



Annual Report and Accounts
2020/2021



WEST LONDON ZONE
(A Company Limited by Guarantee)

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WEST LONDON ZONE
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2021**

Trustees

Sir Harvey McGrath, Chair
Radhika Dubé
Felicity Gillespie
Julie Howarth (appointed 4 October 2021)
Jocelyn James, Treasurer
Andrew Levitt
John Storey
Amelia Sussman (resigned 7 June 2021)
Sir David Verey CBE
Nicholas Wilkie (resigned 3 December 2021)

Company registered number

08991196

Charity registered number

1160947

Registered office

140-144 Freston Road
London
W10 6TR

Company secretary

Louisa Mitchell

Chief executive officer

Louisa Mitchell

Independent auditors

Goodman Jones LLP
Chartered Accountants
29/30 Fitzroy Square
London
W1T 6LQ

Bankers

Lloyds Bank
167-169 Edgware Road
London
W2 2HE

TRUSTEES REPORT FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their Annual Report together with the financial statements of West London Zone (WLZ, the charity), for the year ended 31 August 2021. The Trustees confirm that the Annual Report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document, and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as a small company under section 383, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulations 2013 is not required.

LETTER FROM OUR CHAIR OF TRUSTEES AND CHIEF EXECUTIVE

After navigating the first Covid lockdown, we started the academic and financial year of 2020-21 in a strong position, with the confidence that we had developed the skills required to operate within changing and varied restrictions. We were hoping that we would be able to work quite freely in schools and in our community again, and that we would take the best of our remote delivery and blend it with our previous face-to-face work. It did not work out that way, and for the entire academic year we found ourselves adjusting to different restrictions in different councils and schools so we could deliver and mobilise the best and most personalised support possible for the children and young people in a constantly shifting environment.

The WLZ team demonstrated exceptional adaptability, flexibility and tenacity, while striving to work to the very high standards we set ourselves, and we worked with more children and young people and their families, and more schools, than ever before. Nobody in the WLZ team was furloughed and we worked hard to ensure the team remained connected and felt supported at all times, while also ensuring that new team members got to know each other and were well integrated, despite restrictions on face-to-face meetings and access to the office.

We ask the WLZ team to think about three things every day when they come to work:

1. Am I helping children and young people in our Zone to achieve better outcomes in life?
2. Am I helping to raise the funding to do our work?
3. Am I helping to make WLZ a great place to work?

As we said to them at the end of the year, it was not a given that we would succeed in any of those areas this year, yet we did, in all three, and that was down to the commitment of the team.

Our impact was positive again in social and emotional outcomes for children and young people at the end of their two-year programme. However, we would like to see more impact on children and young people's academic progress so we are working on improvements to our delivery in that area. Nonetheless, for young people who have previously been on the WLZ programme and have this year taken their GCSEs, even taking into consideration grade inflation, their achievements were encouraging.

Our way of working in partnership with our local councils on outcomes-based contracts is key to our flexible and collaborative delivery. Although we have always operated that way, it was more important than ever this year so we could add real, tangible value in our community at a very challenging time. We generated revenue from these contracts on track with target. And our fundraising team had a particularly successful year, raising grants and donations to achieve their targets too, despite the restrictions on face-to-face visits, meetings and events.

We had a renewed focus on ensuring that our values informed all aspects of our work and that we all worked actively to embed them so that we are continuing to build the culture we want as we grow. We also took action towards becoming a more inclusive organisation that thrives on diversity of perspective and representation, although we still have a long way to go to ensure our team represents the community we work in so that we can support children and families in the best way possible.

Looking forward, having assessed the impact of the pandemic and the increased need for our support in the community, we have a rapid growth plan to enable us to work with many more children in our Zone, and in so doing, continue to take into account the feedback we get from schools and families to improve our impact on children and young people.

At the end of the year, Amelia Sussman stood down as a Trustee with our thanks for all of her valuable wisdom and insight throughout her term.

It has been a very challenging year, and our thanks go to all of the WLZ team, our Trustees, partners, supporters and ambassadors for their support, perseverance and dedication during this exceptional time.

Sir Harvey McGrath
Chair of Trustees

Louisa Mitchell
Chief Executive

OBJECTIVES AND ACTIVITIES

Our Vision

A West London community working together so that every child can thrive.

Our Mission

We help children and young people build the relationships and skills they need to get on track socially, emotionally and academically to thrive in adulthood.

We do this by building trusted relationships, providing specialist support and joining up each child's support system, including families, schools and local organisations, to deliver a personalised 2-year support plan for each child.

Why We Exist

We work exclusively in West London - an area of deep inequality where our research shows us that 1 in 5 children and young people aren't getting the support they need to thrive.

Our Zone spans a community in West London that includes the boroughs of Hammersmith and Fulham, Kensington and Chelsea, Brent and Westminster.

In our community, the existing support systems are not able to easily flex to the different needs of individual children. Organisations often work in isolation, and are not always able to work with those who could benefit from their help the most.

Our research shows that there are 12,000 children and young people currently living in our community who need additional support. Without it, they are more likely to face challenges in later life, including unemployment, social isolation, and poor mental and emotional health.

We help children and young people build the relationships and skills they need to get on track **S**ocially, **E**motionally and **A**cademically.

We call this creating a **SEA change**.

We believe that by targeting these key areas of development we can empower children to fulfil their potential.

Every child we work with is different. We aim to work with children who would benefit from our support in multiple, inter-related areas.

- **88%** of WLZ children need support in at least two areas
- **80%** of WLZ children need support to improve in at least three of our identification measurements

- 40% of WLZ children need support to improve in at least five of our identification measurements

Areas we support	Identification Measurements
Social	Parental Engagement Peer Relationships
Emotional	Emotional Problems Confidence
Academic	School Attendance Reading Writing Maths School Engagement
Pupil premium	Pupil premium eligibility*

* a measure of student disadvantage.

Creating a SEA change

We have a three-stage approach to creating a SEA change in children in our Zone.



Collective Impact

We harness the collective power of the West London community, joining up local social and financial support for the right children at the right time.



Personalised Support

The WLZ programme is a 2-year support plan tailored to each child's unique strengths, needs and aspirations.



Data and Evidence Led

We use data to identify the right children and provide detailed insight into each child's needs and progress over the two years so we can flex their plan.

Collective Impact

We bring together the whole community - government, councils, charities, schools, families and funders - to work together to support each child.

Through our collective funding model, some of which is paid on milestones, we ensure local public and private money, as well as resources, are aligned and working towards a common end goal: a SEA change for each child.

- In the academic year 2020-21, we worked with 1,001 children and young people, with 503 finishing the programme in summer 2021.
- We were based in 35 school settings.
- We worked with 43 partner local charities.

Personalised Support

We have a team of trusted adults – Link Workers – who are based in the child’s school and see them every day. They guide, support and champion each child and are responsible for designing and facilitating each child’s 2-year programme with them, their families and their teachers.

Specialist support is delivered by charities working locally, ranging from art therapy to maths tutoring to circus skills.

We listen and have conversations with each child, their family and their school. We don’t start to design their programme until we really understand them and are confident each child understands and wants our support to help them achieve their goals.

- 96% of children and young people trust their Link Worker.
- 94% find the sessions with their Link Worker helpful.
- 97% of parents felt their child benefited from the programme.

“WLZ have been superb [...] the approach has been empathetic and consistent throughout the 2 years my daughter has been part of the scheme.”

Parent of young person on the programme

Data and Evidence Led

We work with schools to identify the children who might benefit most from our support using data and insight.

Each child’s plan is dynamic and regularly adjusted as they progress, with input from teachers and parents.

We combine our data with the knowledge each Link Worker acquires through their trusted relationship to develop a deep understanding of how we can best support each child throughout the two years.

To identify each child we measure where they are **Socially**, **Emotionally** and **Academically** in relation to validated measures.

By tracking each child’s progress and constantly adapting their plan, we ensure there is the maximum SEA change in each child on our programme.

Our Values

In everything we do, we aim to be: **Collaborative, Local, Evidence-led, Accountable and Relational.**

Our team has grown over the last year, but we have not been able to get together as a whole organisation as frequently as we would like due to Covid-related restrictions, so we have worked hard to keep our values front and centre. We aim to consistently build the culture that will enable us to do our best work for children, young people and families in our community.

As we are 'local', we strive to be deeply embedded in our community through listening and understanding, as well as being authentic and inclusive in all that we do. A key part of our work is to ensure that all children in our community have access to the opportunities they need to achieve their goals in life. We need to reflect that desire for accessibility and inclusion in everything that we do, all of our behaviours, interactions and decisions.

To be accountable in our actions, not just words, we initiated an inclusion strategy and action plan, focused on improving representation of our community in our team to enable us to have diversity of perspective and do our best work, while also focusing on improving our employee experience to ensure that everyone in our team enjoys a positive working environment. We know that having happy and productive employees is key to supporting children and families well, and driving change in our community.

Our diversity of representation improved over the course of the year, from 22% of employees who identify as Black, Asian and Ethnic Minority to 31% by year end, that was 22 out of 70 employees. We recognise the limitations of this categorisation and aim to measure each identify in future. We also recognise that we have much more work to do to ensure that these improvements in representation are actioned in management and senior leadership positions. We conducted training on being anti-racist, followed up with discussion sessions and micro aggressions training. We also introduced ways to promote and celebrate different cultures and held relational meetings and social events to build strong relationships and deep understanding of each other across our team. We hope that the benefits of this are reflected in our work, but we recognise that we have much more to do to play our part in eradicating social injustice and systemic racism.

PUBLIC BENEFIT STATEMENT

As required by the Charities Act 2011, the Trustees confirm that they have taken into account the guidance contained in the Charity Commission's general guidance on public benefit, where applicable.

The Trustees believe there is clear public benefit derived from the activities of the charity and this is demonstrated by our achievements during 2020/21.

ACHIEVEMENTS AND PERFORMANCE

Delivery

In 2020/21, we worked with:

- 1001 children
- 35 school settings
- 4 local authorities
- 43 Delivery Partners who provide specialist support
- 40 other local organisations with whom we link children and families

Impact

We continuously analyse data to refine and improve our programme.

At the end of each two-year programme, we take our final measurement of the impact of our work using our SEA framework – Social (peer relationships), Emotional (wellbeing) and Academic (English and maths attainment).

This year for the first time we have also measured Confidence.

We measure each child's improvement (meaning accelerated progress in academics), and whether they met the final outcome target (in academics this means making a rate of progress to be on track to achieve age related expectations by end of setting).

We commenced a longitudinal impact and process evaluation with University College London's Centre for Education Policy & Equalising Opportunities. This will run over four years, assessing two cohorts of children through our programme. Although there have been challenges due to disruption to programme delivery and data collection as a result of Covid-related restrictions, this is an important step in better understanding our impact and identifying areas for improvement.

Covid and lockdowns have had a big impact on the learning, progress and mental health of young people across the UK. We pivoted quickly and provided the emergency support families needed, as well as focusing on the longer term social, emotional and academic progress of the children and young people we support. However, pre-pandemic expected rates of progress have been difficult to achieve for many.

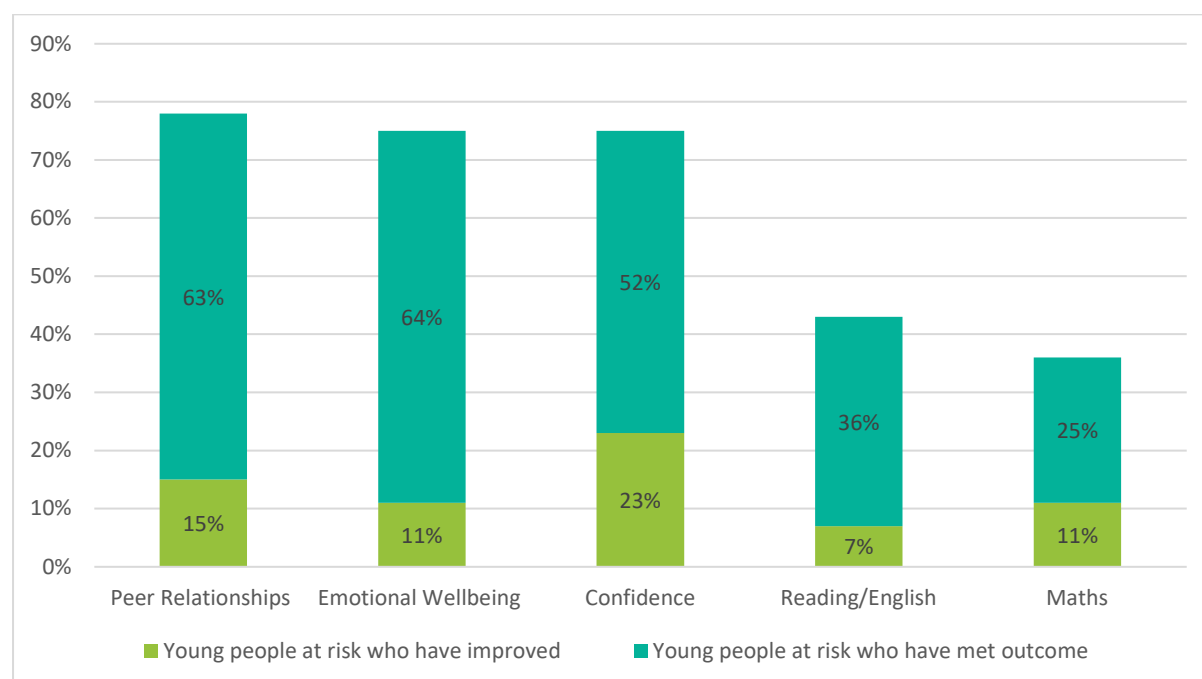
The children and young people who have just completed the West London Zone programme have achieved positive results despite huge pressures on their mental health and wellbeing:

- 75% of young people at risk have improved their mental health
- 78% of young people at risk have improved their social skills
- 75% of young people at risk have improved their confidence levels

We aim to help young people get on track socially, emotionally and academically. However, in this environment, getting back on track fully may take longer – especially in academic attainment. We will continue to work closely with schools to support children across the Zone to get back on track.

These improved levels of emotional wellbeing and confidence mean that these children are well placed to continue to improve at school through the coming years.

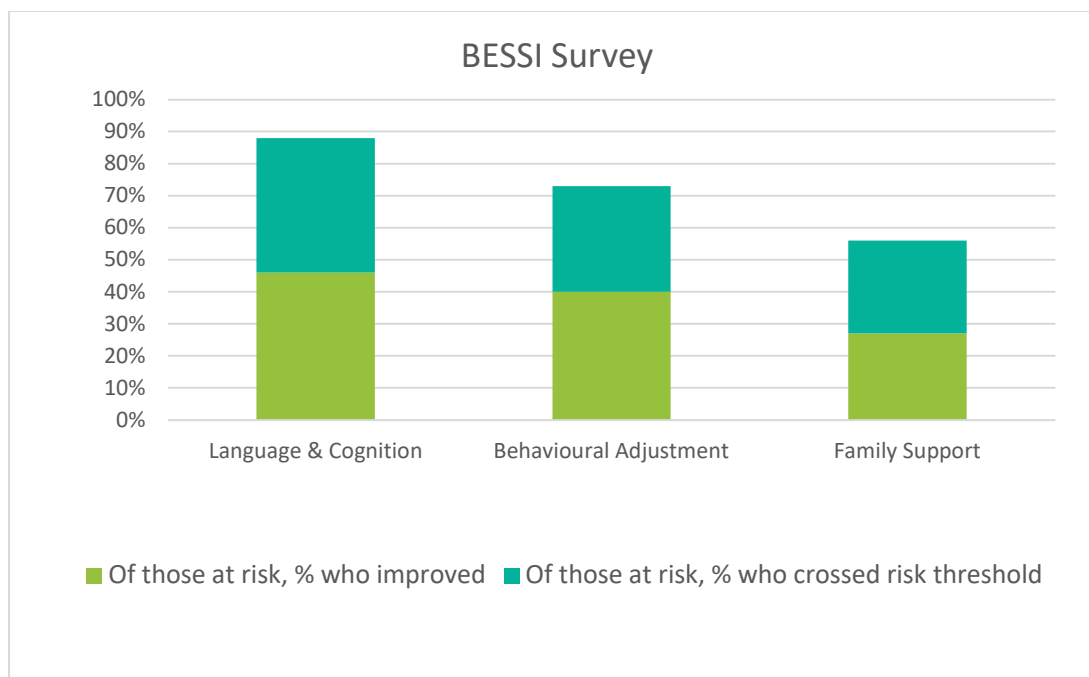
Young people finishing the WLZ programme in 2021



Early Years

Through the piloting and development of our Early Years service over the past four years, we are now at a point that we have been able to incorporate Early Years into our overall business model, funded in a similar way to our work in primary and secondary schools. We have 75 children starting their two-year programme in 2021/22.

Of the seven school nurseries we worked in last academic year, six are now paying for the service. This is an excellent endorsement given they have not been charged for the service previously.



Our Early Years outcomes demonstrate positive results in Language & Cognition and Behaviour, with over 80% and 70% of those at risk in each measure improving respectively. BESSI is the Brief Early Skills & Support Index, a validated measurement tool from University of Cambridge that assesses aspects of school readiness.

Long Term Outcomes

We collect the outcomes from young people who have previously completed the WLZ programme. The numbers at present are relatively small. Covid disruption in schools has prevented the measurement of social /emotional outcomes for the past two years, and primary statutory assessments at end of Year 6 have also not taken place since 2019. However, in 2021 we were able to measure the GCSE results of 66 young people who finished secondary school). We will continue to track the progress of all children who have been on the WLZ programme as this is our ultimate aim: that they progress enough during the programme that it impacts on their future success.

In 2021 we saw that secondary school grade outcomes improved compared to 2019 and 2020. Whilst grade inflation within teacher assessments has been widely reported over the past two years, the scale of the uplift is encouraging.

Outcomes for young people who have been on the programme that reached the end of secondary school in 2021	2019	2020	2021
% of young people that achieved age related expectations in Reading/English	66%	67%	69%
% of young people that achieved age related expectations in Maths	41%	57%	70%
% of young people achieved age related expectations in English and Maths	41%	48%	64%

Funding

In the year ended 31 August 2021, WLZ has:

- Continued to successfully deliver and generate revenue according to our contracts with the Department for Digital, Culture, Media and Sport through the Commissioning Better Outcomes fund and the Life Chances Fund, and administered by The National Lottery Community Fund, the four local councils of Hammersmith and Fulham, Kensington and Chelsea, Brent and Westminster, and 35 schools (including 5 new ones) achieving just over £1.2m;
- Secured an extension to the above contract with the Department for Digital, Culture, Media and Sport through the Life Chances Fund, and administered by The National Lottery Community Fund for our Early Years work, with Bank of America as our Lead Commissioner
- Raised £2.77m from private sources. Although we were unable to hold events and meet supporters face to face for most of the year, we stepped up our one to one communications and reporting as well as holding a comprehensive series of online funder briefings throughout the year. With the support of our Development Board, this enabled us to raise £883k from Major Donors, £249k from Corporates and £1.6m from Trusts & Foundations.
- Benefitted from the expertise of Bain & Company management consultants in a pro bono project to design a new 5-year growth and impact plan. The value of the project (£420k) is included within unrestricted income and professional fees.
- Ensured reserves are adequate according to our policy.

No external professional fundraisers were used in the financial period ended 31 August 2021 and WLZ has not received any complaints regarding our fundraising activities. All fundraising is carried out by the Chief Executive Officer supported by the Development Team.

FINANCIAL REVIEW

In FY20, the Trustees approved a change in financial year end from 31 March to 31 August to align better with the academic calendar and WLZ's school activities. As a result, the FY20 accounts represent a 17 month financial period. This impacts direct comparison against the current year figures.

The Statement of Financial Activities for the year ended 31 August 2021 shows a total income of £4,417,649 and total expenditure of £4,062,203 and a surplus for the year of £355,446. As at 31 August 2021, the charity had funds of £2,206,265 (31 August 2020: £1,850,819).

As described in the 'Achievements & Performance' section, WLZ has been successful in operating four outcomes contracts and income directly attributable to these is shown under charitable activities; associated philanthropic income is recorded in donations.

Income for the year was 23% higher than the previous period (pro-rata over a 12 month period). Income from donations amounted to £3,192,942 and income from outcomes contracts amounted £1,224,451.

The net increase in the cash held by the charity was £361,030. The cash balance of £2,824,378 includes the total loan from Bridges Fund Management of £1,100,000 to support the outcomes contracts.

Reserves Policy

As at 31 August 2021, the charity has a total fund of £2,206,265 of which £1,980,876 is unrestricted and £225,389 is restricted.

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future. The Trustees propose to target the charity's reserves at a level that is at least equivalent to six months' operational expenditure and will do so having regards to its manner of operation and likely funding streams. The current unrestricted reserves are considered adequate for this purpose.

Going concern

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account the financial and organisational challenges created by the Covid pandemic. The visibility provided by the multi-year contracts from councils, schools and our contract with the Department for Digital, Culture, Media and Sport through the Life Chances Fund, and administered by The National Lottery Community Fund, together with a number of multi-year grants from Trusts and Foundations, provide confidence for the Trustees regarding the ongoing viability of the organisation. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

STRUCTURE, GOVERNANCE & MANAGEMENT

Members liability

The members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of a winding up.

Constitution

WLZ is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 10 April 2014 and amended 15 October 2015.

The charity is constituted under a Memorandum of Association dated 10 April 2014 and amended 15 October 2015 and 14 May 2020 and is a registered charity – number 1160947.

The principle object of the charity is to promote the care and upbringing of every child and young person at risk of poor outcomes in later life, who lives in, or has a close connection to the West London Zone, by supporting positive family relationships, advancing education, promoting health and otherwise making the most of each such child and young person's potential.

There have been no changes in the objectives since the last Annual Report.

Method of appointment or election of Trustees

The management of the charity and the fulfilment of its charitable objectives is the responsibility of the Trustees who are elected and co-opted under the Articles of Association.

The charity's Trustees are also its members and appoint new members.

The recruitment of Trustees is carried out primarily through nominations from within the existing Trustee Board and wider recommendation from other stakeholders. Once appointed, each trustee undergoes an induction with the Chief Executive Officer and the Senior Management Team in order to be fully conversant with WLZ's operating policies and procedures. Trustees attend relevant training provided to WLZ staff and are expected to share knowledge and best practice at Trustee meetings.

Organisational structure and decision making

The Trustees met as a Board five times during the financial year. Changes in the Board are set out on page 1.

Louisa Mitchell is the Chief Executive Officer and she leads the Senior Management Team comprising the Director of Strategic Partnerships, the Finance and Resources Director and

the Delivery Director. In late August 2021, the new Strategy and Impact Director joined the Senior Management team.

The Trustees have delegated the day to day management of WLZ to the Senior Management Team. The Chief Executive Officer and the Senior Management Team attend Board meetings.

All Trustees give of their time freely and no Trustee remuneration was paid during the year. Details of Trustees expenses and Related Party transactions are set out in notes 11 and 13 of the financial statements.

Pay policy for key management personnel

The Trustees review and determine the remuneration of the Chief Executive Officer and the Chief Executive Officer reviews and determines the remuneration of the Senior Management Team in accordance with WLZ's pay policy.

Risk Management

The Trustees regularly review a register of major strategic risks to which WLZ is exposed, in particular those related to the realisation of the WLZ's immediate and long-term business and impact plan. The Trustees are satisfied that systems and procedures are in place to mitigate WLZ's exposure to the major risks.

The major risks have been identified as follows:

- Loss of key staff;
- Failure to secure future public and philanthropic funding;
- Retaining quality of delivery in growth, and in particular achieving robust academic outcomes;
- Safeguarding.

FUTURE PLANS

We undertook a strategy refresh at the start of the financial year, such that we designed and started to deliver to a new 5-year business and impact plan. This was ambitious given we were also constantly adjusting our delivery to ensure we provided what children and families needed in the challenging circumstances of the pandemic, but it was our response to the pandemic and our understanding of the growing need in our community that drove us to reconsider our plans.

Having assessed the need in our Zone again, we confirmed that there are 12,000 school age children, out of a total population of 60,000, at risk in our community. Our impact and feedback from children, parents/carers and schools, guided us to increase our growth targets while staying local, so that we will work deeper and deeper in our community over the next

5-years. To do this well, we will improve and embed our local management structures and improve diversity of perspective and representation of our community in our team.

Our 5-year plan takes us from working with 1,000 children in 2021 to 3,000 children in 2026, from working in almost 40 schools, to working in 80-90 schools. The Zone may in future take in a wider area across our four councils of Hammersmith and Fulham, Kensington and Chelsea, Westminster City Council and Brent Council. If there is a clear need, we may explore working in neighbouring councils in the longer-term. If we achieve this, we will have worked with 8,000 children and young people since inception. While scaling we will focus on quality, working to new quality assurance frameworks to drive impact.

This plan depends on our success at raising the funding, both from public and private sources. We remain committed to working embedded in schools and in partnership with councils, as well as securing additional public sector funding both from our current contract with the Department for Digital, Culture, Media and Sport through the Life Chances Fund, and administered by The National Lottery Community Fund, and diversified sources going forward. And we will continue to unlock grants from trusts and foundations, as well as businesses and individuals living in our Zone which is defined by its inequality. It is part of our vision that all of the assets of our community support all of the children growing up in it.

To do this, we need to continue to build our evidence base for our own learning and improvement, as well as to demonstrate our impact such that it resonates with all of our stakeholders. Our longitudinal evaluation by University College London is an important part of building our evidence base. We will ensure we take what we learn from it to refine our programme and drive better impact. We will also focus on our ongoing engagement with key stakeholders, particularly councils and schools, to ensure we are working to shared goals and are aligned in terms of our strategy while being embedded in the support systems that exist in our community.

TRUSTEES RESPONSIBILITIES STATEMENT

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

Disclosure of information to auditors

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

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

Auditors

The auditors, Goodman Jones LLP, were appointed during the period and have indicated their willingness to continue in office. The Trustees will propose a motion reappointing the Auditors at a meeting of the Trustees.

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



Sir Harvey McGrath

Chair of Trustees

Date: 19-02-22

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST LONDON ZONE

Opinion

We have audited the financial statements of West London Zone (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST LONDON ZONE (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST LONDON ZONE (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and sector, we identified that the principal risks of non-compliance with laws and regulations related to sector regulations and unethical and prohibited business practices, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried out. These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries; and
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

WEST LONDON ZONE
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST LONDON ZONE (CONTINUED)

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Goodman Jones LLP

Goodman Jones LLP
Chartered Accountants
29/30 Fitzroy Square
London
W1T 6LQ

Date: 21-02-22

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

WEST LONDON ZONE
(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted funds Year ended 31 August 2021 £	Restricted funds Year ended 31 August 2021 £	Total funds Year ended 31 August 2021 £	Total funds 17 month period 31 August 2020 £
Income from:					
Donations and legacies	4	2,368,406	824,536	3,192,942	3,061,378
Charitable activities	5	695,590	528,861	1,224,451	2,027,614
Investments	6	256	-	256	6,279
Total income		3,064,252	1,353,397	4,417,649	5,095,271
Expenditure on:					
Raising funds:	7				
Voluntary income		308,341	-	308,341	379,197
Charitable activities	8	2,447,535	1,306,327	3,753,862	3,727,275
Total expenditure		2,755,876	1,306,327	4,062,203	4,106,472
Net movement in funds		308,376	47,070	355,446	988,799
Reconciliation of funds:					
Restated Total funds brought forward		1,672,500	178,319	1,850,819	862,020
Total funds carried forward		1,980,876	225,389	2,206,265	1,850,819

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 26 to 45 form part of these financial statements.

WEST LONDON ZONE
(A Company Limited by Guarantee)
REGISTERED NUMBER: 08991196

BALANCE SHEET
AS AT 31 AUGUST 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	12	62,919	61,919
Current assets			
Debtors	13	1,034,816	548,927
Cash at bank and in hand		2,824,378	2,463,348
		<u>3,859,194</u>	<u>3,012,275</u>
Creditors: amounts falling due within one year	14	(452,235)	(1,037,390)
Net current assets		<u>3,367,736</u>	<u>1,974,885</u>
Total assets less current liabilities		<u>3,430,655</u>	<u>2,036,804</u>
Creditors: amounts falling due after more than one year	15	(1,164,251)	-
Provisions for liabilities		(99,362)	(185,985)
Total net assets		<u><u>2,206,265</u></u>	<u><u>1,850,819</u></u>
Charity funds			
Total restricted funds	18	225,389	178,319
Unrestricted funds	18	1,980,876	1,672,500
Total funds		<u><u>2,206,265</u></u>	<u><u>1,850,819</u></u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

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

WEST LONDON ZONE
(A Company Limited by Guarantee)
REGISTERED NUMBER: 08991196

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2021

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

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



.....
Sir Harvey McGrath
Chair

Date: 19-02-22

The notes on pages 26 to 45 form part of these financial statements.

WEST LONDON ZONE
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2021

	Year ended 31 August 2021 £	<i>17 month period ended 31 August 2020 £</i>
Cash flows from operating activities		
Net cash used in operating activities	379,846	1,478,990
	<hr/>	<hr/>
Cash flows from investing activities		
Purchase of tangible fixed assets	(18,816)	(54,100)
	<hr/>	<hr/>
Net cash used in investing activities	(18,816)	(54,100)
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	361,030	1,424,890
Cash and cash equivalents at the beginning of the year	2,463,348	1,038,458
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	2,824,378	2,463,348
	<hr/>	<hr/>

The notes on pages 26 to 45 form part of these financial statements

WEST LONDON ZONE
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

1. General information

West London Zone is a charitable company, limited by guarantee, registered in England and Wales, and whose registered office is 140-144 Freston Road, London, W10 6TR. The Charity's objectives are to provide long-term preventative support to children who are at risk of poor outcomes in their lives.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The financial statements are presented in Sterling, the functional currency of the Charity, and rounded to the nearest £.

The 2020 comparatives cover a period of more than 12 months after the Charity extended its accounting period to coincide with the academic year. The period to 31 August 2021 is 12 months and the comparative period to 31 August 2020 is 17 months.

2.2 Company status

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

2.3 Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

2. Accounting policies (continued)

2.4 Fund accounting

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

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

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

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

2.5 Income

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

Grants are included in the Statement of Financial Activities on a receivable basis when the above criteria have been met, together with any performance conditions attached to the grants. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Grants received towards fixed assets are recognised in accordance with the above criteria and are treated as income. Where such grants relate to restricted funds, but the assets themselves are not subject to restrictions on use, a transfer is made between restricted and funds and unrestricted funds to account for the annual depreciation charge.

Donated services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity estimates it would pay in the open market to obtain services or facilities of equivalent economic benefit; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

2.6 Interest receivable

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

2. Accounting policies (continued)

2.7 Expenditure

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

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Leasehold improvements	-	Straight line to the end of the lease (2 years)
Fixtures and fittings	-	25% Straight line
Computer equipment	-	25% Straight line
Data system	-	20% Straight line

2.9 Operating leases

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

2.10 Debtors

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

2. Accounting policies (continued)

2.11 Cash at bank and in hand

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

2.12 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as interest payable and similar charges.

2.13 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Pensions

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

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The Trustees consider that there are no estimates and assumptions that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

WEST LONDON ZONE
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

4. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations and grants	2,368,406	824,536	3,192,942	3,061,378
<i>Total 2020</i>	<i>2,355,632</i>	<i>705,746</i>	<i>3,061,378</i>	

Included within unrestricted income are donated services totalling £426,670 (2020: £nil), of which £420,000 related to professional fees in respect of a strategy review project and £6,670 related to legal fees.

5. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Outcomes payments	695,590	528,861	1,224,451	2,027,614
<i>Total 2020</i>	<i>1,183,496</i>	<i>844,118</i>	<i>2,027,614</i>	

Outcomes payments are received from schools, local authorities, our contracts with the Department for Digital, Culture, Media and Sport through the Commissioning Better Outcomes fund and the Life Chances Fund, and administered by The National Lottery Community Fund in respect of milestones achieved by children and young people.

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment income	256	256	6,279
<i>Total 2020</i>	<i>6,279</i>	<i>6,279</i>	

WEST LONDON ZONE
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

7. Expenditure on raising funds

Costs of raising voluntary income	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	256,512	256,512	260,381
Rent, Rates and Utilities	6,981	6,981	9,281
Staff development and recruitment	16,924	16,924	26,552
Meetings	20	20	568
Advertising and subscriptions	1,218	1,218	1,892
Computers	7,191	7,191	20,192
Print, postage and stationery	5,610	5,610	4,831
General office	1,718	1,718	3,125
Professional fees	1,349	1,349	44,129
Marketing and events	5,816	5,816	2,100
Telephone and internet	269	269	1,058
Insurance	599	599	587
Equipment costs and rental	3,674	3,674	3,907
Repairs and maintenance	460	460	594
	308,341	308,341	379,197
<i>Total 2020</i>	<i>379,197</i>	<i>379,197</i>	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Support to children and young people	2,447,535	1,306,327	3,753,862	3,727,275
<i>Total 2020</i>	<i>2,033,925</i>	<i>1,693,350</i>	<i>3,727,275</i>	

WEST LONDON ZONE
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

9. Analysis of expenditure by activities

	Direct costs 2021 £	Support costs 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Support to children and young people	2,498,604	1,255,258	3,753,862	3,727,275
<i>Total 2020</i>	<u>2,801,324</u>	<u>925,951</u>	<u>3,727,275</u>	

Analysis of direct costs

	Support to children 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	1,710,960	1,710,960	1,975,671
Training	17,709	17,709	-
Marketing	6,818	6,818	-
COVID-related support for families	109,193	109,193	-
Link worker supervision	26,165	26,165	29,945
Link worker resources	6,216	6,216	39,476
Linking expenses	18,766	18,766	9,721
Community Events	278	278	7,455
Delivery partner costs	602,499	602,499	739,056
	<u>2,498,604</u>	<u>2,498,604</u>	<u>2,801,324</u>
<i>Total 2020</i>	<u>2,801,324</u>	<u>2,801,324</u>	

WEST LONDON ZONE
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Support to children 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	189,014	189,014	216,661
Depreciation	17,815	17,815	50,301
Rent, Rates and Utilities	72,466	72,466	100,601
Staff development and recruitment	53,899	53,899	55,428
Meetings	1,199	1,199	2,735
Advertising and subscriptions	1,398	1,398	2,413
Computers	63,729	63,729	62,461
Print, postage and stationery	1,547	1,547	4,820
General office	11,698	11,698	25,735
Bank charges	441	441	1,301
Professional fees	60,434	60,434	45,326
Performance linked payment	81,908	81,908	166,113
Telephone and internet	7,668	7,668	11,652
Insurance	6,006	6,006	6,471
Professional fees relating to strategy review project (donated services)	420,000	420,000	-
Equipment costs and rental	32,436	32,436	38,678
Repairs and maintenance	10,836	10,836	14,161
Evaluation	159,303	159,303	-
Governance costs	63,461	63,461	121,094
	1,255,258	1,255,258	925,951
<i>Total 2020</i>	925,951	925,951	

Included within Governance costs in the table above is staff costs of £49,961 (2020: £99,761) and other governance costs of £13,500 (2020: £21,333).

Other governance costs include auditor remuneration in respect of the audit services of £7,500 (2020 - £7,200), and accounting and payroll services of £6,000 (2020 - £3,600).

Included within Evaluation costs in the table above are costs of £153,903 which is the total cost of the grant to University College London to carry out the four year evaluation, which runs until October 2024, mentioned on page 9 of the Trustees' Report.

WEST LONDON ZONE
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

10. Trustees' remuneration and expenses

During the year ended 31 August 2021, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

11. Staff costs

	Year to 31 August 2021	<i>17 month period to 31 August 2020</i>
	£	£
Wages and salaries	1,942,164	2,273,074
Social security costs	204,237	219,305
Contribution to defined contribution pension schemes	60,046	60,095
	2,206,447	2,552,474

The average number of persons (based on headcount) employed by the Charity during the year was as follows:

	2021 No.	2020 No.
Delivery	48	37
Finance & admin	6	4
Management & operations	2	2
Development	6	4
	62	47

WEST LONDON ZONE
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

11. Staff costs (continued)

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

	2021	2020
	No.	No.
In the band £60,001 - £70,000	1	2
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	1	1

The Trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind. No expenses were reimbursed to any of the Trustees in the period under review.

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, the Director of Strategic Partnerships, Delivery Director and the Finance & Resources Director. The total remuneration of the key management personnel for the period totalled £331,076 (2020 - £354,310). No other benefits were paid to them.

12. Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Computer equipment £	Data system £	Total £
Cost or valuation					
At 1 September 2020	-	1,069	1,028	86,700	88,797
Additions	18,816	-	-	-	18,816
At 31 August 2021	18,816	1,069	1,028	86,700	107,613
Depreciation					
At 1 September 2020	-	1,069	1,028	24,781	26,878
Charge for the year	475	-	-	17,341	17,816
At 31 August 2021	475	1,069	1,028	42,122	44,694
Net book value					
At 31 August 2021	18,341	-	-	44,578	62,919
At 31 August 2020	-	-	-	61,919	61,919

WEST LONDON ZONE
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

13. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	368,475	313,160
Other debtors	3,250	3,779
Prepayments and accrued income	663,091	231,988
	<u>1,034,816</u>	<u>548,927</u>

14. Creditors: Amounts falling due within one year

	2021 £	2020 £
Other loan	-	550,000
Trade creditors	195,052	30,043
Other taxation and social security	-	47,549
Other creditors	23,174	17,614
Accruals and deferred income	208,981	392,184
Grants payable to institutions	25,028	-
	<u>452,235</u>	<u>1,037,390</u>

	2021 £	2020 £
Deferred income		
Deferred income at 1 September 2020	262,915	-
Amounts released from previous periods	(262,915)	-
Resources deferred during the year	102,000	262,915
Deferred income at 31 August 2021	<u>102,000</u>	<u>262,915</u>

Income has been deferred when the conditions regarding the receipt of the income have not been met by the balance sheet date.

WEST LONDON ZONE
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

15. Creditors: Amounts falling due after more than one year

	2021 £	2020 £
Other loan	1,100,000	-
Grants payable to institutions	64,251	-
	<u>1,164,251</u>	<u>-</u>

In the year, a loan of £1.1m was taken out to support the Charity's Collective Impact Bond (CIB).

This loan has a performance linked feature related to the level of cumulative revenue achieved over the lifetime of certain outcomes contracts as measured at the loan repayment date, which may result in an additional payment to the lender in addition to the loan principal. See note 17 for the provision with regard to this performance linked payment.

The loan repayment date is the earlier of the date falling three months after:

- a) 31 December 2024
- b) the date on which the lender has confirmed that no further payments are required to be made under any of the outcomes contracts.

16. Financial instruments

	2021 £	2020 £
Financial assets		
Financial assets measured at fair value through income and expenditure	2,824,378	2,463,348
Financial assets measured at amortised cost	371,725	513,021
	<u>3,196,103</u>	<u>2,976,369</u>

	2021 £	2020 £
Financial liabilities		
Financial liabilities measured at amortised cost	<u>1,715,848</u>	<u>1,037,390</u>

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand.

Financial assets measured at amortised cost comprise trade and other debtors.

Financial liabilities measured at amortised cost comprise trade and other creditors and bank loans.

WEST LONDON ZONE
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

17. Provisions

	Performance linked payment £
At 1 September 2020	185,985
Additions	99,362
Amounts reversed	(185,985)
	<hr/>
	99,362
	<hr/>

Performance linked payment

The above provision represents the variable performance linked payments in relation to the loan (as described in note 15). The amount payable is dependent on performance and will be determined at the termination date set out in note 15.

WEST LONDON ZONE
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021**

18. Statement of funds

Statement of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2021 £
Unrestricted funds					
Designated funds					
Security Fund	150,000	-	-	(150,000)	-
General funds					
General Funds - all funds	1,522,500	3,064,252	(2,755,876)	150,000	1,980,876
Total Unrestricted funds	1,672,500	3,064,252	(2,755,876)	-	1,980,876
Restricted funds					
Paul Hamlyn Foundation	75,221	-	(17,340)	-	57,881
EQ Foundation	-	20,000	(20,000)	-	-
The Pilgrim Trust	5,187	15,000	(20,187)	-	-
Young Londoners Fund	-	71,888	(58,242)	-	13,646
Bank of America	-	148,198	(148,198)	-	-
Emma Turner	151	3,000	(1,033)	-	2,118
City Bridge Trust	9,013	15,000	(24,013)	-	-
John Lyon's Charity	-	40,000	(38,496)	-	1,504
The Rayne Foundation	6,000	-	(6,000)	-	-
Reaching Communities, a funding programme of The National Lottery Community Fund Shift	6,052	162,915	(168,965)	-	2
The Kensington & Chelsea Foundation	-	180,000	(46,307)	-	133,693
Bridgepoint Charitable Trust's Covid Relief Hardship Fund	15,281	-	(15,281)	-	-
Kahane Foundation	-	24,826	(24,826)	-	-
Individual donors to Covid Hardship Fund	32,780	79,122	(111,902)	-	-
Strawberry Fields Nursery	18,634	-	(18,634)	-	-
Young Brent Foundation	-	10,000	(10,000)	-	-
Westminster Foundation	10,000	15,000	(15,000)	-	10,000

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

18. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2021 £
Young Westminster Foundation	-	28,387	(28,387)	-	-
Esmee Fairbairn Foundation	-	3,700	(2,274)	-	1,426
Tudor Trust	-	2,000	(1,006)	-	994
Centerbridge	-	4,500	(375)	-	4,125
Commissioning Better Outcomes, a funding programme of The National Lottery Community Fund	-	82,715	(82,715)	-	-
Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund	-	446,146	(446,146)	-	-
	178,319	1,353,397	(1,306,327)	-	225,389
Total funds	1,850,819	4,417,649	(4,062,203)	-	2,206,265

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NOTES TO THE FINANCIAL STATEMENTS
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18. Statement of funds (continued)

Development of WLZ's data system - supported by the **Paul Hamlyn Foundation**

Salaries for the Delivery team, Partnerships team, Impact team and Development team and the costs of delivery partners to support the WLZ programme - supported by the **Young Londoners Fund, Bank of America and individual donors**

Supporting young women at Sacred Heart School - supported by **The Pilgrim Trust**

Our work in Kensington Aldridge Academy - supported by the **EQ Foundation and Emma Turner**

Salaries of a Partnerships manager and Impact manager - supported by **City Bridge Trust**

Salaries of a Partnerships manager - supported by **John Lyon's Charity**

Early years programme - supported by **The Rayne Foundation, Shift and Reaching Communities, a funding programme of The National Lottery Community Fund**

Support for children from the Grenfell-affected community in existing schools in North Kensington and to introduce the WLZ programme in Barlby Primary School - supported by **The Kensington & Chelsea Foundation through their Grenfell Community Investment Fund**

Laptops, Covid 19 Hardship Fund and Covid 19 academic support - supported by **David and Emma Verey Charitable Trust, Lazard, Bridgepoint Charitable Trust's COVID Relief Hardship Fund, Bridges Impact Foundation, Centerview, Kahane Foundation, The Kensington & Chelsea Foundation, The Rayne Foundation, London Community Response Fund and individual donors**

Salary of a Link Worker in Bevington Primary School - supported by **Strawberry Fields Nursery**

To support the funding of a mental health partner in Brent - supported by **Young Brent Foundation**

Salary of a Link Worker in Westminster - supported by **Westminster Foundation**

Salary of a Link Worker at King Solomon Academy - supported by **Young Westminster Foundation**

Mental health and wellbeing provision - supported by **The Kensington & Chelsea Foundation and Centerbridge**

Catch Up Literacy Programme - supported by **The Kensington & Chelsea Foundation**

WLZ Collective Impact Bond - supported by **Commissioning Better Outcomes, a funding programme of The National Lottery Community Fund**

WLZ's place-based support for children and young people - supported by **Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund**

Mental wellbeing for West London Zone staff - supported by **Tudor Trust and Esme Fairbairn Foundation**

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**NOTES TO THE FINANCIAL STATEMENTS
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18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2020 £</i>
Unrestricted funds					
Designated funds					
Security Fund	150,000	-	-	-	150,000
General funds					
General Funds	367,970	3,545,407	(2,413,122)	22,245	1,522,500
Total Unrestricted funds	517,970	3,545,407	(2,413,122)	22,245	1,672,500
Restricted funds					
Paul Hamlyn Foundation	97,466	-	-	(22,245)	75,221
Goldman Sachs Gives	85,000	1,214	(86,214)	-	-
EQ Foundation	12,668	20,000	(32,668)	-	-
The Grove Trust	-	20,000	(20,000)	-	-
The Pilgrim Trust	-	22,500	(17,313)	-	5,187
Hammersmith United Charities	-	5,000	(5,000)	-	-
Young Londoners Fund	-	23,963	(23,963)	-	-
Campden Charities	-	2,000	(2,000)	-	-
Lightbulb Trust	-	40,000	(40,000)	-	-
Bank of America	-	81,772	(81,772)	-	-
Individual donors	960	1,500	(2,309)	-	151
City Bridge Trust	-	45,000	(35,987)	-	9,013
Segelman Trust	71,149	-	(71,149)	-	-
The Rayne Foundation	6,160	20,000	(20,160)	-	6,000
The National Lottery Community Fund (Reaching Communities)	70,647	165,221	(229,816)	-	6,052
The Kensington & Chelsea Foundation	-	60,000	(60,000)	-	-
Reach Fund	-	49,840	(49,840)	-	-
Bridgepoint	-	35,000	(19,719)	-	15,281

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

18. Statement of funds (continued)

Statement of funds - prior year (continued)

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2020 £</i>
Individual donors to Covid 19 Hardship fund	-	66,736	(33,956)	-	32,780
Westminster Foundation	-	15,000	(5,000)	-	10,000
Commissioning Better Outcomes, a funding programme of The National Lottery Community Fund	-	450,618	(450,618)	-	-
Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund	-	424,500	(405,866)	-	18,634
	<u>344,050</u>	<u>1,549,864</u>	<u>(1,693,350)</u>	<u>(22,245)</u>	<u>178,319</u>
Total of funds	<u>862,020</u>	<u>5,095,271</u>	<u>(4,106,472)</u>	<u>-</u>	<u>1,850,819</u>

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	62,919	-	62,919
Current assets	3,633,805	225,389	3,859,194
Creditors due within one year	(452,235)	-	(452,235)
Creditors due in more than one year	(1,164,251)	-	(1,164,251)
Provisions for liabilities and charges	(99,362)	-	(99,362)
Total	<u>1,980,876</u>	<u>225,389</u>	<u>2,206,265</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	61,919	-	61,919
Current assets	2,833,956	178,319	3,012,275
Creditors due within one year	(1,037,390)	-	(1,037,390)
Provisions for liabilities and charges	(185,985)	-	(185,985)
Total	1,672,500	178,319	1,850,819

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

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	355,446	988,799
Adjustments for:		
Depreciation charges	17,816	50,301
Loss on disposal of fixed assets	-	52,200
Increase in debtors	(485,889)	(27,758)
Increase in creditors	579,096	249,335
(Decrease)/increase in provisions	(86,623)	166,113
Net cash provided by operating activities	379,846	1,478,990

21. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	2,824,378	2,463,348
Total cash and cash equivalents	2,824,378	2,463,348

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

22. Analysis of changes in net debt

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	2,463,348	361,030	2,824,378
Debt due within 1 year	(550,000)	550,000	-
Debt due after 1 year	-	(1,100,000)	(1,100,000)
	<u>1,913,348</u>	<u>(188,970)</u>	<u>1,724,378</u>

23. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £60,046 (2020 - £60,095). Contributions totalling £10,971 (2020 - £10,294) were payable to the fund at the balance sheet date and are included in creditors.

24. Operating lease commitment

At 31 August 2021 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	<u>52,174</u>	<u>34,146</u>

25. Related party transactions

During the period, two Trustees (2020: one Trustee) made donations totalling £127,945 (2020: £70,000). Other than £20,000 (2020: £Nil) of restricted donation income, these donations are included within unrestricted income (2020: unrestricted income).

Other than disclosed above and elsewhere in these financial statements, there were no other transactions with related parties during the current or prior periods.

THANK YOUS

We would like to thank all those who have supported us with donations in 2020-21:

The Avra Foundation
Blackstone
Charles Hayward Foundation
The Childhood Trust
City Bridge Trust
Richard Cormack
Peter Cundill Foundation
EQ Foundation
Alex Elias and Hanneli Rupert
Esmée Fairbairn Foundation
The Grove Trust
David Hearn
Impetus
John Lyon's Charity
The Jongen Charitable Trust
Kahane Foundation
The Kensington & Chelsea Foundation
Lazard
Leighton House Museum
London Schools Group
Sir Paul Marshall
Mayor of London
Sir Harvey McGrath
The National Lottery Community Fund
The Pilgrim Trust
The Jeremy and John Sacher Charitable Foundation
Segelman Trust
Bruno Schroder Trust
Christoph and Pam Stanger
John and Kate Storey
Swire Charitable Trust
Antigone Theodorou and Stefan Bollinger
The Three Guineas Trust
Tudor Trust
Emma Turner
David and Emma Verey Charitable Trust
Westminster Foundation
Westminster Brighter Futures Fund
William Wates Memorial Trust
Winsor & Newton
Gavin and Maymie White

Young Brent Foundation

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