

**THE INNER CITY CENTRE**  
**Trustees/Directors and Advisers**

**Trustees/Directors**

Ms A A M McCabe	resigned 21/11/2020
Mr A R J Park	
Dr C J Ralph	
Ms J. Baker	resigned 21/11/2020
Ms. S. E. Campbell	
Ms. J. Cobb	
Ms. D. K. Fitzgerald	
Ms. D. H. Goodes	
Ms. L. A. H. Pavincich	
Mr. R. H. Tollemache	
Ms. I. Bakal	
Ms. O. Gal	appointed 21/11/2020

**Company Secretary (Member Trustee)**

Ms. D. H. Goodes	appointed 21/11/2020
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**Independent examiner**

Vantage Accounting Services Ltd  
SG House  
6 St Cross Road  
Winchester  
Hampshire  
SO23 9HX

# THE INNER CITY CENTRE

## TRUSTEES'/DIRECTORS' REPORT

The Directors present to the members the financial statements of the Company for the period ended 31st July 2021, together with their report. In preparing this report, the Directors have taken advantage of some of the special exemptions applicable to small companies.

### STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the company, enabling them to ensure that the accounts comply with the Companies Act 2006. They are responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In determining how amounts are presented within items in the Statement of Financial Activity and Statement of Financial Position, the Directors must have regard to the substance of the reported transaction or arrangement, in accordance with generally accepted accounting principles or practice.

### OBJECTS AND PRINCIPAL ACTIVITIES

The company is a registered charity and the object and principal activity is the protection and preservation of mental and emotional health and stability by the provision of psychoanalytical psychotherapy and training in mental health care, the education and training thereto and the research in connection with the foregoing (the useful results of which will be made available to the public) in all respects in accordance with the Law of Charity of England and Wales. There have been no changes in the objectives of the charity during the year.

The Trustees have paid due regard to the guidance by the Charity Commission on public benefit in deciding what activities the trust should undertake

### STRUCTURE, GOVERNANCE AND MANAGEMENT

The Directors, listed on page 3, are appointed by election to the management committee. They are the guarantors of the Company to an amount not to exceed £1 per person. The company is limited by guarantee and is prohibited from making any form of distribution to the guarantors. The trust deed provides for a minimum of three trustees. The governing document is available for viewing at the registered office of the charity.

All Directors/trustees provide their services without reward

### ANNUAL REVIEW

#### Achievement and Performance

#### Annual Report from the Chair of Council

#### Achievement & Performance

Having been co-opted into the role in December 2020, this is my first annual report as Chair. Firstly, I want to thank Anneke McCabe, who completed her term as Chair at the 2020 AGM, for her clear and sure guidance of the organisation during her term. She is a hard act to follow. I am also grateful for the support of Deborah Goodes, Secretary, and Sarah Campbell, Treasurer, along with the two administrators, Pilar Lafuente and Maria Oakley, for their help and support to me in finding my feet in this role. I also want to mention the important and thoughtful support and guidance of the members of Council during this last year. During the year there have also been other important personnel changes in the organisation:



Oshrat Gal was elected to Council at the 2020 AGM

Alan Archibald joined the ICC as Referral therapist and has taken on the role with care and enthusiasm. We are grateful for the dedication and commitment shown by Eugene Doyle during his period as sole Referral Therapist.

Louise Woodhead stepped down as Referrals Manager to concentrate on her other work. Louise played a crucial role in shaping the recent reforms to the Referral Service designed to make it, and the Referral Therapist role in particular, more sustainable. The ICC is very grateful to Louise for her important contribution. Jo Baker stepped into the role of Referrals Manager role but will shortly be stepping down and a new Referrals Manager will be needed.

Jo Baker stepped down as Secretary having performed the role carefully and conscientiously throughout her three-year term.

After many years of patient and tireless work providing the organisation with important outcome information Wendy Postans retired as the Co-ordinator of Core. So far no-one has come forward to take up this role and Council will review our use of Core. Wendy has been a member of the ICC for many years giving thoughtful and dedicated service. I would like to take the opportunity to thank her for her significant contribution to the life of the organisation.

Colin Ralph will step down as a Trustee at the 2021 AGM, having completed nine years on Council. He will continue to attend Council in his role as Chair of the Clinical Forum Group.

Robert Tollemache will also step down from Council. Robert has been associated with the ICC in various roles as a member and, more recently, as External Trustee, for over 40 years. He has been a solid supporter of the organisation and has made an enormous contribution for which we sincerely thank him. He will be greatly missed.

These changes in the people in key roles in the ICC have, of course, taken place against the backdrop of the Covid-19 pandemic. This has been a difficult year for many and we, as people and professionals, are not exempt. The adaptations of working from home and the difficulties of personal circumstances have created their own pressures for us all. As an organisation the ICC has faced its own challenges presented by the global pandemic.

The instructions to 'stay at home and work from home if you can' had immediate implications for our consulting room at St Margaret's House which could not be used during lockdown. Jenny Cobb, in her role as Room Rentals Manager was able to negotiate a rent concession which was passed on to room users and for which we were very grateful. Unfortunately, this was short-term and the reduced room usage balanced against the ongoing consistent expenditure of maintaining the room resulted in a reduction in this important income stream for the ICC. Later in the year, as lockdown was eased, Jenny Cobb prepared guidelines for members returning to see patients in-person. It also became clear that adequate wifi would be essential in the consulting room. After much research, Sarah Campbell has arranged the installation of mobile wifi in the room to facilitate blended working.

The pandemic also had a significant effect on both the volume and type of referrals. Although there was much concern, during lockdown, for the mental wellbeing of the nation, we saw a reduction in the overall number of referrals, and an increase in the proportion of reduced-fee referrals who are often difficult to place. These changes were consistent with experience in many other psychotherapy clinics in London. Things have recently begun to stabilise, with an increasing proportion of medium and standard fee referrals. What has been highlighted, however, is an external perception of the ICC as a provider of low-fee, or even free, psychotherapy. Led by Ilana Bakal the PR & Publicity committee have been seeking to correct this impression and considering how to promote a more realistic impression of the ICC to the public including reviewing the website and our social media profile. Meanwhile, in order to try to problem-solve the increased proportion of low-fee referrals, Deirdre Fitzgerald and Lesley Pavincich, the membership secretaries, have conducted a survey of members to clarify the capacity and availability of lowfee therapy places across the membership; and Anne Doggett and the Clinical Committee have been considering whether offering time-limited therapy to people living on a low-income might allow us to offer help to more low-fee patients.



These challenges for the organisation potentially have ongoing implications both, in compromised income, which is not yet serious, but which the Treasurer keeps under close review; and in terms of the service we provide to the public and the throughput of referrals to members. Council is acutely aware of these issues and will shortly be holding a Strategy Planning Meeting to plan the ICC's recovery from the pandemic and set the agenda for the coming few years.

The lockdown restrictions also affected the collegiate, social and professional, life of the ICC, limiting our ability to meet in-person. Although we have continued to hold, for example, Council meetings online, the important less formal social interactions which happen round the edges of meetings and events were lost. In an effort, both to support members with the adaptations of practicing psychoanalytic psychotherapy via the internet or telephone, and to provide opportunities for members to talk together in a relatively informal setting, the Clinical Forum Group organised online workshops on 'On-Line Working' (presented by Julia Ovchinnikova) and 'Practice in the Pandemic', which were well attended and well received. More recently Council invited members to join them for an informal opportunity to (virtually) meet Council members and each other, and to raise and discuss their ideas and experience of the ICC, to help Council better understand members concerns and inform the forthcoming Strategy Planning Meeting. Although these events were helpful in themselves and served in some part to connect members with each other and the ICC, I think it will be important, in the coming year, to facilitate a period of recovery in the organisation, and to restore a sense of belonging to a professional community amongst our members.

This is one of the challenges we face as we look to the coming year and beyond. I think it is critical for the future of the ICC to clearly re-establish our identity as a key provider of psychoanalytic and psychodynamic psychotherapy across London. It is important for the organisation to more accurately reflect the population we seek to serve by increasing diversity in the organisation and aiming to appeal to a more diverse client base. To achieve these aims we need to get our marketing, particularly our website and digital marketing, right, so potential patients and referrers can find us when they search and are drawn to what we offer, increasing the number of suitable referrals across the fee range and increasing the average fee while staying true to our core values. This will play an important part in restoring the finances of the organisation, but also, crucially, in keeping us relevant to our members and helping to attract new members and replenish the lifeblood of the organisation.

As Council prepares to address these issues and plan the direction and strategy for the recovery from the pandemic and for the coming few years, members are encouraged to consider the contribution they may be able to offer to the future life of the ICC, whether through joining a committee or working group, taking up one of the roles available in the organisation, or by joining Council. We also need to recruit some External Trustees to Council. A range of expertise and skills are particularly needed, including financial, and marketing, especially digital-marketing and social media. If you can help, or you know someone who might be able to help, please let us know.

**Alistair Park**  
**Chair, Inner City Centre**  
**November 2021**

## **Financial Report**

### **End of Year Budget Report – 2020 / 2021**

The ICC Accounts collectively from August 2020 to July 2021 have been collated by the Book Keeper and reflect the monthly income and spend over this last year.

#### **Part 1: Income**

Generally, income is below budget in every area except donations. This is not surprising given the pressures of the pandemic: reduced referrals; increased low fee referrals; working from home etc.

#### **Referral Fees and Room Rentals**

The revenue collected from these activities represents the major income streams for the ICC. These are all significantly below budget, Referral Fees by 32% and Room Rentals by 22% respectively.



Interestingly, the Referral and Administration fees have an erratic distribution throughout the year and it is hard to understand the relation between these incomes, although theoretically that might be assumed.

#### Membership

The revenue collected from membership represents the third major income stream for the ICC. This is also below budget by 7%

#### Part 2: Expenditure

On a positive note, costs have generally been lower than budget due to the pandemic. For example, Trustee costs are lower (115%) mainly due to holding meetings remotely. The website costs are also considerably lower (50%) as the budget reflected the higher expenditure in the previous year.

The main variation is in Referral Therapists costs (17%) due to a hiatus between the departure of one referral therapist and the appointment of a replacement.

#### Room Rental

The rooms at St Margaret's House continue to accrue a profit despite the Pandemic. Further investment in Wi-Fi will add additional cost on the next budget but will still reflect a profit if the next year is similar.

#### Summary of Budget for 2020/21.

The overall picture is a deficit of approximately £2500. This is not surprising given the pressures of the pandemic, but it reflects a more significant drop in income, than in expenditure, and this is not sustainable. Action is needed in key areas of income to restore the income streams or minimise losses.

#### Notes on Draft Budget for 2021/22

The draft budget for 2021/22 is recommended to be set for £31,947.

This figure may at first seem high, but this budget includes the full costs per annum for two Referral Therapists, not apparent in last year's expenditure.

Additional allowance has been created for a new monthly invoice for Wi Fi at the ICC room at St Margaret's House which will approximately add £25.00 pcm onto expenditure.

This Draft also includes monies for Fund Raising and General Expenses which was not included in last year's budget.

Consumable expenditure, such as Bank Fees, IT Software, Postage, Printing and Stationery, Website have been budgeted with a 2.5% Retail Price Index (RPI) to guard against the forthcoming inflation increases. This has increased this draft budget by £85.00.

#### Conclusion

Generally, for the Actual Budget for 2020/21. The ICC income is below budget in every area except donations. This is not surprising given the pressures of the pandemic: reduced referrals; increased low fee referrals; working from home etc.

However, looking at the ICC main income streams, (Referrals and Room Rentals) this slight downward curve is not sustainable. Action is needed to increase level of referrals and the average fee of referrals, and to restore rental room usage or to minimise losses.

Prepared by Sarah Campbell.  
ICC Treasurer. 17/9/2021.

## RESERVES

At present, all our reserves are in Current and Deposit Accounts with Barclays Bank. The Trustees continue to monitor the investments held to achieve the best return consistent with security and liquidity.

The Trustees took the decision to maintain reserves at the level of at least six months running costs, and to transfer this to the Designated Fund.

## RISK REVIEW

The charity relies on income from grants, donations, membership fees together with referral fees and room rentals. It recognises that should the memberships referrals and rentals even be slightly restricted the charity would be unable to fully maintain its operations. The Charity considers that were either source of funds to fall by a material amount then its net current assets would be sufficient to maintain itself for at least six months, and that whilst higher levels of reserves would be desirable, this level is a reasonable and sufficient reserve to be held.

By the very nature of the services provided by the charity there are risks associated with working with people with mental health problems. The charity mitigates this risk by:

- 1) Performing individual risk assessments of all proposed clients in advance.
- 2) All Members are professionally qualified and registered and operate within the code of ethics of their registering body.
- 3) Standard operating procedures are there to protect and maintain the safety of all within the organisation.

## RESULTS AND DIVIDENDS

The Deficit for the period amounted to £2,448. The Company is not empowered to make a dividend payment.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to the company.

Registered Office:  
21 Old Ford Rd.  
London  
E2 9PL

By order of the Board



Company Secretary  
(Member Trustee)



# **THE INNER CITY CENTRE**

## **Report of the Independent Examiners to the members of THE INNER CITY CENTRE**

We report on the financial statements on pages 10 to 15, which have been prepared under the historical cost convention and the accounting policies set out on page 12.

### **Respective responsibilities of directors and examiner**

As described on page 4 the company's directors are responsible for the preparation of financial statements, you consider that the audit requirement of section 144 of the Charities Act 2011 (the Act) does not apply. It is our responsibility to state on the basis of the procedures specified in the General Directions given by the Charity Commissioners under section 145(5)(b) of the Act, whether particular matters have come to my attention.

### **Basis of independent examiners' report**

Our examination was carried out in accordance with the General Directions given by the Charity Commissioners. 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 your directors concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently we do not express an audit opinion on the view given by the accounts.

### **Independent examiners' report**

In connection with our examination, no matter has come to our attention:

1 which gives us reasonable cause to believe that in any material respect the requirements have not been met:

- a) to keep accounting records in accordance with section 41 of the Act; and
- b) to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act;

or

2 to which, in our opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Vantage Accounting Services Ltd.**  
Accountants

**THE INNER CITY CENTRE**

**Statement of Financial Activity**  
**For the year ended 31st July 2021**

	Notes	2021	2021	2021	2021	2020
		£	£	£	£	£
		Restricted	Unrestricted	Designated	Total	Total
Donations, grants & subscriptions	2(a)	-	9,500	-	9,500	14,623
Income from charitable activities	2(b)	-	16,074	-	16,074	17,213
Income from investments	2(c)	-	7	-	7	49
<b>Total Incoming Resources</b>		<u>-</u>	<u>25,581</u>	<u>-</u>	<u>25,581</u>	<u>31,885</u>
Costs directly related to charitable						
Activities	4(a)	-	15,038	-	15,038	13,795
Administrative costs	4(b)	-	13,081	-	13,081	13,851
<b>Total Resources Used</b>		<u>-</u>	<u>28,118</u>	<u>-</u>	<u>28,118</u>	<u>27,646</u>
<b>Net Incoming/ (outgoing) Resources</b>	7	-	(2,537)	-	(2,537)	4,239
Transfers between funds		-	-	-	-	-
Fund balances brought forward	7	<u>5,920</u>	<u>12,567</u>	<u>10,600</u>	<u>29,087</u>	<u>24,848</u>
<b>Fund Retained Surplus at end of year</b>	7	<u>5,920</u>	<u>10,030</u>	<u>10,600</u>	<u>26,550</u>	<u>29,087</u>

None of the company's activities were acquired or discontinued during either financial year.

The company has no recognised gains or losses other than the surplus / (deficit) above for either year.

The notes on pages 12 to 15 form part of these Financial Statements.



# THE INNER CITY CENTRE

## Statement of Financial Position At 31st July 2021

	Notes	2021 £	2020 £
<b>Current assets</b>			
Debtors		-	-
Cash in hand and at bank	5	<u>38,986</u>	<u>35,609</u>
		38,986	35,609
<b>Creditors - amounts falling due</b>			
Within one year	6	<u>(12,436)</u>	<u>(6,522)</u>
<b>Net current assets/ (liabilities)</b>		26,550	29,087
<b>Total assets less current liabilities</b>		<u>26,550</u>	<u>29,087</u>
Represented by:-			
<b>Shareholders' Capital funds</b>	7		
Unrestricted			
General			
Balance at 31st July 2021		10,030	12,567
Designated			
Balance at 31st July 2021		10,600	10,600
Restricted			
Balance at 31st July 2021		<u>5,920</u>	<u>5,920</u>
<b>Total</b>		<u>26,550</u>	<u>29,087</u>


For the year ended 31<sup>st</sup> July 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with s476.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to company's subject to the small companies' regime.

The financial statements on pages 10 to 15 were approved by the directors on 11<sup>th</sup> January 2022 and were signed on their behalf by: -

  
Sarah Campbell  
Treasurer/Director

  
Alistair Park  
Chair/Director

The notes on pages 11 to 14 form part of these Financial Statements

# **THE INNER CITY CENTRE**

## **Notes to the financial statements For the year ended 31st July 2021**

### **1. Principal accounting policies**

#### **Basis of accounting**

The financial statements have been prepared on the basis of historic cost in accordance with the Charities SORP (FRS102) i.e. the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1<sup>st</sup> January 2015) and the Companies Act 2006.

#### **Income**

Income comprises subscriptions, donations, grants, referral fees and room rentals receivable, where grants are made in respect of a specific time period they are treated as debtors provided that they are subsequently received in full. The income is derived from activities in the U.K.

#### **Taxation**

No UK taxation is payable due to the charitable status of the company.

#### **Operating Leases**

Lease payments in respect of operating leases are charged to the Profit and Loss as incurred.

#### **Funds**

The restricted funds exist due to the receipt of grants and donations for specific purposes. The costs of raising and administering such funds are charged against the specific fund.

#### **Expenditure**

Expenditure is allocated between the charitable activities and administrative costs on an actual basis. For details as to the nature of these costs, see notes 4(a) and 4(b).



# THE INNER CITY CENTRE

## Notes to the financial statements For the year ended 31st July 2021 (continued)

	2021 £	2021 £	2021 £	2021 £	2020 £
<b>2. Income</b>	<b>Restricted</b>	<b>Unrestricted</b>	<b>Designated</b>	<b>Total</b>	<b>Total</b>
<b>(a) Donations, Grants and subscriptions</b>					
Donations	-	200	-	200	3,685
Fundraising	-	-	-	-	1,238
Membership subscriptions	-	9,300	-	9,300	9,700
	<u>-</u>	<u>9,500</u>	<u>-</u>	<u>9,500</u>	<u>14,623</u>
<b>(b) Charitable activities</b>					
Referral fees receivable	-	4,105	-	4,105	3,517
Administration fees	-	2,426	-	2,426	1,600
Room rentals	-	9,399	-	9,399	11,682
Other income	-	144	-	144	414
	<u>-</u>	<u>16,074</u>	<u>-</u>	<u>16,074</u>	<u>17,213</u>
<b>(c) Investment income</b>					
Interest receivable	-	7	-	7	49
	<u>-</u>	<u>25,581</u>	<u>-</u>	<u>25,581</u>	<u>31,885</u>

### 3. (a) Trustee/Directors' remuneration

Trustees are not permitted to receive any remuneration under the Articles of the company. Hence, no remuneration was paid in the period. Trustees are all directors, members and are all Psychotherapists; who pay subscription fees to the organisation to maintain their membership – 2021: £9,300 (2020: £9,700). Clients are assessed and passed on to suitable therapists who will then pay the organisation a referral fee – 2021: £4,105 (2020: £3,517). Two referral therapists (also members) are paid by the organisation for their referral work 2021: £9,820 (2020: £8,710).

# THE INNER CITY CENTRE

## Notes to the financial statements For the year ended 31st July 2021 (continued)

	2021 £ Restricted	2021 £ Unrestricted	2021 £ Designated	2021 £ Total	2020 £ Total
<b>4(a). Costs directly related to charitable activities</b>					
Referrals Therapists	-	9,820	-	9,820	8,710
Staff training	-	-	-	-	300
Rent and rates	-	5,218	-	5,218	4,785
	<u>-</u>	<u>15,038</u>	<u>-</u>	<u>15,038</u>	<u>13,795</u>
<b>4(b). Administration costs</b>					
Professional fees	-	9,154	-	9,154	7,542
Bookkeeper	-	1,000	-	1,000	1,000
Insurances	-	697	-	697	678
Banking fees	-	42	-	42	-
Fundraising costs	-	-	-	-	-
PPS	-	1	-	1	205
Telephone	-	845	-	845	666
Trustee and governance costs	-	(74)	-	(74)	505
Website development	-	743	-	743	2,511
Sundries	-	78	-	-	120
Independent examiners fees	-	595	-	595	624
	<u>-</u>	<u>13,081</u>	<u>-</u>	<u>13,081</u>	<u>13,851</u>
	<u>-</u>	<u>28,118</u>	<u>-</u>	<u>28,118</u>	<u>27,646</u>

# THE INNER CITY CENTRE

## Notes to the financial statements For the year ended 31st July 2021 (continued)

	2021 £	2020 £
<b>5. Cash in hand and at bank</b>		
Business Premium Account	21,833	19,926
Community Account	500	500
Paypal Account	1,466	-
P10 Account	<u>15,187</u>	<u>15,183</u>
	<u>38,986</u>	<u>35,609</u>
<b>6. Creditors - amounts falling due within one year</b>		
Income in advance	6,800	5,400
Accruals	<u>5,636</u>	<u>1,122</u>
Total accruals	<u>12,436</u>	<u>6,522</u>

### 7. Capital Fund

The company is limited by guarantee. That guarantee is restricted to £1 per member. The company is disbarred by its Articles of association from making a distribution to its members. The capital funds are represented primarily by money in the bank.

#### Unrestricted

##### General

Balance at 1st August 2020	12,567
Deficit for the year	(2,448)
Transfer from Designated Fund	-
	<u>10,119</u>

##### Designated

Balance at 1st August 2020	10,600
Deficit for the year	-
Transfer from Designated Fund	-
	<u>10,600</u>

##### Restricted

Balance at 1st August 2020	5,920
Surplus/ (Deficit) for the year	-
	<u>5,920</u>

#### Total

26,639

The restricted fund represents the value of grants received for the purpose of providing bursaries for people who are in low-paid work or part time employment.