

REGISTERED COMPANY NUMBER: 05101120 (England and Wales)
REGISTERED CHARITY NUMBER: 1110178

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021
FOR
WANDSWORTH CARE ALLIANCE

Leroy Reid & Co
Chartered Certified Accountants
and Statutory Auditors
299 Northborough Road
Norbury
London
SW16 4TR

WANDSWORTH CARE ALLIANCE

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FOR THE YEAR ENDED 31ST MARCH 2021

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WANDSWORTH CARE ALLIANCE

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31ST MARCH 2021

TRUSTEES	Ms Donna Covey(appointed 26.07.21) - Chair Ms A Horsford T E J Mytton Mrs E C Berner S Hickey (appointed 18.5.20) Ms. J Humberstone (appointed 25.1.21) Ms V E Kingsbury (appointed 25.1.21) Ms Abigail Nokes (appointed 26.07.21) Ms. Clare Collins (appointed 26.07.21) Mr C Lazenby(resigned 24.05.21) Lady C Scott (resigned 27.09.21) Mr J Cowper (resigned 31.3.21)
REGISTERED OFFICE	Trident Business Centre 3rd Floor 89 Bickersteth Road London SW17 9SH
REGISTERED COMPANY NUMBER	05101120 (England and Wales)
REGISTERED CHARITY NUMBER	1110178
INDEPENDENT EXAMINER	Leroy Reid & Co Chartered Certified Accountants and Statutory Auditors 299 Northborough Road Norbury London SW16 4TR
BANKERS	National Westminster Bank Plc Balham Branch 128 Balham High Road London SW12 9AE
INSURER	BHIB Limited AGM House 3 Barton Close Grove Park Enerby Leicester LE19 1SJ

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and Aims

The objectives of the charity ("the Objects") are the relief of sickness and the preservation of good health including without limitation by the provision of information and advice and by providing an independent voluntary sector voice and by monitoring, reviewing and seeking to contribute to the improvement of health and social care services, in particular but not exclusively, for people from minority groups and their families.

Significant Activities

During the reporting year, WCA continued to deliver contracts and commissions enabling it to fulfil its charitable objectives. The Trustees believe that the combination of the activities in hand (described in the paragraphs immediately below) represents a strong fit with the charity's purposes and goals.

Voluntary Service Coordination Service (VSCS)

The work to deliver a Voluntary Sector Coordination Service (VSCS) follows on from the pilot project which was commissioned of WCA by the CCG. The aims of the Service include:

- the creation of a more coordinated and better connected third sector that is, the several hundred community and voluntary organisations, including charities, condition support groups and faith groups in Wandsworth
- helping the CCG and the WBC identify where resources can be deployed most effectively into the third sector
- ensuring better communication and understanding between the third sector, the CCG and WBC

The VSCS team has been commissioned to establish a new Volunteering Brokerage pilot. This addresses the opportunity and the need for a strategic volunteer recruitment, support, and placement function in Wandsworth so that local people's contribution can be put to effective use to benefit the community, and to strengthen the links between the Council and local volunteering activities.

Healthwatch Wandsworth (HWW)

HWW, like all Healthwatches, is funded by and accountable to the local authority (in this case, Wandsworth Borough Council). Its main statutory functions are to:

- Obtain the views of people about their needs and experience of local health and social care services. Local Healthwatch make these views known to those involved in the commissioning and scrutiny of care services.
- Make reports and make recommendations about how those services could or should be improved.
- Promote and support the involvement of people in the monitoring, commissioning and provision of local health and social care services.

Mental Health Projects

WCA's mental health service-user project is called 'Voicing Views'. The aim is to achieve substantive positive improvements in services through service-user involvement in their design and commissioning. Voicing Views works with the Mental Health Trust, the Clinical Commissioning Group and Adult Social Services on matters relating to the delivery and development of mental health services in Wandsworth. Service-user members of Voicing Views sit on most of the major groups and forums and attend meetings that relate these matters. They are also involved in one-off consultations and focus groups.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued FOR THE YEAR ENDED 31ST MARCH 2021

The prevalence of mental health issues within the LGBT Community is higher than within the general population. The Wandsworth LGBT Mental Health Project aims to tackle issues surrounding health inequalities faced by the LGBT Community in the Borough, by engaging with the LGBT Community in Wandsworth, the local voluntary sector and community groups, young people, adults and older people, and service commissioners and providers.

Engaging with the NHS and the Local Authority

In the context of these activities, WCA staff, trustees and volunteers contributing their time were actively engaged participants throughout the year in a range of forums concerned with the design, commissioning and delivery of local health and care services in Wandsworth. WCA was able to present evidence to these bodies, using feedback from service users and others in the voluntary sector with a view to influencing future developments. The Chair of Healthwatch Wandsworth attended meetings of the Adult Social Care Overview and Scrutiny Committee (OSC) and the Health and Wellbeing Board (HWB). The Chief Executive of WCA also attends the HWB, as the representative elected by the Voluntary Sector.

As part of the NHS restructuring and reorganisation of the Wandsworth Borough Clinical Commissioning Group (CCG) within a single, consolidated Southwest London CCG, the local Health and Care Board became one of the most important forums for strategic collaboration and joint decision making for local system partners. WCA has two places on the Health and Care Board, representing both Voluntary Sector and Healthwatch perspectives. The Chief Executive covered both during 2019-20, but from April 2020 was partnered by WCA's newly appointed Healthwatch Chair.

Working with Volunteers

Another vital aspect of WCA's activity is the collective work and hundreds of hours of time contributed by individual volunteers across the organisation. Over the year, they have undertaken a very wide range of tasks on WCA's behalf including office- work; facilitating discussion at many events, policy analysis and contributing to research reports reflecting service users' views. Others represent the community voice at different meetings, forums and events across the Borough. Trustees and all at WCA wish to express their gratitude and appreciation for the dedication and support of all its individual volunteers, without whom the organization could not achieve its aims.

Public Benefit

The Trustees confirm that they have complied with their duty to have due regard for the guidance of the Charity Commission on public benefit in respect of the scope of WCA's activities.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued FOR THE YEAR ENDED 31ST MARCH 2021

ACHIEVEMENT AND PERFORMANCE

Overview

The reporting year 2020-21 was dominated by the Covid pandemic. For WCA its impact was twofold. First it highlighted sharply the critical importance of the services we exist to support – the health, social care and voluntary sectors – and the vital role of our work to champion (and, where appropriate, to challenge) them. Second, the pandemic directly impacted how we went about our business. It had a big impact on the staff team who had to work from home instead of seeing each other, as well as volunteers and stakeholders on an everyday basis in the office. It very much constrained the input that WCA's dedicated volunteers were able to contribute, and it affected the work of the trustees, too. Arrangements for home working for staff had to be established, numerous on-line meetings were scheduled to maintain internal and external communications, on-line surveys were created to substitute for the usual face-to-face interviews with service users and community groups. We owe a debt of gratitude to staff and volunteers for the way in which they have managed to maximise WCA's overall performance during an extremely challenging period.

Trustees can report that WCA's Chief Executive Officer has continued to be very active in supporting his team despite a range of logistical issues affecting WCA activities because of lockdown restrictions. They are confident that WCA was able to play its part during the year, and that it made a positive and full input to the community's response to the pandemic by adapting and carrying on working towards its objectives. This performance has reassured trustees that WCA- although a small organization- retains the capacity to deliver its goals more effectively and to help unlock positive community energy towards improving "health and social care services" in their widest sense.

During the year, the Board maintained the practice of supplementing its regular agenda of financial and governance matters with detailed reports from the CEO and with regular presentations by project leaders. Individual trustees continued to contribute to the work in a range of voluntary and representative roles, and by linking with projects on an individual basis. The three reports below summarise what project leaders perceive as the key achievements of the past year.

Voicing Views and LGBTQ+ Mental Health Projects

By far the biggest impact and challenge that has affected the last twelve months is that of COVID-19, the lockdowns and restrictions to our daily lives, both professionally and personally. The Mental Health Projects at WCA, along with the whole organisation, had to adapt very quickly to home working and learning new skills switching from physical meetings to virtual ones at the same time as keeping up to speed with the impact of demand on mental health services, how they were coping and, indeed, how service users themselves were coping.

With all the regular meetings that occurred now carried out virtually, the Projects were able to be in attendance and became aware of the challenges faced by both community- based services and inpatient services. Whilst it was not possible to hold the regular service user meetings in a virtual way, indirect contact with service users was maintained through regular dialogue with statutory and voluntary sector mental health service providers. This enabled the Projects to function in line with their purpose and remit, albeit through very different and new methods of working.

In the early months of the crisis, the Projects collaborated with Healthwatch Wandsworth and Talk Wandsworth to create and deliver three online live webinars. The first was themed on the effect on mental health and wellbeing of a lockdown and coping techniques, the second had a similar theme but relating to coming out of lockdown and the third was centred around furlough and unemployment. This was the first time a virtual platform had been used in this way by Talk Wandsworth and pathed the way for future collaborations.

As the crisis continued throughout the year, there was ongoing input at all the virtual meetings making sure that the mental health service users experience, in these very challenging times, was always at the top of the agenda. As time goes by and the COVID crisis eases, there will be new challenges that emerge but the Mental Health Projects at WCA are well placed to face these with the service user experience in the forefront of their work.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued FOR THE YEAR ENDED 31ST MARCH 2021

Healthwatch Wandsworth

We responded to the Coronavirus crisis by increasing our communications and by running listening exercises including: two wide-ranging surveys into the impact of COVID-19; a major consultation on the switch to digital in the NHS; and changes to the hospital discharge process. Our large surveys investigated how people were able to manage health and social care during the pandemic, and we ran a further survey on experiences in care homes. The insights we gathered influenced SWL CCG service recovery plans and CCG and council support to care homes. From the initial intelligence we had gathered we saw that a switch to digital methods of appointments was a major change in how health and care was delivered and the outcomes for patients. We launched an online survey and spoke directly to community groups and targeted interviewees to learn how it was impacting on people. The recommendations are already being used by a number of services and we will continue to try to make sure our insight informs how this type of service provision evolves.

Thanks to collaboration with other voluntary organisations, we were able to reach many people in the community in different ways. For example, sending out our newsletter with parcels from Wandsworth Food Partnership and Age UK Wandsworth, and speaking to a wide range of community groups to make sure we heard from a diverse range of people in our community.

Like others, we had to rely almost entirely on digital methods. But through our ('virtual') assemblies and engagement activities we were able to highlight key challenges, including the needs of disadvantaged groups and the issues raised by the Covid vaccination programme. By sending representatives to engage with the organisations which commission and run statutory services, we sought to ensure that, even at a time of crisis, the voices of service users and the wider community continued to be heard.

We are available as a source of information and support for people who are struggling to find the health and social care support that they need or how to raise a complaint if they are not happy with a service they receive. This year we helped 127 people with information and signposting by:

- Linking people to reliable up-to-date information
- Supporting the vaccine roll-out
- Helping people to access the services they need
- Helping people understand what to do if they were unhappy with their care.

Assessing impact: it is difficult to capture the regular impact our staff and volunteer representatives have on ensuring that people who run health and social care services listen to and seek the views of the people they are providing a service for, but occasionally they will let us know that we have made a difference. For example:

- 'Healthwatch's continued prioritisation of mental health issues in Wandsworth is really welcomed. Collaboration and work across a variety of areas from the crisis café, the Black & Minority Ethnic Mental Health Forum and project, to community teams and perinatal provides a positive, but objective and practical viewpoint, which always supports transformation across the system.' Lead Transformation Manager - Mental Health (Wandsworth)
- 'The annual Healthwatch assembly on addressing inequalities provided a platform to reflect with communities on our ongoing approaches to this, sharing good practice (you said we did), exploring priority areas for development and increased focus.' NHS South-West London /Wandsworth

More detailed information about this year's work can be found in Healthwatch Wandsworth Annual Report 2020-21. For details of our 2021-22 priorities, see our full business plan.

Voluntary Sector Coordination Service

In 2020, WCA was awarded the contract to deliver the Voluntary Sector Coordination Service (VSCS), providing capacity building and networking services that built on the voluntary sector support activities previously offered through WCA's Voluntary Sector Coordination Project (VSCP). This effectively meant that Wandsworth's voluntary sector now had access to traditional Council for Voluntary Service (CVS) functions.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued **FOR THE YEAR ENDED 31ST MARCH 2021**

Although the first year has been dominated by the pandemic, the service has played a key role in communication and coordination. During the height of the crisis, we increased its monthly news bulletins to weekly, now maintained bi-weekly, offered quick time mapping of what voluntary services were available and who was doing what in terms of the voluntary sector COVID response. Alongside this crisis work, we set up a number of networks including a Children, & Young People's Network which has gone from strength to strength, playing a key role in facilitating dialogue and improving relations and connectivity between WBC Children's Services and the relevant part of the local VCS. Another network to have come on stream during this period was the Chief Executives' Network. It has been a difficult period for those at the helm of their organisations, as many faced challenges and issues they had not encountered before, so the introduction of this network – enabling them to air their concerns within a confidential, safe space- has been welcomed.

As the primary infrastructure organisation for the London Borough of Wandsworth, the VSCS now provides support services to all voluntary and community groups in the borough and to those aspiring to set up new groups. It also supports informal groups and works with statutory partners locally to support community activity. Specifically, the VSCS provides help and support with funding, governance, constitutions and has established a suite of online resources, some providing information that was specifically relevant to the voluntary sector and the pandemic.

The Voluntary Sector Forum forms an important part of the new service. The VSF and the networks we convene facilitate peer support, collective action, and access to information about strategic developments within the health and social care field locally.

In the summer of 2020, the VSCS was acutely aware of an already identified gap, the lack of any infrastructure to encourage and champion volunteering in Wandsworth which had become much more apparent during the COVID-19 response effort. WCA's VSCS made a successful case for funding for a volunteer brokerage service pilot and has collaborated with other organisations, particularly Battersea Volunteers, to establish a joined-up volunteer brokerage service. Along with this service, we have also established a Volunteer Involving Organisations (VIO) Network to bring people together who are involved in any aspect of volunteering, managing or recruiting volunteers within their organisations. In addition, we were able to include a programme of training for VIOs covering topics related to good practice around volunteers and volunteering which will be held monthly during the remainder of 2021.

Despite having gone into lockdown less than three months after the VSCS contract started and with very limited opportunities to meet during this period, the team has adapted incredibly well to working remotely and has achieved a great deal within its first year.

Engagement with Statutory Authorities in Health and Social Care

Throughout the year, HWW representatives participated in the monitoring and evaluation of the quality of the St George's Hospital Trust's services, in particular the implementation of the action plans in response to the External Cardiac Surgery Mortality Review; and the re-starting of mainstream hospital services whilst being fully prepared for a further possible wave of Covid-19 cases.

HWW continued to contribute to the formal review by the Borough Council's Adult Social Services Oversight and Scrutiny Committee (OSC) of local Health and Social Care provision in the borough. The HWW Chair is invited to attend OSC meetings and to submit questions and points about the papers taken by the Committee; and the Committee looks at Healthwatch itself on an annual basis. The Chair and members of the Committee maintain a positive and supportive interest in HWW.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued **FOR THE YEAR ENDED 31ST MARCH 2021**

FUTURE PLANS

Although 2021-22 is likely to be a continuing period of uncertainty both nationally and locally not only over the nature of the pandemic but also over the shape of the proposed integration of and the resources available to, statutory providers of health and care services, the Trustees intend to maintain the Charity's mission of working to improve health and wellbeing through community involvement, collaboration, action and through a stronger voluntary sector.

In particular the focus will be on:

maintaining staff wellbeing especially as working patterns change, supporting the Voluntary Sector Coordination Service's work to develop the capacity and impact of the voluntary sector, within an effective framework of governance, providing leadership to help maintain and build up further the viability, effectiveness and coherence of the range of WCA projects, helping to maintain the positive and enabling impact of WCA's enhanced social media presence.

The Board have built on the strong foundations laid by the outgoing Chair, Jeremy Cowper, to construct their strategic objectives for the year. These realistically acknowledge the "known unknowns" in seeking to place HWW in as favourable position as possible to respond effectively to any proposed new contractual arrangements with WBC. WCA will approach future options for re-tendering with an open mind and see them as opportunities for fresh thinking. Additional funding sources will continue to be sought as previously. The organisation will also seek to work with local partners in the LA, primary care, acute, community services and the voluntary sector to create a firm place for the voice of local service users as the Integrated Care System for South-West London takes shape.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued **FOR THE YEAR ENDED 31ST MARCH 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and Appointment of New Trustees

The Board has the power to appoint additional Trustees as required. None of the Directors and Trustees has any beneficial interest in the Company.

As described below, three additional appointments to the Board were made during this reporting year: on 18 May 2020 of Stephen Hickey and on 25 January of Janis Humberstone and Victoria Kingsbury. The appointment of Stephen Hickey was confirmed at the Annual General Meeting in December 2020. In May 2020, Jeremy Cowper told the Board that he was minded to step down as a trustee at the end of the year and he confirmed this in September 2020, formally resigning by letter on 31 March 2021. Chris Lazenby also informed the Board that he would be stepping down at the same meeting, exemplifying the difficulty for younger Trustees of having sufficient flexibility and time when being in full time employment.

Cherill Scott and Elizabeth Berner, the Vice Chairs, agreed to assume the role of Co-Chairs until a new Chair was in place in the Autumn of 2021.

Organisational Structure

WCA was founded in 1991 and was governed by its constitution until its date of incorporation. The Company was incorporated on the 14th April 2004 and was not registered as a charity until the 23rd June 2005.

The aim of the Trustees continues to be to maintain an operational and governance framework to maximise the value of WCA's work and the economy and propriety with which it is delivered, its coherence within the organisation and externally; to build up the capacity of WCA to continue to deliver its goals; and to facilitate its success in doing so.

Independent Examination

Following the decision taken at the Board meeting on 27 January 2020 to commission Independent Examination, rather than audit, of the WCA accounts for 2019-20, this option being open to a charity of the financial size of WCA under the Charity Commission framework, the reporting year 2020-21 was the second in which that arrangement has applied. The trustees have taken particular note of their responsibilities in respect of the relevant internal processes and the Board has taken advice from its financial sub-group so that it will be able to take a view of the impact of the changed process in practice.

Induction and Training of New Trustees

At the start of the year, the Board was comprised of six trustees, who had invited Stephen Hickey to join them, as described in the previous report, to be a Board member and also the chair of Healthwatch Wandsworth. Stephen was appointed at the Board meeting in May 2020 and his appointment was endorsed at the Annual General Meeting on 9 December 2020. In addition to the major contribution Stephen has made in terms of the leadership of HWW, WCA has benefited more widely from his considerable experience of local health and social care matters and of wider public sector and charity governance and management.

In the spring of 2021, Janis Humberstone approached WCA to express interest as a potential trustee. It was clear that her experience of commercial and charity financial governance and accounting directly met trustees' aspirations and Janis rapidly became an active participant observer of Board meetings and a Board member by trustees in January 2021.

An approach to WCA was made over the summer by Victoria Kingsbury who brought not only great enthusiasm for the charity's work but many years' experience of working in local fundraising and volunteer management. She is herself a charity founder and currently CEO at Kingston Charitable Foundation and the chair of trustees of Wandsworth Community Transport. Victoria was appointed as a WCA trustee in January 2021.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued FOR THE YEAR ENDED 31ST MARCH 2021

Further Recruitment of Trustees

In the light of the stepping down of three long-standing trustees by spring 2021 a nominations committee was formed to undertake a recruitment process which involved a publicly advertised search leading to a number of expressions of interest, applications and competitive interviews in April 2021. This process was new, and the Board was delighted with the results: we invited three new trustees, Clare Collins, Abigail Nokes and Donna Covey to join the Board. The latter agreed to be chair designate until September 2021 and thence assume the role of Chair after a fully supportive handover process, with formal appointment of all three trustees from 26th July 2021.

Trustee Skills Audit

In parallel with the work to lead to the appointment of a new chair of the trustees, there was interest from existing WCA trustees in developing their skills and knowledge further to add to the value of their input into WCA governance. This was enhanced by links to the work of the WCA's VSCS project with other voluntary sector organisations for capacity building and good governance. A first session took place early in 2021, with more being considered.

At the start of 2021, the Board also agreed to carry out a further review of its capability, in terms of the skills and experience of its members. Each trustee provided their own self-assessment against a list of characteristics and also the corresponding score for their aspirational vision of an optimal WCA board equipped to carry out its full responsibilities with maximum benefit to the charity. The listed attributes were those used in previous reviews and essentially those suggested via the Charity Commission website.

The results indicated a Board with a great deal of experience and expertise to draw on and capability for proper oversight of WCA - and with aspirations to be better still.

Overall, there was strong agreement about the benefits of the exercise - in the renewed opening up of discussions around how the Board worked together (and with the management team), and how the best use could be made of each trustee's contribution - also in the shared feeling personal engagement with and enthusiasm for the endeavours of the Charity.

The annual appraisal of the Chief Executive has been completed and his organisational objectives agreed for 21 - 22, especially relating to the implications of Covid 19 for the workforce and the employer's duty of care together with the necessary steps to place HWW in a favourable position for the options relating to a new contract with WBC in 2022. These have then been aligned with the Board's strategic objectives for the coming year.

Induction and Training of New Trustees

Induction procedures have been in place for new trustees and in 2021 both new and established trustees will be offered updated training together from WCA's VSCS staff for good and effective governance.

Related Parties

There were no related party transaction to report for the year under review.

Risk Management

The Trustees have regularly conducted a review, undertaken bi-monthly, of the major risks to which WCA might be exposed.

The approach taken in the Risk Register is to identify potential risks and set out mitigatory measures together with planned actions. These and related policies are updated in the light of Charity Commission and government guidance. Sections cover for example, contractual arrangements for funding, health and safety for Staff, volunteers and clients. Other entries cover safeguarding measures and training, whistle blowing protection and counter-fraud measures.

The operational risk register has been extended to cover actions required of management to respond to the impact of Covid 19, especially relating to the workforce and future contractual arrangements for HWW.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31ST MARCH 2021

The appropriate level of financial reserves to hold is set out in the Financial Reserves Policy which takes into consideration a variety of possible contingencies.

The Board decided to increase the minimum and maximum target reserves level in respect of liquidity/cash flow to allow for an increase in operating costs, elevated risks and uncertainty brought about by COVID 19 and follow-on effects. The appropriate target range for this year should be from £154,000 to £365,500, relating to a range of 3 to 6 months of operation, up to the level of the cumulative total of identified risk mitigations.

The Trustees remain mindful of the circumstances requiring them to make a report to the Charity Commission of any serious incident in relation to the operations of the WCA. The Board have duly considered this. We confirm that there has been no reason in respect of the activities during 2020-21 or previously for us to consider that any event had constituted a Serious Incident requiring a report to the Charity Commission.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued FOR THE YEAR ENDED 31ST MARCH 2021

FINANCIAL REVIEW

WCA reported a surplus for 2020-21 of £50,021 (2020 - £36,407) and reserves at the year - end was £217,883 (2020 - £167,862).

Principal Funding Sources

The charity principal funders are NHS Wandsworth CCG and LB Wandsworth Council.

Reserves Policy

The trustees have in place an agreed policy that each year a reserves calculation paper to identify and justify reserves targets for the charity will be produced and presented to the Board for approval.

This implements the review of the organisation's policy on its reserves which the trustees carried out in the light of the Charity Commission's guidance. The review recognised that the identification of the WCA's reserves was relatively straightforward as it had neither restricted income nor any endowment funds and only minimal tangible fixed assets. The Trustees concluded in the review that the WCA might need reserves for three areas:

- (i) contingencies;
- (ii) liquidity/cash flow; and
- (iii) future commitments.

The Trustees accordingly monitored the level of reserves and reserves targets during the course of 2019-20 against the background of the target range for the year which had been agreed and was set out in the Report for 2018-19. The outcome is set out above.

Following the end of the financial year, the Board looked again at its policy on reserves in the light of the Covid-19 situation and supplemented it to recognise relevant new factors such as the increased uncertainty of the operational context, in particular possible impacts on public sector resources, and potential risks from remote working including potential costs of adaptation and welfare as well as heightened risks of fraud. As in previous years, an annual reserves calculation paper was then prepared by a sub-group of the Board and presented for consideration.

Going Concern

We have considered and assessed if the charity's financial statements should be prepared on the basis that the entity will have sufficient financial resources to operate for the next 12 months. We have concluded that the charity will indeed have sufficient resources for the next 12 months.

Principal Risks and Uncertainties

The trustees have considered the major risks based on our services delivered and our responsibilities to all our partners and employees and we are satisfied that appropriate actions have been taken to mitigate those risks.

WANDSWORTH CARE ALLIANCE

REPORT OF THE TRUSTEES - continued
FOR THE YEAR ENDED 31ST MARCH 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

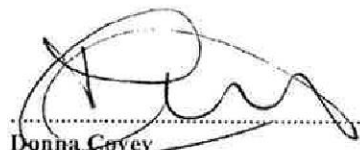
The trustees (who are also the directors of Wandsworth Care Alliance for the purposes of company law) are responsible for preparing the Report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Report of the trustees, incorporating a Strategic report, approved by order of the board of trustees, as the company directors, on 18-11-2021 and signed on the board's behalf by:


Donna Covey
Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
WANDSWORTH CARE ALLIANCE**

Independent Examiner's Report to the Trustees of Wandsworth Care Alliance ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st March 2021.

Responsibilities and Basis of Report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent Examiner's Statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Association of Chartered Certified Accountants which is one of the listed bodies.

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:

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 (FRS 102)).

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.

E Okai

Ebenezer Okai
Association of Chartered Certified Accountants
Leroy Reid & Co
Chartered Certified Accountants
and Statutory Auditors
299 Northborough Road
Norbury
London
SW16 4TR

Date: 19-11-2021

WANDSWORTH CARE ALLIANCE

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities	2				
Service Level Agreement		436,610	-	436,610	418,254
Charitable Core Activities		-	-	-	2,200
Grant		-	46,000	46,000	4,429
Other income		<u>2,335</u>	<u>-</u>	<u>2,335</u>	<u>1,740</u>
Total		<u>438,945</u>	<u>46,000</u>	<u>484,945</u>	<u>426,623</u>
EXPENDITURE ON					
Charitable activities	3				
Charitable Core Activities		401,658	-	401,658	390,216
Grant		-	33,266	33,266	-
Total		<u>401,658</u>	<u>33,266</u>	<u>434,924</u>	<u>390,216</u>
NET INCOME		<u>37,287</u>	<u>12,734</u>	<u>50,021</u>	<u>36,407</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>167,862</u>	<u>-</u>	<u>167,862</u>	<u>131,455</u>
TOTAL FUNDS CARRIED FORWARD		<u>205,149</u>	<u>12,734</u>	<u>217,883</u>	<u>167,862</u>

The notes form part of these financial statements

WANDSWORTH CARE ALLIANCE

BALANCE SHEET
31ST MARCH 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	8	7	7
CURRENT ASSETS			
Debtors	9	3,452	3,452
Cash at bank and in hand		<u>254,227</u>	<u>174,870</u>
		257,679	178,322
CREDITORS			
Amounts falling due within one year	10	(39,803)	(10,467)
NET CURRENT ASSETS		<u>217,876</u>	<u>167,855</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		217,883	167,862
NET ASSETS		<u>217,883</u>	<u>167,862</u>
FUNDS	12		
Unrestricted funds		205,149	167,862
Restricted funds		<u>12,734</u>	-
TOTAL FUNDS		<u>217,883</u>	<u>167,862</u>

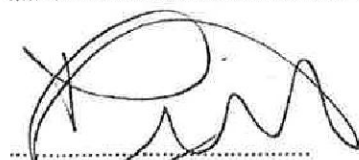
The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 18-11-2021 and were signed on its behalf by:



Donna Covey
Trustee

The notes form part of these financial statements

WANDSWORTH CARE ALLIANCE

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	<u>79,357</u>	<u>28,165</u>
Net cash provided by operating activities		<u>79,357</u>	<u>28,165</u>
		<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period		79,357	28,165
Cash and cash equivalents at the beginning of the reporting period		<u>174,870</u>	<u>146,705</u>
Cash and cash equivalents at the end of the reporting period		<u>254,227</u>	<u>174,870</u>

The notes form part of these financial statements

WANDSWORTH CARE ALLIANCE

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting period (as per the Statement of financial activities)	50,021	36,407
Adjustments for:		
Increase/(decrease) in creditors	<u>29,336</u>	<u>(8,242)</u>
Net cash provided by operations	<u>79,357</u>	<u>28,165</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	<u>174,870</u>	<u>79,357</u>	<u>254,227</u>
	<u>174,870</u>	<u>79,357</u>	<u>254,227</u>
Total	<u>174,870</u>	<u>79,357</u>	<u>254,227</u>

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

INCOME

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings - 25% on cost
Computer equipment - 20% on cost

TAXATION

The charity is exempt from corporation tax on its charitable activities.

FUND ACCOUNTING

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

2. INCOME FROM CHARITABLE ACTIVITIES

			2021	2020
	Service Level Agreement	Grant	Total activities	Total activities
	£	£	£	£
NHS Wandsworth	260,800	-	260,800	202,444
Wandsworth Borough Council	175,810	-	175,810	215,810
Battersea Power Station	-	-	-	4,429
Seldom Heard	-	-	-	2,200
London Community Foundation	-	46,000	46,000	-
	<u>436,610</u>	<u>46,000</u>	<u>482,610</u>	<u>424,883</u>

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 4) £
Charitable Core Activities	401,658
Grant	<u>33,266</u>
	<u>434,924</u>

4. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021	2020
	£	£
Staff costs	320,166	285,072
Premises costs	43,589	39,679
Insurance	2,719	2,691
Telephone	3,435	2,775
Printing and stationery	10,604	11,671
Advertising	1,398	3,252
Sundries	232	875
Training and conference	625	294
Volunteer Cost	125	801
Travelling	29	899
Refreshments and subsistence	453	4,041
Venue Hire	96	2,557
Legal and professional fees	3,007	2,447
Subscription	1,335	2,406
IT Resources	4,608	5,658
Outsourced work	13,900	2,700
Equipment	154	1,618
Bank charges	382	376
Web development	446	3,538
Examiner & payroll fees	3,536	3,430
Agency staff cost	18,148	13,436
Employee severance	3,937	-
Covid-19 costs	<u>2,000</u>	<u>-</u>
	<u>434,924</u>	<u>390,216</u>

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2021 nor for the year ended 31st March 2020.

TRUSTEES' EXPENSES

There were no trustees' expenses paid for the year ended 31st March 2021 nor for the year ended 31st March 2020.

6. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	292,803	257,919
Social security costs	24,806	25,199
Other pension costs	<u>2,557</u>	<u>1,954</u>
	<u>320,166</u>	<u>285,072</u>

The average monthly number of employees during the year was as follows:

	2021	2020
Chief Executive - full time	1	1
Staff - full time	7	7
Staff - Part time	<u>4</u>	<u>4</u>
	<u>12</u>	<u>12</u>

No employees received emoluments in excess of £60,000.

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Charitable activities	
Service Level Agreement	418,254
Charitable Core Activities	2,200
Grant	4,429
Other income	<u>1,740</u>
Total	426,623
EXPENDITURE ON	
Charitable activities	
Charitable Core Activities	<u>390,216</u>
NET INCOME	36,407

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £
RECONCILIATION OF FUNDS	
Total funds brought forward	131,455
TOTAL FUNDS CARRIED FORWARD	<u>167,862</u>

8. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1st April 2020 and 31st March 2021	<u>6,064</u>
DEPRECIATION	
At 1st April 2020 and 31st March 2021	<u>6,057</u>
NET BOOK VALUE	
At 31st March 2021	<u>7</u>
At 31st March 2020	<u>7</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Other debtors	<u>3,452</u>	<u>3,452</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	619	1,283
Accruals and deferred income	36,450	6,450
Accrued expenses	<u>2,734</u>	<u>2,734</u>
	<u>39,803</u>	<u>10,467</u>

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	2021	2020
	Unrestricted	Total
	fund	funds
	£	£
Fixed assets	7	7
Current assets	244,945	178,322
Current liabilities	<u>(39,803)</u>	<u>(10,467)</u>
	<u>205,149</u>	<u>167,862</u>

12. MOVEMENT IN FUNDS

	At 1.4.20	Net	At
	£	movement	31.3.21
		in funds	£
		£	
Unrestricted funds			
General fund	167,862	37,287	205,149
Restricted funds			
Restricted Fund	-	12,734	12,734
	<u>167,862</u>	<u>50,021</u>	<u>217,883</u>

Net movement in funds, included in the above are as follows:

	Incoming	Resources	Movement
	resources	expended	in funds
	£	£	£
Unrestricted funds			
General fund	438,945	(401,658)	37,287
Restricted funds			
Restricted Fund	46,000	(33,266)	12,734
	<u>484,945</u>	<u>(434,924)</u>	<u>50,021</u>

Comparatives for movement in funds

	At 1.4.19	Net	At
	£	movement	31.3.20
		in funds	£
		£	
Unrestricted funds			
General fund	131,455	36,407	167,862
	<u>131,455</u>	<u>36,407</u>	<u>167,862</u>

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

12. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	426,623	(390,216)	36,407
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>426,623</u>	<u>(390,216)</u>	<u>36,407</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	131,455	73,694	205,149
Restricted funds			
Restricted Fund	-	12,734	12,734
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>131,455</u>	<u>86,428</u>	<u>217,883</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	865,568	(791,874)	73,694
Restricted funds			
Restricted Fund	46,000	(33,266)	12,734
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	<u>911,568</u>	<u>(825,140)</u>	<u>86,428</u>

WANDSWORTH CARE ALLIANCE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2021.

14. GOING CONCERN

The Charity's trustees have taken initial steps to consider the impact that the COVID 19 situation may have on the Charity and consider that the charity has adequate resource and sufficient sources of funds available for the foreseeable future. Therefore, the trustees believe that it is appropriate for this reason to continue to adopt the going concern basis in preparing the financial statements for the year ended 31 March 2021.

WANDSWORTH CARE ALLIANCE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	2021	2020
	£	£
INCOME AND ENDOWMENTS		
Charitable activities		
NHS Wandsworth	260,800	202,444
Wandsworth Borough Council	175,810	215,810
Battersea Power Station	-	4,429
Seldom Heard	-	2,200
London Community Foundation	<u>46,000</u>	<u>-</u>
	482,610	424,883
Other income		
Other Income	<u>2,335</u>	<u>1,740</u>
Total incoming resources	484,945	426,623
EXPENDITURE		
Charitable activities		
Wages	292,803	257,919
Social security	24,806	25,199
Pensions	2,557	1,954
Premises costs	43,589	39,679
Insurance	2,719	2,691
Telephone	3,435	2,775
Printing and stationery	10,604	11,671
Advertising	1,398	3,252
Sundries	232	875
Training and conference	625	294
Volunteer Cost	125	801
Travelling	29	899
Refreshments and subsistence	453	4,041
Venue Hire	96	2,557
Legal and professional fees	3,007	2,447
Subscription	1,335	2,406
IT Resources	4,608	5,658
Outsourced work	13,900	2,700
Equipment	154	1,618
Bank charges	382	376
Web development	446	3,538
Examiner & payroll fees	3,536	3,430
Agency staff cost	18,148	13,436
Employee severance	3,937	-
Covid-19 costs	<u>2,000</u>	<u>-</u>
	<u>434,924</u>	<u>390,216</u>
Total resources expended	<u>434,924</u>	<u>390,216</u>
Net income	<u>50,021</u>	<u>36,407</u>

This page does not form part of the statutory financial statements