 *Malcolm Ballantine*

Company Registration No. 02546262

The annexed notes form part of these financial statements.

THE BAYSWATER INSTITUTE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. Accounting policies

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 (as updated through Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis under the historical convention (modified to include certain items at fair value). The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years unless otherwise stated.

Cashflow statement

The Company has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cashflow statement on the grounds that it is a small company.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2023

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of 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 charity for particular purposes. the cost of raising and administering such funds are charged against the specific fund. the aim and use of each restricted fund as set out in the notes to the financial statements.

Pension costs

The company contributes to a defined contribution pension scheme and the pension charge represents the amounts payable by the company by the company to the fund in respect of the year.

2. Income

	Unrest'd Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Donations and legacies			
Donations and Grants	0	0	2,511
	0	0	2,511
Charitable activities			
IR - generated funds - activities	82,880	82,880	55,904
	82,880	82,880	55,904
Investment income			
Investment income 1	453	453	223
	453	453	223

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2023

3. Expenditure on charitable activities

	2023	2023	2022
	£	£	£
Staff costs	59,618		69,847
Associates' costs	0		3,658
Property costs	1,044		2,785
Office costs	2,174		804
Project costs	4,750		10,962
		67,586	88,056

4. Other costs

	2023	2023	2022
	£	£	£
Governance costs	975		1,536
Admin cost 1	0		1
Accountancy	128		270
		1,103	1,807

5. Employment costs

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

	2023	2022
Charitable Activities	1	2
Generating funds	1	2
Administration	1	1
Salaries	51,907	63,369
Social security	199	1,204
Pension costs	4,362	4,468
	56,468	69,051

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2023

6. Creditors

Amounts falling due within one year:-

	2023	2022
	£	£
Other Taxes & PAYE	3,360	2,062
VAT	9,084	3,577
Accruals And Deferred Income	1,363	12,999
	<u>£ 13,807</u>	<u>£ 18,638</u>

7. Governance costs

	2023	2023	2022
	£	£	£
Independent Examiner	700		1,500
Trustee expenses	275		37
Accountancy	0		270
	<u>975</u>		<u>1,807</u>

A total of £275 was paid to two trustees during the year (2022:£37).
No remuneration was paid to any trustee.

8. Related party transactions

There were no related party transactions to report.

Accounts

02546262

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CHARITY REGISTERED NUMBER:1013623

THE BAYSWATER INSTITUTE

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

NOEL & CO.
CHARTERED ACCOUNTANTS
4 PARLIAMENT CLOSE
PRESTWOOD
GREAT MISSENDEN
BUCKINGHAMSHIRE
HP16 9DT

THE BAYSWATER INSTITUTE

LEGAL AND ADMINISTRATIVE INFORMATION

Company Number: 02546262

Registered Charity Number: 1013623

Registered Office: 4th Floor Silverstream House
45 Fitzroy Street
London W1T 6EB

Accountants: Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood
Great Missenden
Buckinghamshire
HP16 9DT

THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2022

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THE BAYSWATER INSTITUTE
DIRECTORS' AND TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The trustees submit their annual report and the unaudited financial statements for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing the annual report and financial statements of the charity.

Structure, Governance and Management

The charity was incorporated on 5th October 1990 as a company limited by guarantee and not having a share capital. The company is registered in England and Wales (Company number 02546262). The governing document is the Memorandum and Articles of Association. Clause 7 of the Memorandum restricts the liability of each member, as defined by paragraph 2 of the Articles of Association, to one pound in the event of the Charity being wound up. The Charity cannot pay dividends and must use all its funds to further its stated charitable objectives. At March 2021, there were four members (2020:five). The Charity is registered at the Charity Commission (Registered Charity number 1013623).

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Malcolm Ballantine (Chair)
Bob Collingham
Penny Jones
Alan Dale

The Charity has its registered office in London. A Board of Trustees governs the work of the charity as the decision-making body of the organisation, according to its Memorandum and Articles of Association. The Trustees meet at intervals of about three months to consider the current and future work of the Institute and make financial and staffing decisions.

The day-to-day management of the Institute is the responsibility of the Chief Executive Officer, Dr. Priya Davda.

Trustees are appointed at the Annual General Meeting of the charity, or by the existing Trustees to hold office until the Annual General Meeting.

The Board of Trustees is the governing body of the Charity and determines its policy. It is also responsible for the general management of the Charity and for ensuring the Charity policy is implemented by the staff.

New Trustees are appointed by the Board of Trustees, and at any time there should not be less than three Trustees. Since the Charity is a company limited by guarantee, Board members are also Directors and are registered as such in accordance with the Companies Act 2006. Board members can claim for reasonable expenses in undertaking the Charity's business but they receive no remuneration or other financial benefit. All members of the Board have confirmed that they do not have, and have not had, any beneficial interest in any contract with the Charity.

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

Financial review

This report was approved by the board of directors and trustees on:.....

.....
Malcolm Ballantine, Chair of Trustees

Objectives and Activities

The Bayswater Institute was founded in 1990 with the objective of turning the social sciences to practical use. The Institute uses the methods and findings of the social sciences to help organisations integrate human and social considerations with economic and technical ones in the design and development of organisations and work.

In practice this means using research and action research to further organisational developments which reflect and integrate the whole complex of factors (human, technical and economic) existing in an organisation and its members. It means an approach to organisation diagnosis which moves across disciplinary boundaries and is capable of drawing on anthropology, psychology, social psychology, sociology and psychodynamics for concepts and methods. It also means considering the needs and development of people in the design and implementation of technical and managerial systems and using education and training to further these ideas. The Bayswater Institute also works to disseminate these methods of integrating human aspects of organisation.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Institute in 2021-22

Covid-19 remained a major influence, determining both the activities the Institute could engage in during 2021-22 and how it was able to work with clients. It remained very difficult to undertake face-to-face training events and the Institute reluctantly decided to postpone the relaunch of its training programme until 2022-23. Undertaking social science work with client organisations would normally involve fieldwork but this remained problematic. The Institute adapted its methods so that research and consultancy could be undertaken by working remotely using digital technologies.

The Institute undertook work for a variety of clients in three strategic programmes, two traditional for the Institute and a new one which is of growing importance. The traditional programmes are, firstly, assisting organisations as they engage in socio-technical systems change. In recent years the focus has been upon the human and organisational ramifications of the adoption of digital technologies. The second programme is working with organisations as they implement policy change. Using evaluation and action research methods this work collects evidence of issues associated with the implementation of new policies and supports organisational stakeholders in reviewing the way forward. The third, emergent, programme is to support organisations in the development and implementation of their Equality, Diversity and Inclusion strategy. In this programme the Institute is undertaking research to determine the local EDI needs of organisations within a national and global context and assist client staff in the formulation and delivery of policies to address these issues.

In the section below brief descriptions are provided of projects undertaken in 2021-22 under these three programme headings.

1. Socio-technical systems developments

The WORKTECC Project (Workforce Operations that Realise Knowledge-based Transformational Efficiency gains in Community Care): This four-year research project came to an end in 2021-22. It was funded by the Health Foundation, led by CORU at UCL with other partners in Care City and two North East London Boroughs. The aim was to determine what efficiency savings could be made from the adoption of new operations research (OR) based work strategies in community care. In 2021-22 CORU presented eight possible OR innovations and the Institute, using methods developed in the project and evidence from studies of how community care is currently delivered, identified the 'readiness for change' in the London Boroughs to adopt these innovations.

The Evaluation of 'Hear Me Now' In 2020-21 the Institute undertook an evaluation of the adoption of the digital app 'Hear Me Now' which is designed to give a voice to people with learning disabilities and autism especially with respect to their health and wellbeing. In 2021-22 the Institute was invited to undertake a further evaluation of the implementation of 'Hear Me Now' this time in Devon and Bristol, and with the explicit objective of using the app to develop Annual Health Plans with local GPs.

2. From Policy to Practice

Food Poverty Initiatives by ABRI (formerly RADIANT). The Housing Association, ABRI, had policies to establish and support community actions to combat food poverty in deprived areas. It asked the Institute to explore the successes achieved by these initiatives and what may be required to develop and sustain them.

The Earth Journalism Network The network funds journalists to do investigative work in many countries. The Institute was part of a project to gather information by questionnaires and interviews from journalists in the Asia-Pacific region about the support they need to undertake their journalistic work.

3. Equality, Diversity and Inclusion

The Equalities and Human Rights Commission (EHRC) asked the Institute to undertake a quantitative analysis of NHS and Social Care statistics to explore the demographic breakdown of low-paid worker patterns of work.

Community Health Profiles for Public Health in Birmingham. The Institute was asked by the Public Health Department of Birmingham City Council to compile five Community Health Profiles of the health and wellbeing issues associated with minority communities, for example, the Muslim community. The profiles covered national and local (Birmingham) sources of evidence on a range of issues including health protection measures e.g. vaccinations, and physical and mental health at all ages. The profiles had to present evidence in an accessible way for the general population in order to support engagement between public health staff and the leaders of minority populations.

Assessment of equality and diversity for Queen Mary's College in Basingstoke. The Institute has been assessing the College's current data relating to EDI, including student and staff demographics and mapping current initiatives to promote inclusion. The aim of this research is to inform the client's wider EDI strategy and to reflectively engage with inclusion, anti-racism and diversity.

Other Developments

During 2021-22 the Institute was able to use the Government Kickstart scheme to employ two young graduates for 6 months each, one to support the administrative work of the Institute and the other as a Research Assistant. In both cases it was possible to give the graduates direct experience of working in a small, dynamic, research-oriented organisation and they have both gone on to permanent work roles in the health and social care sector.

Financial review

During the year the Institute reported income of £58,638 and expenditure of £88,863 leaving net assets in the charity of £49,492 (2020/21: £80,595).

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three- and six-month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. The future plans for the Institute will include a commitment to ensuring that these levels of reserves are achieved and maintained.

Plans for 2022-23

The Institute has an on-going work programme in respect of the evaluation of the Hear Me Now Application, development of Queen Mary's College EDI strategy and the work for the Public Health Department of Birmingham City Council. There are significant opportunities for further work in the three strategic areas identified above where the Institute has an established track record and a proven suite of methods to deploy. Covid-19 permitting the Institute will also seek ways to re-launch its training programme. A third Kickstart graduate has been appointed as a Research Assistant and opportunities will be sought to ensure she is given a career-enhancing experience. The Institute will also be offering summer and course-related internships to students and graduates of Kings College London.

Statement of Trustees' Responsibilities

The Trustees, who are also the directors of The Bayswater Institute for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

This report was approved by the board of directors and trustees on 14 September 2022

Malcolm Ballantine

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Malcolm Ballantine Chairman of Trustees

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2022

I report on the accounts which are set out on pages 4 to 11

Respective responsibilities of the Trustees

The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. It is my responsibility to: examine the accounts under section 145 of the 2011 Act; follow the procedures laid down in the general directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act); and state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Linda Noel

....**Linda Noel FCA**.....Dated:4 October 2022

Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood

Great Missenden
Buckinghamshire
HP16 9DT

COMPANY NUMBER: 02546262

THE BAYSWATER INSTITUTE

BALANCE SHEET

AT 31 MARCH 2022

	Note	£	2022 £	£	2021 £
Current assets					
Debtors	7	0		1,500	
Bank Accounts		68,009		87,881	
		<u>68,009</u>		<u>89,381</u>	
Creditors					
Amounts falling due within one year	8	18,638		8,786	
		<u></u>		<u></u>	
Net current assets			49,371		80,595
			<u></u>		<u></u>
Total assets less current liabilities			49,371		80,595
			<u></u>		<u></u>
Net assets			£ 49,371		£ 80,595
			<u></u>		<u></u>
Capital funds					
Unrestricted funds			49,371		80,595
			<u></u>		<u></u>
Total funds			£ 49,371		£ 80,595
			<u></u>		<u></u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022. No member of the company has deposited a notice, pursuant to section 476 of the Companies Act 2006, requiring an audit of these accounts. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The accounts were approved by the Board on 14 September 2022

Malcolm Ballantine Chairman of Trustees

Malcolm Ballantine

Company Registration No. 02546262

The annexed notes form part of these financial statements.

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

	Unrest'd Funds £	Total Funds 2022 £	Total Funds 2021 £
Incoming resources			
Incoming Resources from generated funds:			
Voluntary income	2,511	2,511	8,173
Activities to generate funds	55,904	55,904	36,438
Investment income	223	223	558
	58,638	58,638	45,169
Total incoming resources	58,638	58,638	45,169
Resources expended			
Charitable activities	88,056	88,056	83,897
Governance costs	1,807	1,807	1,764
	89,863	89,863	85,661
Total resources expended	89,863	89,863	85,661
Net movement in funds	(31,225)	(31,225)	(40,492)
Total funds brought forward	£ 80,596	£ 80,596	121,087
Total funds carried forward	£ 49,371	£ 49,371	£ 80,595

Details of Incoming resources and resources used are given in the notes to the financial statements.

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES

DETAILED ANALYSIS OF MOVEMENTS IN FUNDS

FOR THE YEAR ENDED 31 MARCH 2022

	2022		2021	
	£	£	£	£
General Fund				
Balance B/fwd	(471,060)		(430,569)	
Deficit for the year	(31,225)		(40,492)	
		(502,285)		(471,061)
- Unrestricted fund 1 -				
Opening balance	551,656		551,656	
		551,656		551,656
Total funds at 31 March 2022		£ 49,371		£ 80,595

THE BAYSWATER INSTITUTE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting policies

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 (as updated through Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis under the historical convention (modified to include certain items at fair value). The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years unless otherwise stated.

Cashflow statement

The Company has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cashflow statement on the grounds that it is a small company.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of 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 charity for particular purposes. the cost of raising and administering such funds are charged against the specific fund. the aim and use of each restricted fund as set out in the notes to the financial statements.

Pension costs

The company contributes to a defined contribution pension scheme and the pension charge represents the amounts payable by the company by the company to the fund in respect of the year.

2. **Turnover**

3. **Operating loss**

	2022	2021
	£	£
This is stated after charging:		
Accountancy	270	262
	<u> </u>	<u> </u>

4. **Staff costs**

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

	2022	2021
Charitable Activities	2	2
Generating funds	1	2
Administration	1	1
Salaries	63,369	52,806
Social security	1,204	1,793
Pension costs	4,478	4,541
	<u>69,051</u>	<u>59,140</u>
	<u> </u>	<u> </u>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

5. **Trustees' emoluments**

During the year £36 (2021: £0) was paid to 1 trustee to reimburse travel costs.

6. **Investment Income**

	2022	2021
	£	£
Investment income 1	223	558
	<u> </u>	<u> </u>

7. **Debtors and prepayments**

Amounts falling due within one year:

	2022	2021
	£	£
Prepayments and Accrued Income	0	1,500
	<u> </u>	<u> </u>

8. **Creditors**

Amounts falling due within one year:-

	2022	2021
	£	£
Other Taxes & PAYE	1,250	1,071
Amount due to Pension Fund	808	1,433
VAT	3,577	2,505
Accruals And Deferred Income	13,000	3,777
	<u> </u>	<u> </u>
	£18,638	£ 8,786
	<u> </u>	<u> </u>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

9. **Incoming resources**

	Unrest'd Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Voluntary Income			
Donations and Grants	2,511	2,511	8,173
	<u>2,511</u>	<u>2,511</u>	<u>8,173</u>
Grants during the year were £2, 511 from the Job Retention Scheme (2021: £5,173, Mulberry Trust £3,000)			
Activities for generating funds			
IR - generated funds - activities	55,904	55,904	36,438
	<u>55,904</u>	<u>55,904</u>	<u>36,438</u>
Investment income			
Investment income 1	223	223	558
	<u>223</u>	<u>223</u>	<u>558</u>

10. **Charitable activities**

	2022 £	2022 £	2021 £
Staff costs	69,847		59,140
Associates' costs	3,658		15,546
Property costs	2,785		2,503
Office costs	804		6,708
Project costs	10,962		0
	<u> </u>	88,056	<u>83,897</u>
		<u> </u>	<u> </u>

11. **Governance costs**

	2022 £	2022 £	2021 £
Independent Examiner	1,500		1,500
Trustee expenses	37		0
Accountancy	270		264
	<u> </u>	1,807	<u>1,764</u>
		<u> </u>	<u> </u>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

12. **Related party transactions**

There were no related party transactions to report.

Accounts

02546262

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CHARITY REGISTERED NUMBER:1013623

THE BAYSWATER INSTITUTE

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

NOEL & CO.
CHARTERED ACCOUNTANTS
4 PARLIAMENT CLOSE
PRESTWOOD
GREAT MISSENDEN
BUCKINGHAMSHIRE
HP16 9DT

THE BAYSWATER INSTITUTE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Malcolm Ballantine (Chair) Bob Collingham Penny Jones Alan Dale
Company Number:	02546262
Registered Charity Number:	1013623
Registered Office:	4th Floor Silverstream House 45 Fitzroy Street London W1T 6EB
Accountants:	Noel & Co. Chartered Accountants 4 Parliament Close Prestwood Great Missenden Buckinghamshire HP16 9DT
Bankers:	National Westminster Bank Plc 46 Notting Hill Gate London W11 3ZP
Solicitors:	Bates, Wells and Braithwaite 2-6 Cannon Street London EC4M 6YH

THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2021

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THE BAYSWATER INSTITUTE
DIRECTORS' AND TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Structure, Governance and Management

The charity was incorporated on 5th October 1990 as a company limited by guarantee and not having a share capital. The company is registered in England and Wales (Company number 02546262). The governing document is the Memorandum and Articles of Association. Clause 7 of the Memorandum restricts the liability of each member, as defined by paragraph 2 of the Articles of Association, to one pound in the event of the Charity being wound up. The Charity cannot pay dividends and must use all its funds to further its stated charitable objectives. At March 2020, there were five members (2019: five). The Charity is registered at the Charity Commission (Registered Charity number 1013623).

The Trustees, who are also the directors for the purpose of company law, and who served during the year were: Malcolm Ballantine (Chair)
Bob Collingham
Penny Jones
Alan Dale
Jane Austin (resigned July 2020)

The Charity has its registered office in London. A Board of Trustees governs the work of the charity as the decision-making body of the organisation, according to its Memorandum and Articles of Association. The Trustees meet at intervals of about three months to consider the current and future work of the Institute and make financial and staffing decisions.

The day-to-day management of the Institute is the responsibility of the Chief Executive Officer. From April to August 2020 this was Professor Simon Bell and from September 2020 to March 2021 it was Dr. Priya Davda.

Trustees are appointed at the Annual General Meeting of the charity, or by the existing Trustees to hold office until the Annual General Meeting.

The Board of Trustees is the governing body of the Charity and determines its policy. It is also responsible for the general management of the Charity and for ensuring the Charity policy is implemented by the staff.

New Trustees are appointed by the Board of Trustees, and at any time there should not be less than three Trustees. Since the Charity is a company limited by guarantee, Board members are also Directors and are registered as such in accordance with the Companies Act 2006. Board members can claim for reasonable expenses in undertaking the Charity's business but they receive no remuneration or other financial benefit. All members of the Board have confirmed that they do not have, and have not had, any beneficial interest in any contract with the Charity.

The Trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

THE BAYSWATER INSTITUTE
DIRECTORS' AND TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

Objectives and activities

The Bayswater Institute was founded in 1990 with the objective of turning the social sciences to practical use. The Institute uses the methods and findings of the social sciences to help organisations integrate human and social considerations with economic and technical ones in the design and development of organisations and work.

In practice this means using research and action research to further organisational developments which reflect and integrate the whole complex of factors (human, technical and economic) existing in an organisation and its members. It means an approach to organisation diagnosis which moves across disciplinary boundaries and is capable of drawing on anthropology, psychology, social psychology, sociology and psychodynamics for concepts and methods. It also means considering the needs and development of people in the design and implementation of technical and managerial systems and using education and training to further these ideas. The Bayswater Institute also works to disseminate these methods of integrating human aspects of organisation.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Recent History (2016 - 2020)

In 2016 the Institute received a substantial legacy in the will of its Founder, Dr Lisl Klein, and the Trustees made the decision to strengthen and develop the Institute in order to pursue its objectives in a changing socioeconomic and political environment. To this end in 2017-18 an investment programme was launched and two senior appointments were made. For this period expenditure exceeded income as the Institute invested in new training ventures and new staff.

Regrettably, the onset of the COVID-19 pandemic in March 2020 meant that the investment programme had to be curtailed and decisions were taken to reduce costs in order that the Institute, like so many other organisations, could weather a storm that reduced opportunities to engage in much of its normal work and still remain in a sound financial position.

The Institute in 2020 -21

As a result of the lockdowns and other restrictions imposed during the pandemic the Institute was unable to engage in many planned activities:

1. **Training Events:** For many years the Institute has offered an annual Working Conference to provide managers with experiential learning opportunities to develop their 'double task' capabilities. In 2020 the annual event 'Wisdom in Groups' (WiG) had to be cancelled. The Institute has also developed and run other training and coaching products, including a series of one-day 'Masterclasses' and these too had to be cancelled. During the year the Institute experimented with delivering experiential training in Mindfulness as a virtual offering. We offered these as free sessions and they were well received.

2. **The Construction Industry Training Board (CITB) Experiential Learning Project:** This was a three-year project in collaboration with the public service consultancy, Traverse, which began in February 2019. It was an evaluation of experiential training events supported by the CITB and these events had to be cancelled due to the pandemic. As a consequence the evaluation was also cancelled.

However, other work of the Institute was able to continue and we were able to support organisations as they made planned changes during the turbulent period of the pandemic. The projects have been within two connected strands that have long characterised the work of the Institute:

1. **Sociotechnical system developments:** The long tradition of working with organisations to help them integrate new technology into their working practices has continued. The main theme has been the adoption of new forms of digitisation in health and social care
2. **From policy into practice:** The Institute also works with organisations as they strive to put policy initiatives into effective practice on the front line.

Other developments: At the beginning of this financial year the Institute left its office premises in Bayswater and became a virtual organisation. The existing strong ties between members of staff have meant this transition has been effected with minimum disruption. In September Professor Bell stepped down as CEO to become a senior consultant in the Institute and Dr. Priya Davda, a member of staff for many years, was appointed as the new CEO. The Institute was also able to take advantage of the Government furlough scheme for a short period whilst awaiting the beginning of new projects.

The main project work undertaken in the Institute was as follows:

WORKTECC (Workforce Operations that Realise Knowledge -based Transformational Efficiency gains in Community Care): This is a three-year research project, funded by the Health Foundation, led by CORU at UCL with other partners in Care City and two North East London Boroughs. The aim is to explore whether modern operations research methods can enable greater efficiency in the delivery of home-based community health care. The Institute is examining the capability of the London Boroughs to implement change and to this end has developed an organisational change readiness template which will be used to assess the issues associated with the adoption of the specific OR solutions proposed by CORU.

Local Government Association (LGA) Social Care Digital Innovation Programme (SCDIP): Following the learning achieved in the evaluation of an earlier programme, SCDIP supported the development of a set of social care digital innovations. The Institute was engaged to undertake formative evaluation to support continuous learning during these developments. The work has led to the identification of the need for a 'discovery' phase at the beginning of each development in which the innovators explore the requirements of the potential user community.

The Evaluation of 'My Health Guide' (now renamed 'Hear Me Now') in the NHS Digital Pathfinder Programme: 'My Health Guide' is a digital application to help people with learning disorders store information about themselves and communicate with others. The NHS Pathfinder Programme is funding a number of digital application developments in health and social care and the Institute is evaluating the adoption of My Health Guide in Hft, a provider of services to people with learning disorders, and in other similar providers in Hertfordshire. In this project the Institute is working as an action research partner with Hft and Maldaba, who supply 'My Health Guide', to both evaluate the adoption approach being used and assess the benefits being achieved for people with learning disorders and for other stakeholders. In the project the Institute has developed guidelines for the adoption of digital products of this kind and methods of assessing the social and financial benefits that may be obtained.

The Development of Community Investment Plans in Radian: The Housing Association, Radian, (now Abri) provides community support for its clients in South East England and has policies to invest in more comprehensive community support in the future. The Institute is evaluating how these investment plans might be implemented in practice in the deprived areas in which Radian

have housing developments.

The Equalities and Human Rights Commission (EHRC): As part of their inquiry into racial inequality in health and social care workplaces, the Equalities and Human Rights Commission asked the Institute to undertake a quantitative analysis of NHS and Social Care workforce statistics. This work explored whether some groups of minority ethnic staff experience differential treatment and/or discrimination compared with white British staff and included a focus on the experiences and treatment of low-paid workers in Health and Social Care.

The Earth Journalism Network (EJN): With core funding from SIDA (Swedish International Development Agency) The Earth Journalism Network's Asia-Pacific Project aims to boost the quantity and quality of environmental coverage in the region as a means towards increasing the capacity among local and regional actors to promote greater accountability and sustainable development in relation to the environment and climate in Asia and the Pacific. In partnership with Insight in Action, the Institute is evaluating the impact of this international, multi-regional, 3-year project and is providing recommendations for the future of the programme.

Financial review

During the year the Institute reported net expenditure of £40,492 (2019/20: £79,144 leaving net assets in the charity of £80,595 (2019/20: £121,088)). It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three- and six-month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. The future plans for the Institute will include a commitment to ensuring that these levels of reserves are achieved and maintained.

Plans for 2021-22

The Institute enters 2021/22 with the expectation of continuing as a virtual organisation even if the pandemic recedes and there is a general return to office-based work. Some of the existing projects continue into the next year (WORKTECC, RADIANT (Abri) and EJN) and we hope to resume our training work as soon as possible. We hope to continue with and adapt the work that we do to meet the needs of organisations as we emerge from the pandemic. The work with EHRC has opened the possibility to helping organisations develop policies and practices to respond to the growing EDI (Equality, Diversity and Inclusion) agenda. Based on our expertise in group relations and employee well-being we also hope to develop training courses on mental well-being and reflexivity to help individuals and organisations understand and navigate well-being in the workplace. The Institute also plans to take advantage of the Government Kickstart Scheme to employ two young people in administrative and research assistant roles to give them experience of working in a dynamic research and consultancy environment.

Statement of Trustees' Responsibilities

The Trustees, who are also the directors of The Bayswater Institute for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

This report was approved by the board of directors and trustees on
30.11.21



..... Malcolm Ballantine Chairman of Trustees

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2021

I report on the accounts which are set out on pages 7 to 13

Responsibilities and basis of report

The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. It is my responsibility to:

The trustees who are also directors of the company for the purpose of

Examine the accounts under section 145 of the 2011 Act; follow the procedures laid down in the general directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act); and state whether particular matters have come to my attention.

Basis of independent examiner's report

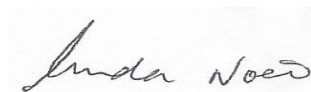
My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Linda Noel FCA
Noel & Co.
Chartered Accountants
4 Parliament Close
Great Missenden
Buckinghamshire
HP16 9DT

Dated: 22 October 2021

COMPANY NUMBER: 02546262

THE BAYSWATER INSTITUTE

BALANCE SHEET

AT 31 MARCH 2021

	Note	£	2021 £	£	2020 £
Current assets					
Debtors	7	1,500		17,748	
Bank Accounts		87,881		111,423	
		<u>89,381</u>		<u>129,171</u>	
Creditors					
Amounts falling due within one year	8	<u>8,786</u>		<u>8,083</u>	
Net current assets			80,595		121,088
Total assets less current liabilities			<u>80,595</u>		<u>121,088</u>
Net assets			<u>£ 80,595</u>		<u>£ 121,088</u>
Capital funds					
Unrestricted funds			<u>80,595</u>		<u>121,088</u>
Total funds			<u>£ 80,595</u>		<u>£ 121,088</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2017. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The accounts were approved by the Board on30.11.21.....



Malcolm Ballantine **Chairman Trustee**

The annexed notes form part of these financial statements

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021

	Unrest'd Funds £	Total Funds 2021 £	Total Funds 2020 £
Incoming resources			
Incoming Resources from generated funds:			
Voluntary income	8,173	8,173	28,396
Activities to generate funds	36,438	36,438	85,285
Investment income	558	558	995
	<u>45,169</u>	<u>45,169</u>	<u>114,676</u>
Total incoming resources	<u>45,169</u>	<u>45,169</u>	<u>114,676</u>
Resources expended			
Charitable activities	83,897	83,897	189,674
Governance costs	1,764	1,764	4,146
	<u>85,661</u>	<u>85,661</u>	<u>193,820</u>
Total resources expended	<u>85,661</u>	<u>85,661</u>	<u>193,820</u>
Net movement in funds	(40,492)	(40,492)	(79,144)
Total funds brought forward	£121,087	£121,087	200,232
Total funds carried forward	<u>£ 80,595</u>	<u>£ 80,595</u>	<u>£121,088</u>

Details of Incoming resources and resources used are given in the notes to the financial statements.

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES

DETAILED ANALYSIS OF MOVEMENTS IN FUNDS

FOR THE YEAR ENDED 31 MARCH 2021

	2021		2020	
	£	£	£	£
Unrestricted Funds				
Balance B/fwd	121,087		200,232	
Deficit for the year	(40,492)		(79,145)	
		80,595		121,087
Total funds at 31 March 2021		£ 80,595		£ 121,087

THE BAYSWATER INSTITUTE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. Accounting policies

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 (as updated through Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis under the historical convention (modified to include certain items at fair value). The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years unless otherwise stated.

Cashflow statement

The Company has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cashflow statement on the grounds that it is a small company.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2021

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of 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 charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is as set out in the notes to the financial statements.

Pension costs

The company contributes to a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2. Incoming resources

	Unrest'd Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Voluntary Income			
Donations and Grants	8,173	8,173	28,396
	8,173	8,173	28,396

Donations during the year were from Mulberry Trust £3,000. Grants were £5,173 from the Job Retention Scheme.

Activities for generating funds

IR - generated funds - activities	36,438	36,438	85,285
	36,438	36,438	85,285

Investment income

Investment income	558	558	995
	558	558	995

3. Charitable activities

	2021 £	2021 £	2020 £
Costs re Charitable activities	0		13,083
Staff costs	59,140		115,045
Associates' costs	15,546		38,958
Property costs	2,503		9,171
Office costs	6,708		8,269
Travel costs	0		5,148
	83,897	189,674	

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2021

4. Governance costs

	2021	2021	2020
	£	£	£
Independent Examiner	1,500		1,750
Trustees' Travel costs	-		970
Admin cost 1	2		(1)
Accountancy	262		1,427
		1,764	4,146

5. Staff costs

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

	2021	2020
Charitable Activities	2	2
Generating funds	1	2
Administration	1	1
Salaries	52,806	98,595
Social security	1,793	4,650
Pension costs	4,541	11,800
	59,140	115,045

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2021

6. Debtors and prepayments

Amounts falling due within one year:

	2021	2020
	£	£
Prepayments and Accrued Income	1,500	0
Funds Debtor	0	522
Project debtors	0	17,226
	<u>£ 1,500</u>	<u>£17,748</u>

7. Creditors

Amounts falling due within one year:-

	2021	2020
	£	£
Sundry Creditors	0	3,346
Other Taxes & PAYE	1,071	779
Amount due to Pension Fund	1,433	475
VAT 2,505	1,733	
Accruals And Deferred Income	3,777	1,750
	<u>£ 8,786</u>	<u>£ 8,083</u>

8. Related party transactions

There were no related party transactions to report.

