



Annual Report and Accounts  
2021/2022



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## Reference and administrative details of the charity, its trustees and advisers

### Trustees

Sir Harvey McGrath, Chair  
Stefan Bollinger (appointed 18 August 2022)  
Radhika Dubé  
Felicity Gillespie  
Julie Howarth (appointed 4 October 2021)  
Juliet Hughes-Hallett (appointed 20 July 2022)  
Elizabeth Humphreys (appointed 4 February 2022)  
Carlos Husbands (appointed 20 July 2022)  
Jocelyn James, Treasurer  
Andrew Levitt  
Vasco Litchfield (appointed 18 August 2022)  
Farial Missi (appointed 29 March 2022)  
John Storey  
Sir David Verey CBE  
Nicholas Wilkie (resigned 3 December 2021)  
Chris Wright (appointed 20 July 2022)

### Company registered number

08991196

### Charity registered number

1160947

### Registered office

140-144 Freston Road  
London, W10 6TR

### Company secretary and 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

## LETTER FROM OUR CHAIR OF TRUSTEES AND CHIEF EXECUTIVE

We grew substantially in the financial and academic year 2021-22, while also achieving the most positive set of social, emotional, and academic outcomes yet with the children and young people we support. We thank our supporters who have stayed with us during this challenging few years of the Covid-19 pandemic and who have enabled our growth and improved impact.

We took on our largest ever cohort in September 2021. Just over 1,000 children and young people were identified to participate in WLZ and start the first year of their 2-year Individual Support Plans with us, together with just over 300 children and young people going into their second year. Overall, we worked with 1,303 children and young people in 44 school settings, a 30% increase on the previous year.

We did this because the need has never been greater. A total of 97% of children and young people identified for WLZ flagged as 'at risk' in two out of three of the social, emotional, and academic need areas. Meeting this level and range of need requires a strong collaborative approach and our belief in local engagement continues to run deeply through our work to achieve this.

We worked with more partners in our communities than ever before and improved our quality assurance frameworks for partnership working. We formally partnered in a joint contractual delivery arrangement with 51 charities working locally and we linked the children and families with support and opportunities from a further 134 local organisations. We continued our work with Citizens UK to develop our relational and listening skills and to ensure we are doing our very best to mobilise the assets in our communities in the most effective way.

We achieved our fundraising targets and because it is core to our vision that all of the assets in our communities support all of the children growing up in them, we worked hard to expand our local networks in terms of fundraising, opportunities and advice in many different ways. We held a number of community fun days, volunteering activities such as reading or work experience and local fundraising events.

We surpassed our milestones and targets in all of our contracts with the Life Chances Fund, and with the four local councils we work in – Hammersmith and Fulham, Kensington and Chelsea, Westminster and Brent. The children and young people we support have navigated some of the most challenging social conditions of our time and yet those who completed their 2-year WLZ Individual Support Plans achieved the strongest set of outcomes since we started.

A total of 75% moved out of risk in emotional wellbeing and 66% in social. Most notably, academic outcomes improved significantly with 71% making accelerated progress in English/reading and 65% in Maths, up from 43% and 36% in the previous year. Long-term outcomes for children and young people who have previously participated in WLZ as they finished at their schools were also encouraging.

We continue to work to improve our impact on an ongoing basis and this year we focused on the quality and consistency of our delivery as we grew. To help us deepen our understanding of our work and articulate this to a range of audiences, we are also undertaking a number of quantitative and qualitative evaluation activities over several years.

Looking forward, we have invested in resource for planning and strategy development as well as bringing all funding and communications functions together into one core Business Development Team. Given our growth, we also introduced a new People and Culture team to ensure our highly motivated and committed workforce have a positive experience working with us. They are introducing new ways of working and improving the diversity of perspectives in our team while embedding our values so that everyone feels they belong in our working community.

This has always been important and feels particularly so this year given the challenging social conditions, our growth in west London, and also our vision to test our model outside of London in future, enabled by The Greater Share Education Fund. We want to retain our very local approach in every community we work in.

At Board level, to support our ongoing deepening of our local understanding in West London while also working towards our goal of trialling our model outside of London, we welcomed Stefan Bollinger, Lady Juliet Hughes-Hallet, Elizabeth Humphreys, Carlos Husbands, Vasco Litchfield, Farial Missi and Chris Wright as new trustees during the year. Nick Wilkie, who has been a trustee of WLZ since inception, retired with our thanks for his support and contribution.

Overall, this was a demanding but successful year. We managed our highest year-on-year growth and delivered the children and young people's best improvement in their outcomes yet. Our thanks go to all of the WLZ team, our Trustees, partners, supporters and ambassadors for their creativity, 'can-do' approach and commitment.

We are acutely aware of the prevailing economic and social conditions, and we expect to be navigating choppy waters in the coming months and years ahead. We move forward from this year of high growth with prudence about the long-term impact of what we take on in the short- and medium-term. We value the talent and depth of relationships in and around West London Zone that will be critical to doing this in the best way we can for the children and young people in our communities.

Sir Harvey McGrath  
Chair of Trustees

Louisa Mitchell  
Chief Executive

## TRUSTEES REPORT FOR THE YEAR ENDED 31 AUGUST 2022

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 2022. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. 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.

## 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 two-year support plan for each child.

### Why We Exist

We work exclusively in West London, spanning the boroughs of Hammersmith and Fulham, Kensington and Chelsea, Brent and Westminster. This is 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.

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 Zone has expanded to cover communities across the whole of our four boroughs. Our research shows that there are 19,000 children and young people currently living in our communities 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 **Socially, Emotionally and Academically.**

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.

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

- **97%** of WLZ children need support in at least two areas
- **89%** of WLZ children need support to improve in at least three of our identification measurements
- **35%** 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 – government, councils, charities, schools, families and funders – working together to support the right children at the right time.

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 2021-2022, we worked with **1,303** children and young people, with **267** finishing the programme in summer 2022.
- We were based in **44** school settings.
- We worked with **51** partner local charities.



### Personalised Support

Each child is linked with a trusted adult – their Link Worker – who is responsible for designing and facilitating a personalised two-year programme, tailored to the needs, strengths, and aspirations of each child. .

Our Link Workers are based in the school and are there to guide and champion each child throughout the programme, working alongside teachers, families, and our delivery partners – local organisations that provide specialist support ranging from art therapy to maths tutoring to circus skills.

- 95% of children and young people trust their Link Worker.
- 96% of parents were happy with the partner sessions their child attended
- 93% of parents felt their child benefited from the programme.

*“I genuinely feel like the support I’ve received, I couldn’t have asked for anything more”*

Parent of young person on the programme

*“Nothing can be improved. My Link Worker is the best I have ever met. She helps me so much in all types of ways.”*

Young person on the programme



### Data and Evidence Led

We use school insight and data to identify the right children for our programme. The Link Worker then adds their knowledge and understanding over the two years, ensuring it is a dynamic plan that can flex to the needs of each child.

As part of our data collection we use a Strengths and Difficulties Questionnaire – a wellbeing measurement tool which helps to identify children struggling with their social and emotional wellbeing. This ensures we can ascertain 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 **CLEAR: Collaborative, Local, Evidence-led, Accountable and Relational**.

Our team has continued to grow over the last year, and 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.

To be accountable in our actions, not just words, we have progressed with our Equality, Diversity and Inclusion (EDI) strategy and action plan that we initiated the previous year. This focuses on improving representation of our community in our team in order for us to have diversity of perspective and to do our best work. It also aims to improve our employee experience to ensure that everyone enjoys a positive and safe working environment, where our staff can flourish by being their authentic selves. We know that having happy and productive employees is key to supporting children and families well, and driving change in our community.

A key development was the creation of a new People and Culture department, bringing together the HR, EDI, learning and development and employee experience work strands under a new Director, Esiri Lawrence. This team has led the development and delivery of a programme of training and awareness raising sessions around key EDI themes. Learning, insight and application to WLZ practice was developed at subsequent team reflection sessions, where teams discussed issues of relevance from the sessions, and fed this back to the P&C team. This feedback loop has then fed into the refinement of our EDI strategy.

Our diversity of representation improved over the course of 2021-22; especially at Trustee (17% to 23%) and SMT (0% to 17%) levels which were key focusses. However, we recognise that we have more work to do to ensure further improvements in representation that better reflect our communities.

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.

## 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 2021/22.

## ACHIEVEMENTS AND PERFORMANCE

### Delivery

In 2021/22, we worked with:

- 1303 children
- 44 school settings
- 4 local authorities
- 51 Delivery Partners who provide specialist support
- 134 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), Confidence and Academic (English and maths attainment).

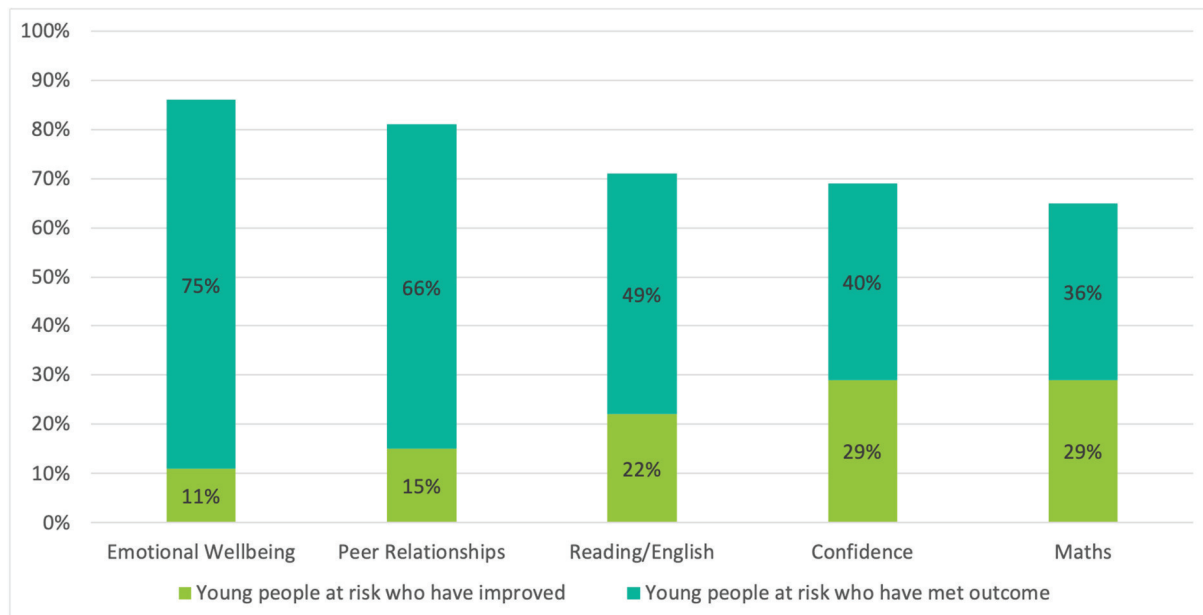
We measure each child's improvement (meaning accelerated progress in academics), and whether they met the final outcome target (in academics this means making a rate of progress to be on track to achieve age related expectations by end of setting; in social/emotional measures, it means moving out of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

We are currently undertaking a range of additional evaluation activities to understand impact. These include qualitative activities (e.g. collection of testimonies, case studies etc.) and quantitative – for example, a longitudinal impact and process evaluation with University College London's Centre for Education Policy & Equalising Opportunities. This will run over four years, ending in 2024, which will assess three cohorts of children through our programme.

COVID-19 and lockdowns had a big impact on the learning, progress and mental health of young people across the UK. The past two years have been characterised by disrupted schooling and increased pressures on children and families. Despite this, the children and young people who have just completed the West London Zone programme have achieved really positive results:

- 86% of young people at risk have improved their emotional wellbeing
- 81% of young people at risk have improved their social skills
- 69% of young people at risk have improved their confidence levels
- 71% of young people at risk have improved their English and reading skills
- 65% of young people at risk have improved their maths skills

## Young people finishing the WLZ programme in 2022



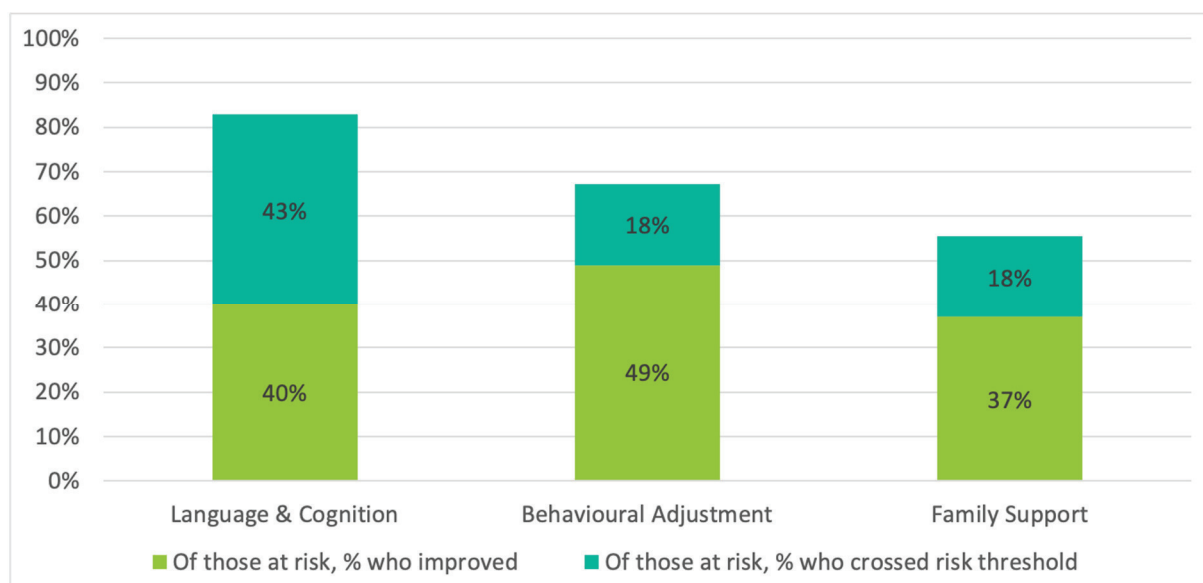
\*Improvement in academics means making accelerated progress.

\*\*'Met Outcome' for social/emotional measures means crossing the threshold out of risk in the validated measurement scale. 'Met Outcome' for academics means making accelerated progress to the extent that they are now on track to achieve age related expectations by end of school setting (e.g. Grade 4 at GCSE)

\*\*\* all measurements are of those children who were 'at risk' in that area at start of programme

## Early Years

Of the 1,303 children we worked with in 2021/22, 65 children are in school nursery or Reception year groups, and are involved in an Early Years specific two year programme. Their mid programme progress is shown below;



Our Early Years outcomes demonstrate positive results in Language & Cognition and Behaviour, with 83% and 67% 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 also collect the outcomes from young people who have previously completed the WLZ programme. The numbers at present are relatively small. For example, in summer 2022 we were able to measure the GCSE results of 57 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.

## Academic outcomes

At Primary, we saw our strongest results to date for academics:

- 60% of children who were at risk in English on enrolment were no longer at risk by end of setting (vs 50% in 2019)
- Likewise 60% of children at risk in Maths were no longer at risk by end of setting) (vs 50% in 2019)

It is unsurprising that this group of children outperformed those who finished school in 2021: in 2021 end of Key Stage 2 performance was significantly down across England vs historic benchmarks as a result of the impact of COVID-19 on schooling. However the outperformance vs 2019 is encouraging. We also note that 60% is significantly above the proportions of children in Cohort 3 (2020 finishers) and Cohort 4 (2021 finishers) who at programme end were assessed as being 'on track' to meet age related expectations. One possible explanation is that children make good academic progress after finishing the WLZ programme.

However academic results at Secondary were weak:

- Only 56% of all WLZ children achieved age-related expectations (AREs) in GCSE English, and 42% in Maths

This is consistent with our historical assessment that achieving good rates of progress during the Covid 19 pandemic and lockdowns was difficult. The majority of children within this group were in Cohort 4 (2021 finishers - spent 18 months of their two year programme in the pandemic), and so would have been unlikely to have received intensive academic support from Catch Up or other tuition as later cohorts have done.

## Social/emotional and confidence outcomes

Social/emotional outcomes for both Primary and Secondary were encouraging:

- At Primary 65% of children originally at risk were 'out of risk' on emotional wellbeing and 88% on peer relationships at end of setting. This is marginally behind our strongest historical performance (for children at end of setting in 2019)
- At Secondary 64% and 67% of children originally at risk were out of risk by end of setting for emotional wellbeing and peer relationships respectively

These figures are broadly in line with the historic proportions of children who have moved out of risk in peer relationships and emotional wellbeing by end of the programme.

## Funding

In the year ended 31 August 2022, WLZ has:

- Continued to successfully deliver and generate revenue according to our contracts with the Department for Digital, Culture, Media and Sport through 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, Bank of America (our corporate commissioner) and 44 schools achieving just over £2.9m
- Raised £2.9m from philanthropic sources, with just under 10% of this from activities and introductions made by our Development Board. We were able to hold 2 events in local restaurants (Notting Hill Fish Shop and Walmer Castle Pub) free of charge, ensuring that our fundraising expenditure was kept to a minimum. In total we raised £1.45m from Major Donors, £933k from Trusts and Foundations, £295k from Corporates and £88k from community and events (and thanks to the pro bono services gifted – listed later in this report).
- Ensured reserves are adequate according to our policy

No external professional fundraisers were used in the financial period ended 31 August 2022 and WLZ has not received any complaints regarding our fundraising activities. All fundraising is carried out by the Chief Executive Officer supported by the Business Development Team and the Development Board. West London Zone is registered with the Fundraising Regulator and has committed to following the Code of Fundraising Practice and the Fundraising Promise.

## FINANCIAL REVIEW

The Statement of Financial Activities for the year ended 31 August 2022 shows a total income of £5,807,349 (2021: £4,417,649) and total expenditure of £5,029,339 (2021: £4,062,203) and a surplus for the year of £778,010 (2021: £355,446). As at 31 August 2022, the charity had funds of £2,984,275 (31 August 2021: £2,206,265).

WLZ has been successful in operating its 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 31.46% higher than the previous period. Income from donations amounted to £2,887,771 and income from outcomes contracts amounted £2,919,282. Expenditure rose by 23.81%.

The net increase in the cash held by the charity was £528,069. The cash balance of £3,352,447 includes the total loan from Bridges Fund Management of £1,100,000 to support the outcomes contracts.

## Reserves Policy

As at 31 August 2022, the charity has total funds of £2,984,275 (2021: £2,206,265) of which £2,796,631 (2021: £1,980,876) is unrestricted and £187,644 (2021: £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 between three 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. The visibility provided by the multi-year contracts from councils, schools and the Life Chances 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 principal 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. We have created and used a new Nominations Committee to assess, shortlist and recommend candidates. 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 four times during the financial year. Changes in the Board composition are set out on page 3.

Louisa Mitchell is the Chief Executive Officer and she leads the Senior Management Team comprising the Business Development Director (formerly Director of Strategic Partnerships), the Strategy and Impact Director, the Finance Director (formerly Finance and Resources Director), the Delivery Director and the People and Culture Director, who joined WLZ in March 2022.

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.

We have established two sub-groups to provide greater focus around issues of importance;

- **We have established a Finance, Risk and Audit Committee (FRAC)** which includes our Treasurer, Trustee, Executive and Co-opted members. Their first meeting was November 2022, reviewing the audit before the statutory accounts are presented to the board in February. Future meetings will review proposals for future growth and financial risk prior to them coming to the board. This is an advisory committee with no delegated authority for decision making on financial risk. Our Treasurer will highlight key points at ensuing board meetings.

- **The Strategic Funding Advisory Group** comprises trustees and external members who advise on strategy, messaging and approach to entities who can act as significant strategic and funding partners in the public and private sectors.

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 10 and 25 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;
- Funding environment given general economic climate

### FUTURE PLANS

We launched a refreshed strategy last year, with a target to grow from reaching 1,000 children and young people to 3,000 by 2025. Since then, we have announced that we are entering into a long-term partnership with a major new philanthropic entity called **Greater Share** which will, in several years' time, provide us with some sustainable, long-term funding to help us replicate our system of support for children and young people beyond London.

*Greater Share is a first-of-its-kind innovative investment model that brings together leading private equity firms, a unique community of business and philanthropic supporters, and some of the world's most impactful education charities to transform children's education in under-served communities across the globe.*



*West London Zone has been selected as one of 8 of those charities, and one of only 2 in the UK, from a long list of 4,000 through a rigorous process. Being selected within the portfolio is a great achievement, and reflects Greater Share's belief in our work and recognition of the impact we are having with children and young people.*

*Longer-term, while the Greater Share model is designed to create a multiplier effect on donations, providing charities with long-term, unrestricted funding to scale their impact, it will also require us to raise further funding to achieve this replication.*

Further, we are aiming to develop new ways of driving social impact through deeper understanding of impact, and sharing learnings and insights. This will be particularly significant as continuing our record of compound annual growth of 25% each year will not be possible or desirable in the coming years given challenges in future funding landscape and general economic outlook.

We therefore have a two track strategy:

**1. Develop delivery in current Zone to establish a 'Centre Of Excellence' for learning and insight generation, and lay foundations for scale**

**Deepen impact and understanding 'what works' in current model**

- Pilot refined Academic Support Model 2022-24
- Learning partnerships with Local Authorities to understand longitudinal impact
- Complete 2 x External Evaluations

**Pilot new approaches for community level impact**

- Extend Community Engagement pilots and Alumni work

**2. Establish new Zones to test and refine our model around different local contexts and prepare for national scale**

**Prepare for Scale**

- Establish 'core' model for replication, and 'flex' elements for local tailoring
- Establish new strategic and operational partnerships

**Establish Test Sites outside London**

- Analyse learnings/insights on model refinements, and new 'place' establishment
- Understand outcomes and impact, in isolation and across all Zones

**Design replication strategy**

## 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 have indicated their willingness to continue in office. The Trustees will propose a reassessment regarding 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: 02-03-23

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST LONDON ZONE**

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**Opinion**

We have audited the financial statements of West London Zone (the 'charitable company') for the year ended 31 August 2022 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 2022 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 Companies Act 2006 and 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.

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

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**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.

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

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**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;
- 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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

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**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  
Statutory Auditors  
29/30 Fitzroy Square  
London, W1T 6LQ

Date: 02-03-23

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 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	4	2,102,328	785,383	2,887,711	3,192,942
Charitable activities	5	1,588,582	1,330,700	2,919,282	1,224,451
Investments	6	356	-	356	256
<b>Total income</b>		<b>3,691,266</b>	<b>2,116,083</b>	<b>5,807,349</b>	<b>4,417,649</b>
<b>Expenditure on:</b>					
Raising funds:					
Voluntary income		548,030	-	548,030	308,341
Charitable activities	8	2,327,481	2,153,828	4,481,309	3,753,862
<b>Total expenditure</b>		<b>2,875,511</b>	<b>2,153,828</b>	<b>5,029,339</b>	<b>4,062,203</b>
<b>Net movement in funds</b>		<b>815,755</b>	<b>(37,745)</b>	<b>778,010</b>	<b>355,446</b>
<b>Reconciliation of funds:</b>					
Restated Total funds brought forward		1,980,876	225,389	2,206,265	1,850,819
<b>Total funds carried forward</b>		<b>2,796,631</b>	<b>187,644</b>	<b>2,984,275</b>	<b>2,206,265</b>

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

The notes on pages 27 to 46 form part of these financial statements.

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

**BALANCE SHEET**  
**AS AT 31 AUGUST 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	12	49,040	62,919
<b>Current assets</b>			
Debtors	13	1,355,389	1,034,816
Cash at bank and in hand		3,352,447	2,824,378
		<u>4,707,836</u>	<u>3,859,194</u>
Creditors: amounts falling due within one year	14	(311,046)	(452,235)
<b>Net current assets</b>		<u>4,396,790</u>	<u>3,406,959</u>
<b>Total assets less current liabilities</b>		<u>4,445,830</u>	<u>3,469,878</u>
Creditors: amounts falling due after more than one year	15	(1,164,251)	(1,164,251)
Provisions for liabilities		(297,304)	(99,362)
<b>Total net assets</b>		<u><u>2,984,275</u></u>	<u><u>2,206,265</u></u>
<b>Charity funds</b>			
Restricted funds	18	187,644	225,389
Unrestricted funds	18	2,796,631	1,980,876
<b>Total funds</b>		<u><u>2,984,275</u></u>	<u><u>2,206,265</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.

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



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

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2022**

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



**Sir Harvey McGrath**  
Chair

Date: 02-03-23

The notes on pages 27 to 46 form part of these financial statements.

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>544,960</b>	<b>(170,154)</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	<b>(16,891)</b>	<b>(18,816)</b>
<b>Net cash used in investing activities</b>	<b>(16,891)</b>	<b>(18,816)</b>
Cash inflows from new borrowing	-	1,100,000
Repayments of borrowing	-	(550,000)
<b>Change in cash and cash equivalents in the year</b>	<b>528,069</b>	<b>361,030</b>
Cash and cash equivalents at the beginning of the year	<b>2,824,378</b>	<b>2,463,348</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>3,352,447</b>	<b>2,824,378</b>

The notes on pages 27 to 46 form part of these financial statements

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**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 2019), 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 £.

**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, including considering the future plans of the Charity and expected future income, 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. The Trustees have not identified any material uncertainty in respect of going concern.

**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.

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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**2. Accounting policies (continued)**

**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.

**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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**2. Accounting policies (continued)**

**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.

**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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**2. Accounting policies (continued)**

**2.13 Financial instruments**

Apart from as disclosed in note 3, 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 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 Trustee 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.

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 estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

As detailed in note 15, in the prior year the Charity took out a loan of £1,100,000. The terms of the loan include a performance-linked feature, which determines the level additional repayment to be paid to the lender, in addition the original loan of £1,100,000, at the loan repayment date (refer to note 15).

The performance-linked payment is linked to the total outcomes payments and other specified revenue received by the Charity over the period of the outcomes projects. In turn, these outcomes payments are dependent upon the Charity meeting various milestones (in relation sign-ups, engagements, or improvements in school attendance, school engagement, wellbeing and attainment) for all activity provided from 1 September 2019 to the loan repayment date.

The Charity is required to make certain estimates when determining the expected repayment amount. As such, the Charity considers that measuring the loan at fair value is not practically possible. At each balance sheet date, the Charity makes certain estimates and judgements regarding the extent to which the various milestones are expected to be met (including both historical and anticipated future performance) and, therefore, the level of outcomes payments to be received. These judgements and estimates are then used to calculate the expected performance-linked payments due to the lender in relation to the loan. As such, the Charity considers it appropriate to account for the loan on an amortised cost basis and make a provision for expected future performance-linked payments.

**WEST LONDON ZONE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**4. Income from donations and legacies**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Donations and grants	2,102,328	785,383	<b>2,887,711</b>	3,192,942
<i>Total 2021</i>	<i>2,368,406</i>	<i>824,536</i>	<i>3,192,942</i>	

Included within unrestricted income are donated services totalling £102,914 (2021: £426,670), of which £75,000 from PWC related to professional fees regarding a cost efficiency project and £27,914 from NESTA related to professional fees for a scale up project (2021: £420,000 related to professional fees in respect of a strategic review project and £6,670 related to legal fees).

**5. Income from charitable activities**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Outcomes payments	1,588,582	1,330,700	<b>2,919,282</b>	1,224,451
<i>Total 2021</i>	<i>695,590</i>	<i>528,861</i>	<i>1,224,451</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**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Investment income	356	<b>356</b>	256
<i>Total 2021</i>	<i>256</i>	<i>256</i>	

**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**7. Expenditure on Raising Funds**

Costs of raising voluntary income

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	468,697	<b>468,697</b>	256,512
Rent, Rates, and Utilities	11,587	<b>11,587</b>	6,981
Staff development and recruitment	10,835	<b>10,835</b>	16,924
Meetings	278	<b>278</b>	20
Advertising and subscriptions	2,407	<b>2,407</b>	1,218
Computers	19,238	<b>19,238</b>	7,191
Print, postage and stationary	1,978	<b>1,978</b>	5,610
General office	2,599	<b>2,599</b>	1,718
Professional fees	8,818	<b>8,818</b>	1,349
Marketing and events	14,233	<b>14,233</b>	5,816
Telephone and internet	513	<b>513</b>	269
Insurance	902	<b>902</b>	599
Equipment costs and rental	5,423	<b>5,423</b>	3,674
Repairs and maintenance	522	<b>522</b>	460
	<b>548,030</b>	<b>548,030</b>	<i>308,341</i>

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total 2022 £</b>	<i>Total 2021 £</i>
Support to children and young people	2,327,481	2,153,828	<b>4,481,309</b>	3,753,862
<i>Total 2021</i>	<b>2,447,535</b>	<b>1,306,327</b>	<b>3,753,862</b>	



**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**9. Analysis of expenditure by activities**

	<b>Direct costs 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Support to children and young people	3,250,327	1,230,982	<b>4,481,309</b>	3,753,862
<i>Total 2021</i>	<u>2,498,604</u>	<u>1,255,258</u>	<u>3,753,862</u>	

**Analysis of direct costs**

	<b>Support to children 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	2,141,820	<b>2,141,820</b>	1,710,960
Training	23,762	<b>23,762</b>	17,709
Marketing	-	-	6,818
COVID-related support for families	-	-	109,193
Link worker supervision	32,920	<b>32,920</b>	26,165
Link worker resources	24,813	<b>24,813</b>	6,216
Linking expenses	19,678	<b>19,678</b>	18,766
Community Events	10,091	<b>10,091</b>	278
Delivery partner costs	997,243	<b>997,243</b>	602,499
	<u>3,250,327</u>	<u><b>3,250,327</b></u>	<u>2,498,604</u>
<i>Total 2021</i>	<u>2,498,604</u>	<u>2,498,604</u>	

**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Support to children 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Staff costs	340,222	<b>340,222</b>	189,014
Depreciation	30,770	<b>30,770</b>	17,815
Rent, Rates and Utilities	114,114	<b>114,114</b>	72,466
Staff development and recruitment	94,040	<b>94,040</b>	53,899
Meetings	1,558	<b>1,558</b>	1,199
Advertising and subscriptions	3,094	<b>3,094</b>	1,398
Computers	89,066	<b>89,066</b>	63,729
Print, postage and stationery	1,677	<b>1,677</b>	1,547
General office	30,292	<b>30,292</b>	11,698
Bank charges	372	<b>372</b>	441
Professional fees	64,869	<b>64,869</b>	60,434
Loan interest	197,942	<b>197,942</b>	81,908
Telephone and internet	10,264	<b>10,264</b>	7,668
Insurance	8,422	<b>8,422</b>	6,006
Professional fees relating to projects funded via donated services	102,914	<b>102,914</b>	420,000
Equipment costs and rental	50,617	<b>50,617</b>	32,436
Repairs and maintenance	4,874	<b>4,874</b>	10,836
Evaluation & assessment	7,006	<b>7,006</b>	159,303
Entertainment	8,521	<b>8,521</b>	-
Delivery expenses	1,800	<b>1,800</b>	-
Governance costs	68,548	<b>68,548</b>	63,461
	<b>1,230,982</b>	<b>1,230,982</b>	<b>1,255,258</b>
<i>Total 2021</i>	<i>1,255,258</i>	<i>1,255,258</i>	

Included within Governance costs in the table above is staff costs of £51,118 (2021: £49,961) and other governance costs of £17,430 (2021: £13,500).

Other governance costs include auditor remuneration in respect of the audit services of £10,800 (2021 - £7,500), and accounting and payroll services of £6,630 (2021 - £6,000).

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**10. Trustees' remuneration and expenses**

During the year ended 31 August 2022, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 August 2022, no Trustee expenses have been incurred (2021 - £NIL).

**11. Staff costs**

	2022 £	2021 £
Wages and salaries	2,630,426	1,942,164
Social security costs	279,014	204,237
Contribution to defined contribution pension schemes	80,433	60,046
	<u>2,989,873</u>	<u>2,206,447</u>

The average number of persons employed by the Charity during the year was as follows:

	2022 No.	2021 No.
Delivery	70	48
Finance & admin	6	6
Management & operations	2	2
Development	6	6
	<u>84</u>	<u>62</u>

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

	2022 No.	2021 No.
In the band £60,001 - £70,000	2	1
In the band £70,001 - £80,000	2	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 Strategy and Impact Director (new role in 2022), the Business Development Director, the Delivery Director, the Finance Director, and the People & Culture Director (new role in 2022). The total remuneration, including employer's national insurance and pension contributions, of the key management personnel for the period totalled £521,600 (2021 - £331,076). No other benefits were paid to them.

**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**12. Tangible fixed assets**

	Leasehold improvements £	Fixtures & fittings £	Computer equipment £	Data system £	Total £
<b>Cost or valuation</b>					
At 1 September 2021	18,816	1,069	1,028	86,700	107,613
Additions	6,847	10,044	-	-	16,891
At 31 August 2022	<u>25,663</u>	<u>11,113</u>	<u>1,028</u>	<u>86,700</u>	<u>124,504</u>
<b>Depreciation</b>					
At 1 September 2021	475	1,069	1,028	42,122	44,694
Charge for the year	12,446	984	-	17,340	30,770
At 31 August 2022	<u>12,921</u>	<u>2,053</u>	<u>1,028</u>	<u>59,462</u>	<u>75,464</u>
<b>Net book value</b>					
At 31 August 2022	<u>12,742</u>	<u>9,060</u>	<u>-</u>	<u>27,238</u>	<u>49,040</u>
At 31 August 2021	<u>18,341</u>	<u>-</u>	<u>-</u>	<u>44,578</u>	<u>62,919</u>

**13. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Trade debtors	1,186,021	368,475
Other debtors	13,508	3,250
Prepayments and accrued income	155,860	663,091
	<u>1,355,389</u>	<u>1,034,816</u>

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**14. Creditors: Amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>103,507</b>	195,052
Other creditors	<b>20,107</b>	23,174
Accruals and deferred income	<b>162,404</b>	208,981
Grants payable to institutions	<b>25,028</b>	25,028
	<b>311,046</b>	452,235
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Deferred income</b>		
Deferred income at 1 September 2021	<b>102,000</b>	262,915
Amounts released from previous periods	<b>(102,000)</b>	(262,915)
Resources deferred during the year	<b>25,404</b>	102,000
<b>Deferred income at 31 August 2022</b>	<b>25,404</b>	102,000

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

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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

	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
Other loan	<b>1,100,000</b>	<b>1,100,000</b>
Grants payable to institutions	<b>64,251</b>	<b>64,251</b>
	<b>1,164,251</b>	<b>1,164,251</b>

In the prior 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. Provisions**

	<b>Performance linked payment £</b>
At 1 September 2021	<b>99,362</b>
Additions	<b>297,304</b>
Amounts reversed	<b>(99,362)</b>
	<b>297,304</b>

**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.

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**17. Financial instruments**

	<b>2022</b> £	<b>2021</b> £
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	<b>3,352,447</b>	2,824,378
Financial assets measured at amortised cost	<b>1,189,221</b>	371,725
	<u><b>4,541,668</b></u>	<u>3,196,103</u>
	<b>2022</b> £	<b>2021</b> £
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<b>1,772,601</b>	1,715,848
	<u><b>1,772,601</b></u>	<u>1,715,848</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 loans.

**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
<b>Unrestricted funds</b>				
General Funds - all funds	<b>1,980,876</b>	<b>3,691,266</b>	<b>(2,875,511)</b>	<b>2,796,631</b>
<b>Restricted funds</b>				
Blue Water	-	27,000	(27,000)	-
Centerbridge	4,125	-	(4,125)	-
Young Londoners Fund	13,646	46,427	(49,924)	10,149
Bank of America	-	110,761	(110,761)	-
Emma Turner	2,118	-	(2,118)	-
Lightbulb Trust	-	36,542	(36,542)	-
John Lyons Charity	1,504	40,000	(36,690)	4,814
Simon Morris	-	30,000	(17,500)	12,500
Reaching Communities, a funding programme of The National Lottery Community Fund	2	-	-	2
Calleva foundation	-	75,000	(75,000)	-
The Kensington & Chelsea Foundation	133,693	47,500	(158,694)	22,499
HPPEC	-	5,000	(5,000)	-
Charles Dunstone Charitable Trust	-	27,000	(26,860)	140
Be Shaping Future	-	129	(129)	-
Headley Trust	-	25,000	(25,000)	-
88 Foundation	-	144,000	(72,000)	72,000
Westminster Foundation	10,000	100,000	(85,000)	25,000
Young Westminster Foundation	-	14,357	(14,357)	-
Esmee Fairbairn Foundation	1,426	-	(1,426)	-
Tudor Trust	994	-	(994)	-
Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund	-	1,330,700	(1,330,700)	-
Paul Hamlyn Foundation	57,881	-	(17,341)	40,540
	<b>225,389</b>	<b>2,116,083</b>	<b>(2,153,828)</b>	<b>187,644</b>



**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds (continued)**

**Restricted funds (continued)**

London Community Foundation	-	10,000	(10,000)	-
The Rayne Foundation	-	30,000	(30,000)	-
Centreview	-	16,666	(16,666)	-
<b>Total Restricted funds</b>	<b>225,389</b>	<b>2,116,083</b>	<b>(2,153,828)</b>	<b>187,644</b>
<b>Total funds</b>	<b>2,206,265</b>	<b>5,807,349</b>	<b>(5,029,339)</b>	<b>2,984,275</b>

Supporting 60 children and young people in secondary schools – supported by the **Greater London Authority**

The West London Zone Partnerships Team – supported by the **John Lyon's Charity**

Contribution towards a WLZ Link Worker in a North Kensington School – supported by **Simon Morris**

A new WLZ Link Worker - **Charles Dunstone Charitable Trust**

3 West London Zone Link Workers and Specialist Delivery partner support in 3 schools in Westminster – supported by the **Westminster Foundation**

Delivery in two primary schools – supported by the **88 Foundation**

Post-Covid mental health and wellbeing provision – supported by the **Kensington & Chelsea Foundation**

Targeted wrap-around support for children and young people in North Kensington – supported by the **Kensington and Chelsea Foundation**

Catch Up Literacy in Brent – supported by **The Shaftesbury Enterprise**

WLZ Link Worker salaries in South Kensington and Chelsea schools - **Julia and Hans Rausing Trust**

Academic Catch Up support – supported by the **Calleva Foundation**

Contribution towards a WLZ Link Worker in a Westminster School – supported by **Bluewater**

Mental health and wellbeing support in Kensington and Chelsea – supported by the **London Community Foundation** and the **CJ Donor Invitation Programme**

Contribution towards a new WLZ Link Worker – supported by **The Headley Trust**

Contribution towards WLZ's Strategy & Impact Director – supported by **The Rayne Foundation**

Integration pilot with Nova New Opportunities – supported by **The Lightbulb Trust**

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**18. Statement of funds (continued)**

A WLZ Link Worker – supported by the Lightbulb Trust

Delivery of the WLZ programme to support children and young people in Westminster – supported by the **Hyde Park Place Estate Charity**

Summer 2022 provision – supported by the **Young Westminster Foundation**

WLZ Link Worker at King Solomon Academy – supported by the **Young Westminster Foundation**

Depreciation on data system – supported by the **Paul Hamlyn Foundation**

Catch up literacy resources – Supported by **Centerbridge**

Support for a young person – Supported by **Emma Turner**

Refreshment costs for community day - Supported by **Be Shaping the Future**

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 **Esmee Fairbairn Foundation**

To pay for a Link Worker to support one year of a two-year plan supporting young people in Brent to fulfil their potential and move into employment supported by **Centerview**

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2021 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Security Fund	150,000	-	-	(150,000)	-
<b>General funds</b>					
General Funds - all funds	1,522,500	3,064,252	(2,755,876)	150,000	1,980,876
<b>Total Unrestricted funds</b>	1,672,500	3,064,252	(2,755,876)	-	1,980,876
<b>Restricted funds</b>					
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 Lyons 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	6,052	162,915	(168,965)	-	2
Shift	-	1,000	(1,000)	-	-
The Kensington & Chelsea Foundation	-	180,000	(46,307)	-	133,693
Bridgepoint Covid Relief Hardship Fund	15,281	-	(15,281)	-	-
Kahane Foundation	-	24,826	(24,826)	-	-
Individual donors - Covid	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 2022**

**18. Statement of funds (continued)**

**Statement of funds - prior year (continued)**

	<i>Balance at 1 September 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2021 £</i>
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
Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund	-	446,146	(446,146)	-	-
Commissioning Outcomes	-	82,715	(82,715)	-	-
	<u>178,319</u>	<u>1,353,397</u>	<u>(1,306,327)</u>	<u>-</u>	<u>225,389</u>
	<u>1,850,819</u>	<u>4,417,649</u>	<u>(4,062,203)</u>	<u>-</u>	<u>2,206,265</u>
<b>Total funds</b>					

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	49,040	-	<b>49,040</b>
Current assets	4,520,192	187,644	<b>4,707,836</b>
Creditors due within one year	(311,046)	-	<b>(311,046)</b>
Creditors due in more than one year	(1,164,251)	-	<b>(1,164,251)</b>
Provisions for liabilities and charges	(297,304)	-	<b>(297,304)</b>
<b>Total</b>	<u>2,796,631</u>	<u>187,644</u>	<u><b>2,984,275</b></u>

**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**19. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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)
<b>Total</b>	<b>1,980,876</b>	<b>225,389</b>	<b>2,206,265</b>

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

	<b>2022 £</b>	<b>2021 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>778,010</b>	355,446
<b>Adjustments for:</b>		
Depreciation charges	<b>30,770</b>	17,816
Increase in debtors	<b>(320,573)</b>	(485,889)
Increase/(decrease) in creditors	<b>(141,189)</b>	29,096
(Decrease)/increase in provisions	<b>197,942</b>	(86,623)
<b>Net cash provided by/(used in) operating activities</b>	<b>544,960</b>	(170,154)

**21. Analysis of cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash in hand	<b>3,352,447</b>	2,824,378
<b>Total cash and cash equivalents</b>	<b>3,352,447</b>	2,824,378

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**22. Analysis of changes in net debt**

	At 1 September 2021	Cash flows	At 31 August 2022
	£	£	£
Cash at bank and in hand	2,824,378	528,069	3,352,447
Debt due after 1 year	(1,100,000)	-	(1,100,000)
	<u>1,724,378</u>	<u>528,069</u>	<u>2,252,447</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 £79,233 (2021 - £60,046). Contributions totalling £14,890 (2021 - £10,971) were payable to the fund at the balance sheet date and are included in creditors.

**24. Operating lease commitments**

At 31 August 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	<u>52,146</u>	<u>52,174</u>

**25. Related party transactions**

During the period, two Trustees (2021: two Trustees) made donations totalling £51,934 (2021: £127,945). Other than £nil (2021: £20,000) of restricted donation income, these donations are included within unrestricted income (2021: 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 2021-22:

Advent International  
Bluewater  
Butt Family through the Calleva Foundation  
Centerbridge Foundation  
Charles Hayward Foundation  
The Childhood Trust  
The CJ Donor Fund  
Dmg Media  
Richard Cormack  
Peter Cundill Foundation  
Des and Beth Anderson  
EQ Foundation  
Jim Garman  
Golden Bottle Trust  
Goldman Sachs Gives  
Alex Elias and Hanneli Rupert  
The Headley Trust  
Hyde Park Place Estate Charity  
Impetus  
John Lyon's Charity  
The Jongen Charitable Trust  
Julia and Hans Rausing Trust  
The Kensington & Chelsea Foundation  
The Lightbulb Trust  
FX De Mallmann  
Sir Paul Marshall  
Mayor of London  
McLain Foundation  
Simon Morris  
Stephen Kirk  
The Rayne Foundation  
Royal Bank of Canada  
The Jeremy and John Sacher Charitable Foundation  
The Segelman Trust  
Bruno Schroder Trust  
Christoph and Pam Stanger  
John and Kate Storey  
Swire Charitable Trust  
Emma Turner  
David and Emma Verey Charitable Trust  
UBS Philanthropy Services  
Olivia Warham  
The Westminster Foundation  
William Wates Memorial Trust

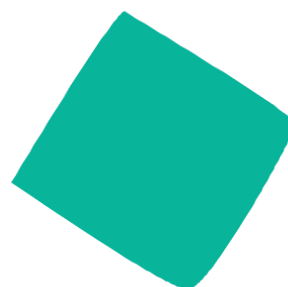
The Young Westminster Foundation  
The Vintners' Foundation

We would also like to thank our private commissioner Bank of America.

Thank you to the below organisations and individuals for their pro bono services and advice this year:

Andy Cooke  
Anastasia Chunilal  
Anthony Harte  
Bain & Company  
Bank of America  
Be Shaping the Future  
Ben Bailey Smith  
Beth Murray, Workplace from Meta  
Bourne Capital  
Catch22  
Cathrine Clark  
Charlotte Clark  
Chris Thomsen  
Coram  
Dr. Annalisa Jenkins  
Ed Vainker  
Elena Rosa Brow  
Francesca Lanza Tans, The Alexander Partnership  
Freshfields Bruckhaus Deringer  
Hawks Nest  
Impetus  
Innocent  
Kate Storey  
Lydia Forte  
Mayday Trust  
Matt Whittaker  
Naomi Hulston  
Nesta  
Notting Hill Fish and Meat Shop  
Pinsent Masons LLP  
Prescott Price  
PricewaterhouseCoopers LLP  
Princess Royal pub  
Pro Bono Economics  
Starcom UK  
Tim Hobbs  
Yasmin Eady, RAVEN  
Walmer Castle Pub





Annual Report and Accounts  
2021/2022



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## Reference and administrative details of the charity, its trustees and advisers

### Trustees

Sir Harvey McGrath, Chair  
Stefan Bollinger (appointed 18 August 2022)  
Radhika Dubé  
Felicity Gillespie  
Julie Howarth (appointed 4 October 2021)  
Juliet Hughes-Hallett (appointed 20 July 2022)  
Elizabeth Humphreys (appointed 4 February 2022)  
Carlos Husbands (appointed 20 July 2022)  
Jocelyn James, Treasurer  
Andrew Levitt  
Vasco Litchfield (appointed 18 August 2022)  
Farial Missi (appointed 29 March 2022)  
John Storey  
Sir David Verrey CBE  
Nicholas Wilkie (resigned 3 December 2021)  
Chris Wright (appointed 20 July 2022)

### Company registered number

08991196

### Charity registered number

1160947

### Registered office

140-144 Freston Road  
London, W10 6TR

### Company secretary and 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

## LETTER FROM OUR CHAIR OF TRUSTEES AND CHIEF EXECUTIVE

We grew substantially in the financial and academic year 2021-22, while also achieving the most positive set of social, emotional, and academic outcomes yet with the children and young people we support. We thank our supporters who have stayed with us during this challenging few years of the Covid-19 pandemic and who have enabled our growth and improved impact.

We took on our largest ever cohort in September 2021. Just over 1,000 children and young people were identified to participate in WLZ and start the first year of their 2-year Individual Support Plans with us, together with just over 300 children and young people going into their second year. Overall, we worked with 1,303 children and young people in 44 school settings, a 30% increase on the previous year.

We did this because the need has never been greater. A total of 97% of children and young people identified for WLZ flagged as 'at risk' in two out of three of the social, emotional, and academic need areas. Meeting this level and range of need requires a strong collaborative approach and our belief in local engagement continues to run deeply through our work to achieve this.

We worked with more partners in our communities than ever before and improved our quality assurance frameworks for partnership working. We formally partnered in a joint contractual delivery arrangement with 51 charities working locally and we linked the children and families with support and opportunities from a further 134 local organisations. We continued our work with Citizens UK to develop our relational and listening skills and to ensure we are doing our very best to mobilise the assets in our communities in the most effective way.

We achieved our fundraising targets and because it is core to our vision that all of the assets in our communities support all of the children growing up in them, we worked hard to expand our local networks in terms of fundraising, opportunities and advice in many different ways. We held a number of community fun days, volunteering activities such as reading or work experience and local fundraising events.

We surpassed our milestones and targets in all of our contracts with the Life Chances Fund, and with the four local councils we work in – Hammersmith and Fulham, Kensington and Chelsea, Westminster and Brent. The children and young people we support have navigated some of the most challenging social conditions of our time and yet those who completed their 2-year WLZ Individual Support Plans achieved the strongest set of outcomes since we started.

A total of 75% moved out of risk in emotional wellbeing and 66% in social. Most notably, academic outcomes improved significantly with 71% making accelerated progress in English/reading and 65% in Maths, up from 43% and 36% in the previous year. Long-term outcomes for children and young people who have previously participated in WLZ as they finished at their schools were also encouraging.

We continue to work to improve our impact on an ongoing basis and this year we focused on the quality and consistency of our delivery as we grew. To help us deepen our understanding of our work and articulate this to a range of audiences, we are also undertaking a number of quantitative and qualitative evaluation activities over several years.

Looking forward, we have invested in resource for planning and strategy development as well as bringing all funding and communications functions together into one core Business Development Team. Given our growth, we also introduced a new People and Culture team to ensure our highly motivated and committed workforce have a positive experience working with us. They are introducing new ways of working and improving the diversity of perspectives in our team while embedding our values so that everyone feels they belong in our working community.

This has always been important and feels particularly so this year given the challenging social conditions, our growth in west London, and also our vision to test our model outside of London in future, enabled by The Greater Share Education Fund. We want to retain our very local approach in every community we work in.

At Board level, to support our ongoing deepening of our local understanding in West London while also working towards our goal of trialling our model outside of London, we welcomed Stefan Bollinger, Lady Juliet Hughes-Hallet, Elizabeth Humphreys, Carlos Husbands, Vasco Litchfield, Farial Missi and Chris Wright as new trustees during the year. Nick Wilkie, who has been a trustee of WLZ since inception, retired with our thanks for his support and contribution.

Overall, this was a demanding but successful year. We managed our highest year-on-year growth and delivered the children and young people's best improvement in their outcomes yet. Our thanks go to all of the WLZ team, our Trustees, partners, supporters and ambassadors for their creativity, 'can-do' approach and commitment.

We are acutely aware of the prevailing economic and social conditions, and we expect to be navigating choppy waters in the coming months and years ahead. We move forward from this year of high growth with prudence about the long-term impact of what we take on in the short- and medium-term. We value the talent and depth of relationships in and around West London Zone that will be critical to doing this in the best way we can for the children and young people in our communities.

Sir Harvey McGrath  
Chair of Trustees

Louisa Mitchell  
Chief Executive

## TRUSTEES REPORT FOR THE YEAR ENDED 31 AUGUST 2022

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 2022. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. 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.

## 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 two-year support plan for each child.

### Why We Exist

We work exclusively in West London, spanning the boroughs of Hammersmith and Fulham, Kensington and Chelsea, Brent and Westminster. This is 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.

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 Zone has expanded to cover communities across the whole of our four boroughs. Our research shows that there are 19,000 children and young people currently living in our communities 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 **Socially, Emotionally and Academically.**

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.

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

- **97%** of WLZ children need support in at least two areas
- **89%** of WLZ children need support to improve in at least three of our identification measurements
- **35%** 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 – government, councils, charities, schools, families and funders – working together to support the right children at the right time.

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 2021-2022, we worked with **1,303** children and young people, with **267** finishing the programme in summer 2022.
- We were based in **44** school settings.
- We worked with **51** partner local charities.



### Personalised Support

Each child is linked with a trusted adult – their Link Worker – who is responsible for designing and facilitating a personalised two-year programme, tailored to the needs, strengths, and aspirations of each child. .

Our Link Workers are based in the school and are there to guide and champion each child throughout the programme, working alongside teachers, families, and our delivery partners – local organisations that provide specialist support ranging from art therapy to maths tutoring to circus skills.

- 95% of children and young people trust their Link Worker.
- 96% of parents were happy with the partner sessions their child attended
- 93% of parents felt their child benefited from the programme.

*“I genuinely feel like the support I’ve received, I couldn’t have asked for anything more”*

Parent of young person on the programme

*“Nothing can be improved. My Link Worker is the best I have ever met. She helps me so much in all types of ways.”*

Young person on the programme



### Data and Evidence Led

We use school insight and data to identify the right children for our programme. The Link Worker then adds their knowledge and understanding over the two years, ensuring it is a dynamic plan that can flex to the needs of each child.

As part of our data collection we use a Strengths and Difficulties Questionnaire – a wellbeing measurement tool which helps to identify children struggling with their social and emotional wellbeing. This ensures we can ascertain 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 **CLEAR: Collaborative, Local, Evidence-led, Accountable and Relational**.

Our team has continued to grow over the last year, and 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.

To be accountable in our actions, not just words, we have progressed with our Equality, Diversity and Inclusion (EDI) strategy and action plan that we initiated the previous year. This focuses on improving representation of our community in our team in order for us to have diversity of perspective and to do our best work. It also aims to improve our employee experience to ensure that everyone enjoys a positive and safe working environment, where our staff can flourish by being their authentic selves. We know that having happy and productive employees is key to supporting children and families well, and driving change in our community.

A key development was the creation of a new People and Culture department, bringing together the HR, EDI, learning and development and employee experience work strands under a new Director, Esiri Lawrence. This team has led the development and delivery of a programme of training and awareness raising sessions around key EDI themes. Learning, insight and application to WLZ practice was developed at subsequent team reflection sessions, where teams discussed issues of relevance from the sessions, and fed this back to the P&C team. This feedback loop has then fed into the refinement of our EDI strategy.

Our diversity of representation improved over the course of 2021-22; especially at Trustee (17% to 23%) and SMT (0% to 17%) levels which were key focusses. However, we recognise that we have more work to do to ensure further improvements in representation that better reflect our communities.

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.

## 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 2021/22.

## ACHIEVEMENTS AND PERFORMANCE

### Delivery

In 2021/22, we worked with:

- 1303 children
- 44 school settings
- 4 local authorities
- 51 Delivery Partners who provide specialist support
- 134 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), Confidence and Academic (English and maths attainment).

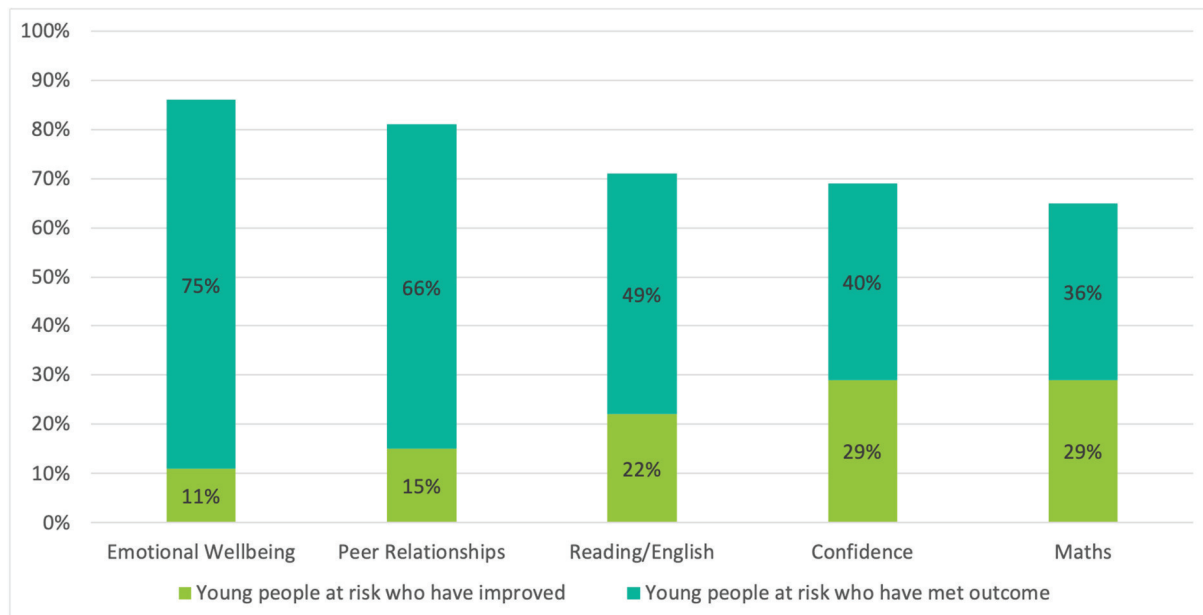
We measure each child's improvement (meaning accelerated progress in academics), and whether they met the final outcome target (in academics this means making a rate of progress to be on track to achieve age related expectations by end of setting; in social/emotional measures, it means moving out of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

We are currently undertaking a range of additional evaluation activities to understand impact. These include qualitative activities (e.g. collection of testimonies, case studies etc.) and quantitative – for example, a longitudinal impact and process evaluation with University College London's Centre for Education Policy & Equalising Opportunities. This will run over four years, ending in 2024, which will assess three cohorts of children through our programme.

COVID-19 and lockdowns had a big impact on the learning, progress and mental health of young people across the UK. The past two years have been characterised by disrupted schooling and increased pressures on children and families. Despite this, the children and young people who have just completed the West London Zone programme have achieved really positive results:

- 86% of young people at risk have improved their emotional wellbeing
- 81% of young people at risk have improved their social skills
- 69% of young people at risk have improved their confidence levels
- 71% of young people at risk have improved their English and reading skills
- 65% of young people at risk have improved their maths skills

## Young people finishing the WLZ programme in 2022



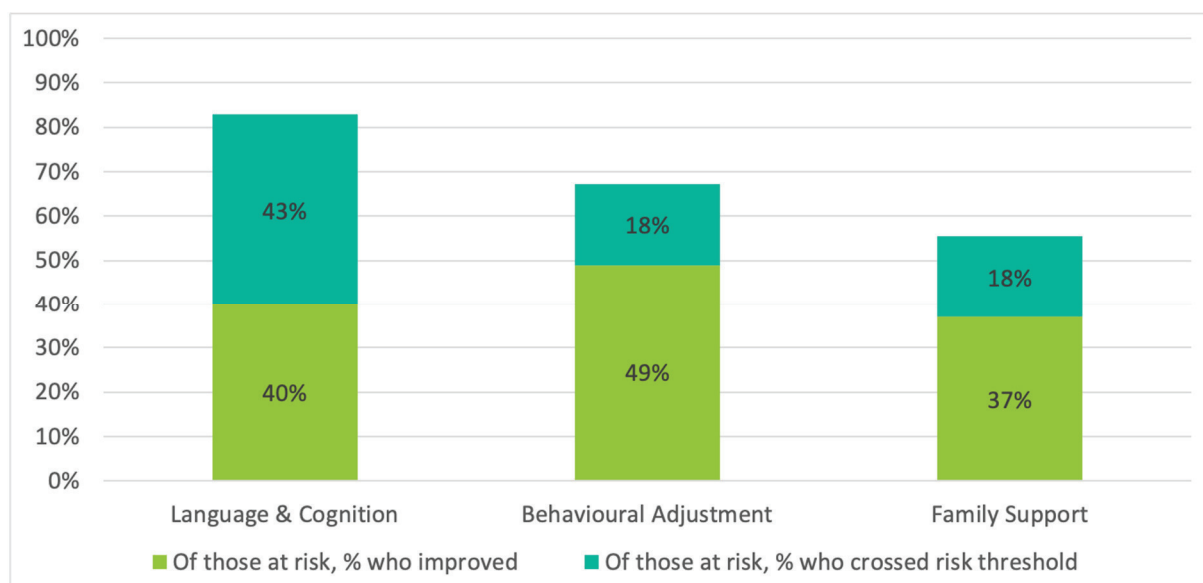
\*Improvement in academics means making accelerated progress.

\*\*'Met Outcome' for social/emotional measures means crossing the threshold out of risk in the validated measurement scale. 'Met Outcome' for academics means making accelerated progress to the extent that they are now on track to achieve age related expectations by end of school setting (e.g. Grade 4 at GCSE)

\*\*\* all measurements are of those children who were 'at risk' in that area at start of programme

## Early Years

Of the 1,303 children we worked with in 2021/22, 65 children are in school nursery or Reception year groups, and are involved in an Early Years specific two year programme. Their mid programme progress is shown below;



Our Early Years outcomes demonstrate positive results in Language & Cognition and Behaviour, with 83% and 67% 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 also collect the outcomes from young people who have previously completed the WLZ programme. The numbers at present are relatively small. For example, in summer 2022 we were able to measure the GCSE results of 57 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.

## Academic outcomes

At Primary, we saw our strongest results to date for academics:

- 60% of children who were at risk in English on enrolment were no longer at risk by end of setting (vs 50% in 2019)
- Likewise 60% of children at risk in Maths were no longer at risk by end of setting) (vs 50% in 2019)

It is unsurprising that this group of children outperformed those who finished school in 2021: in 2021 end of Key Stage 2 performance was significantly down across England vs historic benchmarks as a result of the impact of COVID-19 on schooling. However the outperformance vs 2019 is encouraging. We also note that 60% is significantly above the proportions of children in Cohort 3 (2020 finishers) and Cohort 4 (2021 finishers) who at programme end were assessed as being 'on track' to meet age related expectations. One possible explanation is that children make good academic progress after finishing the WLZ programme.

However academic results at Secondary were weak:

- Only 56% of all WLZ children achieved age-related expectations (AREs) in GCSE English, and 42% in Maths

This is consistent with our historical assessment that achieving good rates of progress during the Covid 19 pandemic and lockdowns was difficult. The majority of children within this group were in Cohort 4 (2021 finishers - spent 18 months of their two year programme in the pandemic), and so would have been unlikely to have received intensive academic support from Catch Up or other tuition as later cohorts have done.

## Social/emotional and confidence outcomes

Social/emotional outcomes for both Primary and Secondary were encouraging:

- At Primary 65% of children originally at risk were 'out of risk' on emotional wellbeing and 88% on peer relationships at end of setting. This is marginally behind our strongest historical performance (for children at end of setting in 2019)
- At Secondary 64% and 67% of children originally at risk were out of risk by end of setting for emotional wellbeing and peer relationships respectively

These figures are broadly in line with the historic proportions of children who have moved out of risk in peer relationships and emotional wellbeing by end of the programme.

## Funding

In the year ended 31 August 2022, WLZ has:

- Continued to successfully deliver and generate revenue according to our contracts with the Department for Digital, Culture, Media and Sport through 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, Bank of America (our corporate commissioner) and 44 schools achieving just over £2.9m
- Raised £2.9m from philanthropic sources, with just under 10% of this from activities and introductions made by our Development Board. We were able to hold 2 events in local restaurants (Notting Hill Fish Shop and Walmer Castle Pub) free of charge, ensuring that our fundraising expenditure was kept to a minimum. In total we raised £1.45m from Major Donors, £933k from Trusts and Foundations, £295k from Corporates and £88k from community and events (and thanks to the pro bono services gifted – listed later in this report).
- Ensured reserves are adequate according to our policy

No external professional fundraisers were used in the financial period ended 31 August 2022 and WLZ has not received any complaints regarding our fundraising activities. All fundraising is carried out by the Chief Executive Officer supported by the Business Development Team and the Development Board. West London Zone is registered with the Fundraising Regulator and has committed to following the Code of Fundraising Practice and the Fundraising Promise.

## FINANCIAL REVIEW

The Statement of Financial Activities for the year ended 31 August 2022 shows a total income of £5,807,349 (2021: £4,417,649) and total expenditure of £5,029,339 (2021: £4,062,203) and a surplus for the year of £778,010 (2021: £355,446). As at 31 August 2022, the charity had funds of £2,984,275 (31 August 2021: £2,206,265).

WLZ has been successful in operating its 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 31.46% higher than the previous period. Income from donations amounted to £2,887,771 and income from outcomes contracts amounted £2,919,282. Expenditure rose by 23.81%.

The net increase in the cash held by the charity was £528,069. The cash balance of £3,352,447 includes the total loan from Bridges Fund Management of £1,100,000 to support the outcomes contracts.

## Reserves Policy

As at 31 August 2022, the charity has total funds of £2,984,275 (2021: £2,206,265) of which £2,796,631 (2021: £1,980,876) is unrestricted and £187,644 (2021: £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 between three 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. The visibility provided by the multi-year contracts from councils, schools and the Life Chances 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 principal 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. We have created and used a new Nominations Committee to assess, shortlist and recommend candidates. 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 four times during the financial year. Changes in the Board composition are set out on page 3.

Louisa Mitchell is the Chief Executive Officer and she leads the Senior Management Team comprising the Business Development Director (formerly Director of Strategic Partnerships), the Strategy and Impact Director, the Finance Director (formerly Finance and Resources Director), the Delivery Director and the People and Culture Director, who joined WLZ in March 2022.

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.

We have established two sub-groups to provide greater focus around issues of importance;

- **We have established a Finance, Risk and Audit Committee (FRAC)** which includes our Treasurer, Trustee, Executive and Co-opted members. Their first meeting was November 2022, reviewing the audit before the statutory accounts are presented to the board in February. Future meetings will review proposals for future growth and financial risk prior to them coming to the board. This is an advisory committee with no delegated authority for decision making on financial risk. Our Treasurer will highlight key points at ensuing board meetings.

- **The Strategic Funding Advisory Group** comprises trustees and external members who advise on strategy, messaging and approach to entities who can act as significant strategic and funding partners in the public and private sectors.

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 10 and 25 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;
- Funding environment given general economic climate

### FUTURE PLANS

We launched a refreshed strategy last year, with a target to grow from reaching 1,000 children and young people to 3,000 by 2025. Since then, we have announced that we are entering into a long-term partnership with a major new philanthropic entity called **Greater Share** which will, in several years' time, provide us with some sustainable, long-term funding to help us replicate our system of support for children and young people beyond London.

*Greater Share is a first-of-its-kind innovative investment model that brings together leading private equity firms, a unique community of business and philanthropic supporters, and some of the world's most impactful education charities to transform children's education in under-served communities across the globe.*



*West London Zone has been selected as one of 8 of those charities, and one of only 2 in the UK, from a long list of 4,000 through a rigorous process. Being selected within the portfolio is a great achievement, and reflects Greater Share's belief in our work and recognition of the impact we are having with children and young people.*

*Longer-term, while the Greater Share model is designed to create a multiplier effect on donations, providing charities with long-term, unrestricted funding to scale their impact, it will also require us to raise further funding to achieve this replication.*

Further, we are aiming to develop new ways of driving social impact through deeper understanding of impact, and sharing learnings and insights. This will be particularly significant as continuing our record of compound annual growth of 25% each year will not be possible or desirable in the coming years given challenges in future funding landscape and general economic outlook.

We therefore have a two track strategy:

**1. Develop delivery in current Zone to establish a 'Centre Of Excellence' for learning and insight generation, and lay foundations for scale**

**Deepen impact and understanding 'what works' in current model**

- Pilot refined Academic Support Model 2022-24
- Learning partnerships with Local Authorities to understand longitudinal impact
- Complete 2 x External Evaluations

**Pilot new approaches for community level impact**

- Extend Community Engagement pilots and Alumni work

**2. Establish new Zones to test and refine our model around different local contexts and prepare for national scale**

**Prepare for Scale**

- Establish 'core' model for replication, and 'flex' elements for local tailoring
- Establish new strategic and operational partnerships

**Establish Test Sites outside London**

- Analyse learnings/insights on model refinements, and new 'place' establishment
- Understand outcomes and impact, in isolation and across all Zones

**Design replication strategy**

## 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 have indicated their willingness to continue in office. The Trustees will propose a reassessment regarding 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: 02-03-23

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST LONDON ZONE**

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**Opinion**

We have audited the financial statements of West London Zone (the 'charitable company') for the year ended 31 August 2022 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 2022 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 Companies Act 2006 and 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.

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

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**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.

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

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**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;
- 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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

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**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  
Statutory Auditors  
29/30 Fitzroy Square  
London, W1T 6LQ

Date: 02-03-23

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 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	4	2,102,328	785,383	2,887,711	3,192,942
Charitable activities	5	1,588,582	1,330,700	2,919,282	1,224,451
Investments	6	356	-	356	256
<b>Total income</b>		<b>3,691,266</b>	<b>2,116,083</b>	<b>5,807,349</b>	<b>4,417,649</b>
<b>Expenditure on:</b>					
Raising funds:					
Voluntary income		548,030	-	548,030	308,341
Charitable activities	8	2,327,481	2,153,828	4,481,309	3,753,862
<b>Total expenditure</b>		<b>2,875,511</b>	<b>2,153,828</b>	<b>5,029,339</b>	<b>4,062,203</b>
<b>Net movement in funds</b>		<b>815,755</b>	<b>(37,745)</b>	<b>778,010</b>	<b>355,446</b>
<b>Reconciliation of funds:</b>					
Restated Total funds brought forward		1,980,876	225,389	2,206,265	1,850,819
<b>Total funds carried forward</b>		<b>2,796,631</b>	<b>187,644</b>	<b>2,984,275</b>	<b>2,206,265</b>

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

The notes on pages 27 to 46 form part of these financial statements.

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

**BALANCE SHEET**  
**AS AT 31 AUGUST 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	12	49,040	62,919
<b>Current assets</b>			
Debtors	13	1,355,389	1,034,816
Cash at bank and in hand		3,352,447	2,824,378
		<u>4,707,836</u>	<u>3,859,194</u>
Creditors: amounts falling due within one year	14	(311,046)	(452,235)
<b>Net current assets</b>		<u>4,396,790</u>	<u>3,406,959</u>
<b>Total assets less current liabilities</b>		<u>4,445,830</u>	<u>3,469,878</u>
Creditors: amounts falling due after more than one year	15	(1,164,251)	(1,164,251)
Provisions for liabilities		(297,304)	(99,362)
<b>Total net assets</b>		<u><u>2,984,275</u></u>	<u><u>2,206,265</u></u>
<b>Charity funds</b>			
Restricted funds	18	187,644	225,389
Unrestricted funds	18	2,796,631	1,980,876
<b>Total funds</b>		<u><u>2,984,275</u></u>	<u><u>2,206,265</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.

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



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

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 AUGUST 2022**

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



**Sir Harvey McGrath**  
Chair

Date: 02-03-23

The notes on pages 27 to 46 form part of these financial statements.

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>544,960</b>	<b>(170,154)</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	<b>(16,891)</b>	<b>(18,816)</b>
<b>Net cash used in investing activities</b>	<b>(16,891)</b>	<b>(18,816)</b>
Cash inflows from new borrowing	-	1,100,000
Repayments of borrowing	-	(550,000)
<b>Change in cash and cash equivalents in the year</b>	<b>528,069</b>	<b>361,030</b>
Cash and cash equivalents at the beginning of the year	<b>2,824,378</b>	<b>2,463,348</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>3,352,447</b>	<b>2,824,378</b>

The notes on pages 27 to 46 form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**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 2019), 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 £.

**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, including considering the future plans of the Charity and expected future income, 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. The Trustees have not identified any material uncertainty in respect of going concern.

**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.

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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**2. Accounting policies (continued)**

**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.

**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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**2. Accounting policies (continued)**

**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.

**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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**2. Accounting policies (continued)**

**2.13 Financial instruments**

Apart from as disclosed in note 3, 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 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 Trustee 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.

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 estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

As detailed in note 15, in the prior year the Charity took out a loan of £1,100,000. The terms of the loan include a performance-linked feature, which determines the level additional repayment to be paid to the lender, in addition the original loan of £1,100,000, at the loan repayment date (refer to note 15).

The performance-linked payment is linked to the total outcomes payments and other specified revenue received by the Charity over the period of the outcomes projects. In turn, these outcomes payments are dependent upon the Charity meeting various milestones (in relation sign-ups, engagements, or improvements in school attendance, school engagement, wellbeing and attainment) for all activity provided from 1 September 2019 to the loan repayment date.

The Charity is required to make certain estimates when determining the expected repayment amount. As such, the Charity considers that measuring the loan at fair value is not practically possible. At each balance sheet date, the Charity makes certain estimates and judgements regarding the extent to which the various milestones are expected to be met (including both historical and anticipated future performance) and, therefore, the level of outcomes payments to be received. These judgements and estimates are then used to calculate the expected performance-linked payments due to the lender in relation to the loan. As such, the Charity considers it appropriate to account for the loan on an amortised cost basis and make a provision for expected future performance-linked payments.

**WEST LONDON ZONE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**4. Income from donations and legacies**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Donations and grants	2,102,328	785,383	<b>2,887,711</b>	3,192,942
<i>Total 2021</i>	<i>2,368,406</i>	<i>824,536</i>	<i>3,192,942</i>	

Included within unrestricted income are donated services totalling £102,914 (2021: £426,670), of which £75,000 from PWC related to professional fees regarding a cost efficiency project and £27,914 from NESTA related to professional fees for a scale up project (2021: £420,000 related to professional fees in respect of a strategic review project and £6,670 related to legal fees).

**5. Income from charitable activities**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Outcomes payments	1,588,582	1,330,700	<b>2,919,282</b>	1,224,451
<i>Total 2021</i>	<i>695,590</i>	<i>528,861</i>	<i>1,224,451</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**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Investment income	356	<b>356</b>	256
<i>Total 2021</i>	<i>256</i>	<i>256</i>	

**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**7. Expenditure on Raising Funds**

Costs of raising voluntary income

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	468,697	<b>468,697</b>	256,512
Rent, Rates, and Utilities	11,587	<b>11,587</b>	6,981
Staff development and recruitment	10,835	<b>10,835</b>	16,924
Meetings	278	<b>278</b>	20
Advertising and subscriptions	2,407	<b>2,407</b>	1,218
Computers	19,238	<b>19,238</b>	7,191
Print, postage and stationary	1,978	<b>1,978</b>	5,610
General office	2,599	<b>2,599</b>	1,718
Professional fees	8,818	<b>8,818</b>	1,349
Marketing and events	14,233	<b>14,233</b>	5,816
Telephone and internet	513	<b>513</b>	269
Insurance	902	<b>902</b>	599
Equipment costs and rental	5,423	<b>5,423</b>	3,674
Repairs and maintenance	522	<b>522</b>	460
	<b>548,030</b>	<b>548,030</b>	<i>308,341</i>

**8. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total 2022 £</b>	<i>Total 2021 £</i>
Support to children and young people	2,327,481	2,153,828	<b>4,481,309</b>	3,753,862
<i>Total 2021</i>	<i>2,447,535</i>	<i>1,306,327</i>	<i>3,753,862</i>	



**WEST LONDON ZONE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**9. Analysis of expenditure by activities**

	<b>Direct costs 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Support to children and young people	3,250,327	1,230,982	<b>4,481,309</b>	3,753,862
<i>Total 2021</i>	<u>2,498,604</u>	<u>1,255,258</u>	<u>3,753,862</u>	

**Analysis of direct costs**

	<b>Support to children 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	2,141,820	<b>2,141,820</b>	1,710,960
Training	23,762	<b>23,762</b>	17,709
Marketing	-	-	6,818
COVID-related support for families	-	-	109,193
Link worker supervision	32,920	<b>32,920</b>	26,165
Link worker resources	24,813	<b>24,813</b>	6,216
Linking expenses	19,678	<b>19,678</b>	18,766
Community Events	10,091	<b>10,091</b>	278
Delivery partner costs	997,243	<b>997,243</b>	602,499
	<u>3,250,327</u>	<u><b>3,250,327</b></u>	<u>2,498,604</u>
<i>Total 2021</i>	<u>2,498,604</u>	<u>2,498,604</u>	

**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Support to children 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Staff costs	340,222	<b>340,222</b>	189,014
Depreciation	30,770	<b>30,770</b>	17,815
Rent, Rates and Utilities	114,114	<b>114,114</b>	72,466
Staff development and recruitment	94,040	<b>94,040</b>	53,899
Meetings	1,558	<b>1,558</b>	1,199
Advertising and subscriptions	3,094	<b>3,094</b>	1,398
Computers	89,066	<b>89,066</b>	63,729
Print, postage and stationery	1,677	<b>1,677</b>	1,547
General office	30,292	<b>30,292</b>	11,698
Bank charges	372	<b>372</b>	441
Professional fees	64,869	<b>64,869</b>	60,434
Loan interest	197,942	<b>197,942</b>	81,908
Telephone and internet	10,264	<b>10,264</b>	7,668
Insurance	8,422	<b>8,422</b>	6,006
Professional fees relating to projects funded via donated services	102,914	<b>102,914</b>	420,000
Equipment costs and rental	50,617	<b>50,617</b>	32,436
Repairs and maintenance	4,874	<b>4,874</b>	10,836
Evaluation & assessment	7,006	<b>7,006</b>	159,303
Entertainment	8,521	<b>8,521</b>	-
Delivery expenses	1,800	<b>1,800</b>	-
Governance costs	68,548	<b>68,548</b>	63,461
	<b>1,230,982</b>	<b>1,230,982</b>	<b>1,255,258</b>
<i>Total 2021</i>	<i>1,255,258</i>	<i>1,255,258</i>	

Included within Governance costs in the table above is staff costs of £51,118 (2021: £49,961) and other governance costs of £17,430 (2021: £13,500).

Other governance costs include auditor remuneration in respect of the audit services of £10,800 (2021 - £7,500), and accounting and payroll services of £6,630 (2021 - £6,000).

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**10. Trustees' remuneration and expenses**

During the year ended 31 August 2022, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 August 2022, no Trustee expenses have been incurred (2021 - £NIL).

**11. Staff costs**

	2022 £	2021 £
Wages and salaries	2,630,426	1,942,164
Social security costs	279,014	204,237
Contribution to defined contribution pension schemes	80,433	60,046
	<u>2,989,873</u>	<u>2,206,447</u>

The average number of persons employed by the Charity during the year was as follows:

	2022 No.	2021 No.
Delivery	70	48
Finance & admin	6	6
Management & operations	2	2
Development	6	6
	<u>84</u>	<u>62</u>

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

	2022 No.	2021 No.
In the band £60,001 - £70,000	2	1
In the band £70,001 - £80,000	2	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 Strategy and Impact Director (new role in 2022), the Business Development Director, the Delivery Director, the Finance Director, and the People & Culture Director (new role in 2022). The total remuneration, including employer's national insurance and pension contributions, of the key management personnel for the period totalled £521,600 (2021 - £331,076). No other benefits were paid to them.

**WEST LONDON ZONE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**12. Tangible fixed assets**

	Leasehold improvements £	Fixtures & fittings £	Computer equipment £	Data system £	Total £
<b>Cost or valuation</b>					
At 1 September 2021	18,816	1,069	1,028	86,700	107,613
Additions	6,847	10,044	-	-	16,891
At 31 August 2022	<u>25,663</u>	<u>11,113</u>	<u>1,028</u>	<u>86,700</u>	<u>124,504</u>
<b>Depreciation</b>					
At 1 September 2021	475	1,069	1,028	42,122	44,694
Charge for the year	12,446	984	-	17,340	30,770
At 31 August 2022	<u>12,921</u>	<u>2,053</u>	<u>1,028</u>	<u>59,462</u>	<u>75,464</u>
<b>Net book value</b>					
At 31 August 2022	<u>12,742</u>	<u>9,060</u>	<u>-</u>	<u>27,238</u>	<u>49,040</u>
At 31 August 2021	<u>18,341</u>	<u>-</u>	<u>-</u>	<u>44,578</u>	<u>62,919</u>

**13. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Trade debtors	1,186,021	368,475
Other debtors	13,508	3,250
Prepayments and accrued income	155,860	663,091
	<u>1,355,389</u>	<u>1,034,816</u>

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**14. Creditors: Amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>103,507</b>	195,052
Other creditors	<b>20,107</b>	23,174
Accruals and deferred income	<b>162,404</b>	208,981
Grants payable to institutions	<b>25,028</b>	25,028
	<b>311,046</b>	452,235
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Deferred income</b>		
Deferred income at 1 September 2021	<b>102,000</b>	262,915
Amounts released from previous periods	<b>(102,000)</b>	(262,915)
Resources deferred during the year	<b>25,404</b>	102,000
<b>Deferred income at 31 August 2022</b>	<b>25,404</b>	102,000

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other loan	<b>1,100,000</b>	<b>1,100,000</b>
Grants payable to institutions	<b>64,251</b>	<b>64,251</b>
	<b>1,164,251</b>	<b>1,164,251</b>

In the prior 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. Provisions**

	<b>Performance linked payment £</b>
At 1 September 2021	<b>99,362</b>
Additions	<b>297,304</b>
Amounts reversed	<b>(99,362)</b>
	<b>297,304</b>

**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.

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**17. Financial instruments**

	<b>2022</b> £	<b>2021</b> £
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	<b>3,352,447</b>	2,824,378
Financial assets measured at amortised cost	<b>1,189,221</b>	371,725
	<u><b>4,541,668</b></u>	<u>3,196,103</u>
	<b>2022</b> £	<b>2021</b> £
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	<b>1,772,601</b>	1,715,848
	<u><b>1,772,601</b></u>	<u>1,715,848</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 loans.

**WEST LONDON ZONE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds**

**Statement of funds - current year**

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
<b>Unrestricted funds</b>				
General Funds - all funds	<b>1,980,876</b>	<b>3,691,266</b>	<b>(2,875,511)</b>	<b>2,796,631</b>
<b>Restricted funds</b>				
Blue Water	-	27,000	(27,000)	-
Centerbridge	4,125	-	(4,125)	-
Young Londoners Fund	13,646	46,427	(49,924)	10,149
Bank of America	-	110,761	(110,761)	-
Emma Turner	2,118	-	(2,118)	-
Lightbulb Trust	-	36,542	(36,542)	-
John Lyons Charity	1,504	40,000	(36,690)	4,814
Simon Morris	-	30,000	(17,500)	12,500
Reaching Communities, a funding programme of The National Lottery Community Fund	2	-	-	2
Calleva foundation	-	75,000	(75,000)	-
The Kensington & Chelsea Foundation	133,693	47,500	(158,694)	22,499
HPPEC	-	5,000	(5,000)	-
Charles Dunstone Charitable Trust	-	27,000	(26,860)	140
Be Shaping Future	-	129	(129)	-
Headley Trust	-	25,000	(25,000)	-
88 Foundation	-	144,000	(72,000)	72,000
Westminster Foundation	10,000	100,000	(85,000)	25,000
Young Westminster Foundation	-	14,357	(14,357)	-
Esmee Fairbairn Foundation	1,426	-	(1,426)	-
Tudor Trust	994	-	(994)	-
Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund	-	1,330,700	(1,330,700)	-
Paul Hamlyn Foundation	57,881	-	(17,341)	40,540
	<b>225,389</b>	<b>2,116,083</b>	<b>(2,153,828)</b>	<b>187,644</b>



**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds (continued)**

**Restricted funds (continued)**

London Community Foundation	-	10,000	(10,000)	-
The Rayne Foundation	-	30,000	(30,000)	-
Centreview	-	16,666	(16,666)	-
<b>Total Restricted funds</b>	<b>225,389</b>	<b>2,116,083</b>	<b>(2,153,828)</b>	<b>187,644</b>
<b>Total funds</b>	<b>2,206,265</b>	<b>5,807,349</b>	<b>(5,029,339)</b>	<b>2,984,275</b>

Supporting 60 children and young people in secondary schools – supported by the **Greater London Authority**

The West London Zone Partnerships Team – supported by the **John Lyon's Charity**

Contribution towards a WLZ Link Worker in a North Kensington School – supported by **Simon Morris**

A new WLZ Link Worker - **Charles Dunstone Charitable Trust**

3 West London Zone Link Workers and Specialist Delivery partner support in 3 schools in Westminster – supported by the **Westminster Foundation**

Delivery in two primary schools – supported by the **88 Foundation**

Post-Covid mental health and wellbeing provision – supported by the **Kensington & Chelsea Foundation**

Targeted wrap-around support for children and young people in North Kensington – supported by the **Kensington and Chelsea Foundation**

Catch Up Literacy in Brent – supported by **The Shaftesbury Enterprise**

WLZ Link Worker salaries in South Kensington and Chelsea schools - **Julia and Hans Rausing Trust**

Academic Catch Up support – supported by the **Calleva Foundation**

Contribution towards a WLZ Link Worker in a Westminster School – supported by **Bluewater**

Mental health and wellbeing support in Kensington and Chelsea – supported by the **London Community Foundation** and the **CJ Donor Invitation Programme**

Contribution towards a new WLZ Link Worker – supported by **The Headley Trust**

Contribution towards WLZ's Strategy & Impact Director – supported by **The Rayne Foundation**

Integration pilot with Nova New Opportunities – supported by **The Lightbulb Trust**

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**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**18. Statement of funds (continued)**

A WLZ Link Worker – supported by the Lightbulb Trust

Delivery of the WLZ programme to support children and young people in Westminster – supported by the **Hyde Park Place Estate Charity**

Summer 2022 provision – supported by the **Young Westminster Foundation**

WLZ Link Worker at King Solomon Academy – supported by the **Young Westminster Foundation**

Depreciation on data system – supported by the **Paul Hamlyn Foundation**

Catch up literacy resources – Supported by **Centerbridge**

Support for a young person – Supported by **Emma Turner**

Refreshment costs for community day - Supported by **Be Shaping the Future**

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 **Esmee Fairbairn Foundation**

To pay for a Link Worker to support one year of a two-year plan supporting young people in Brent to fulfil their potential and move into employment supported by **Centerview**

**WEST LONDON ZONE**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 September 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2021 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Security Fund	150,000	-	-	(150,000)	-
<b>General funds</b>					
General Funds - all funds	1,522,500	3,064,252	(2,755,876)	150,000	1,980,876
<b>Total Unrestricted funds</b>	1,672,500	3,064,252	(2,755,876)	-	1,980,876
<b>Restricted funds</b>					
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 Lyons 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	6,052	162,915	(168,965)	-	2
Shift	-	1,000	(1,000)	-	-
The Kensington & Chelsea Foundation	-	180,000	(46,307)	-	133,693
Bridgepoint Covid Relief Hardship Fund	15,281	-	(15,281)	-	-
Kahane Foundation	-	24,826	(24,826)	-	-
Individual donors - Covid	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

**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**18. Statement of funds (continued)**

**Statement of funds - prior year (continued)**

	<i>Balance at 1 September 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 August 2021 £</i>
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
Department for Digital, Culture, Media and Sport through the Life Chances Fund, administered by The National Lottery Community Fund	-	446,146	(446,146)	-	-
Commissioning Outcomes	-	82,715	(82,715)	-	-
	<u>178,319</u>	<u>1,353,397</u>	<u>(1,306,327)</u>	<u>-</u>	<u>225,389</u>
	<u>1,850,819</u>	<u>4,417,649</u>	<u>(4,062,203)</u>	<u>-</u>	<u>2,206,265</u>
<b>Total funds</b>					

**19. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	49,040	-	<b>49,040</b>
Current assets	4,520,192	187,644	<b>4,707,836</b>
Creditors due within one year	(311,046)	-	<b>(311,046)</b>
Creditors due in more than one year	(1,164,251)	-	<b>(1,164,251)</b>
Provisions for liabilities and charges	(297,304)	-	<b>(297,304)</b>
<b>Total</b>	<u>2,796,631</u>	<u>187,644</u>	<u><b>2,984,275</b></u>

**WEST LONDON ZONE**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

**19. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
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)
<b>Total</b>	<b>1,980,876</b>	<b>225,389</b>	<b>2,206,265</b>

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

	<b>2022 £</b>	<b>2021 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>778,010</b>	355,446
<b>Adjustments for:</b>		
Depreciation charges	<b>30,770</b>	17,816
Increase in debtors	<b>(320,573)</b>	(485,889)
Increase/(decrease) in creditors	<b>(141,189)</b>	29,096
(Decrease)/increase in provisions	<b>197,942</b>	(86,623)
<b>Net cash provided by/(used in) operating activities</b>	<b>544,960</b>	(170,154)

**21. Analysis of cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash in hand	<b>3,352,447</b>	2,824,378
<b>Total cash and cash equivalents</b>	<b>3,352,447</b>	2,824,378

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**WEST LONDON ZONE**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

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**22. Analysis of changes in net debt**

	At 1 September 2021 £	Cash flows £	At 31 August 2022 £
Cash at bank and in hand	2,824,378	528,069	3,352,447
Debt due after 1 year	(1,100,000)	-	(1,100,000)
	<u>1,724,378</u>	<u>528,069</u>	<u>2,252,447</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 £79,233 (2021 - £60,046). Contributions totalling £14,890 (2021 - £10,971) were payable to the fund at the balance sheet date and are included in creditors.

**24. Operating lease commitments**

At 31 August 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	<u>52,146</u>	<u>52,174</u>

**25. Related party transactions**

During the period, two Trustees (2021: two Trustees) made donations totalling £51,934 (2021: £127,945). Other than £nil (2021: £20,000) of restricted donation income, these donations are included within unrestricted income (2021: 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 2021-22:

Advent International  
Bluewater  
Butt Family through the Calleva Foundation  
Centerbridge Foundation  
Charles Hayward Foundation  
The Childhood Trust  
The CJ Donor Fund  
Dmg Media  
Richard Cormack  
Peter Cundill Foundation  
Des and Beth Anderson  
EQ Foundation  
Jim Garman  
Golden Bottle Trust  
Goldman Sachs Gives  
Alex Elias and Hanneli Rupert  
The Headley Trust  
Hyde Park Place Estate Charity  
Impetus  
John Lyon's Charity  
The Jongen Charitable Trust  
Julia and Hans Rausing Trust  
The Kensington & Chelsea Foundation  
The Lightbulb Trust  
FX De Mallmann  
Sir Paul Marshall  
Mayor of London  
McLain Foundation  
Simon Morris  
Stephen Kirk  
The Rayne Foundation  
Royal Bank of Canada  
The Jeremy and John Sacher Charitable Foundation  
The Segelman Trust  
Bruno Schroder Trust  
Christoph and Pam Stanger  
John and Kate Storey  
Swire Charitable Trust  
Emma Turner  
David and Emma Verrey Charitable Trust  
UBS Philanthropy Services  
Olivia Warham  
The Westminster Foundation  
William Wates Memorial Trust

The Young Westminster Foundation  
The Vintners' Foundation

We would also like to thank our private commissioner Bank of America.

Thank you to the below organisations and individuals for their pro bono services and advice this year:

Andy Cooke  
Anastasia Chunilal  
Anthony Harte  
Bain & Company  
Bank of America  
Be Shaping the Future  
Ben Bailey Smith  
Beth Murray, Workplace from Meta  
Bourne Capital  
Catch22  
Cathrine Clark  
Charlotte Clark  
Chris Thomsen  
Coram  
Dr. Annalisa Jenkins  
Ed Vainker  
Elena Rosa Brow  
Francesca Lanza Tans, The Alexander Partnership  
Freshfields Bruckhaus Deringer  
Hawks Nest  
Impetus  
Innocent  
Kate Storey  
Lydia Forte  
Mayday Trust  
Matt Whittaker  
Naomi Hulston  
Nesta  
Notting Hill Fish and Meat Shop  
Pinsent Masons LLP  
Prescott Price  
PricewaterhouseCoopers LLP  
Princess Royal pub  
Pro Bono Economics  
Starcom UK  
Tim Hobbs  
Yasmin Eady, RAVEN  
Walmer Castle Pub





**West London Zone**

**Audit Findings Report**

**Period ended 31 August 2022**

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2 Audit and accounting issues identified at planning stage	3
3 Audit and accounting issues identified during the audit	5
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### Scope and limitations

Our Report is prepared solely for the confidential use of West London Zone and solely for the purpose of explaining the scope of the audit, our proposed audit approach, and to highlight the key risks that we will be focusing our audit work upon, forming part of the ongoing communications we are required to make under International Standard on Auditing (UK and Ireland) 260 – Communication of audit matters with those charged with governance.

Therefore, the report may not, without our express written permission, be relied upon by West London Zone for any other purpose whatsoever, be referred to in whole or in part in any other external document or made available (in whole or in part) or communicated to any other party. Goodman Jones LLP neither owes nor accepts any duty to any other party who may receive our Report and specifically disclaims any liability for any loss, damage or expense of whatsoever nature, which is caused by their reliance on our Report.

## 1 AUDIT SUMMARY

### 1.1 Purpose

Our responsibilities as auditors are set out in the International Standards on Auditing (UK and Ireland) (“ISAs”). We are responsible for forming and expressing an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance.

The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

We have carried out our audit in accordance with the terms of our engagement letter dated 24 January 2022 in order to express an audit opinion for UK statutory purposes on the financial statements of the following entity for the period ended 31 August 2022:

- West London Zone

In this report, we present the key findings from our audit, together with a commentary on the significant matters arising.

This report has been discussed comprehensively and agreed with

### 1.2 Audit approach and materiality

Our audit planning has taken account of the issues highlighted through planning discussions with you, together with our knowledge and understanding of the business from our planning meetings with you prior to the audit work being carried out.

We confirm that there were no restrictions on the scope of our audit procedures.

In our planning we have taken account of the results of our risk assessments made in accordance with the guidance set by the ISAs.

- In planning and carrying out our work, we applied a materiality level of and £85,500 to West London Zone, based on 1.5% of income).
- We explain in Section 2 how audit risks at planning stage have been addressed.

### 1.3 Accounting policies

In preparing the financial statements of the Charity, the Trustees are required to review the Charity’s accounting policies on an annual basis to ensure they remain appropriate to the Charity’s circumstances and are properly applied.

We have reviewed the accounting policies selected and operated by the Charity and are satisfied that they are acceptable.

### 1.4 Significant findings

There are no significant issues that we wish to bring to the Trustees’ attention.

### 1.5 Accounting estimates and judgements

There are no significant matters that we wish to bring to the Trustees’ attention.

### 1.6 Accounting and financial control systems

During our audit, we examined the design and implementation of the internal controls relevant to the accounting systems and procedures.

The review of internal controls was carried out with a view to expressing an opinion on the financial statements for the period and was not directed primarily towards discovering weaknesses or towards the detection of fraud.

Therefore, our comments on these systems include only those matters that have come to our attention as a result of our normal audit procedures, and consequently our comments should not be regarded as a

comprehensive record of all weaknesses that may exist or of all improvements that might be made.

We set out in Section 3 the matters that we became aware of during the course of our audit, which we believe are significant and should be drawn to your attention for further action.

### **1.7 Management representations**

We include a copy of the specific points required for inclusion in the management representations letter.

There are certain representations which we are required by auditing standards to obtain from management as part of our audit procedures.

In addition, we are required to obtain other representations on matters material to the financial statements where other sufficient appropriate audit evidence cannot be reasonably expected to exist.

### **1.8 Identified misstatements**

We are required to report to you all misstatements identified during the audit, other than those that are clearly trivial, and to request that management correct them.

We have taken clearly trivial as being less than £4,275 for West London Zone.

We bring to your attention the uncorrected misstatements detailed in section 4 below. The aggregate impact of uncorrected misstatements on the Statement of Financial Activities, were they to be processed, would result in a increase to the surplus of £27,000. This increase is not considered by management to be material to the results for the period.

We also bring to your attention the misstatements identified during the audit that have been agreed by management and corrected in the financial statements. These are also detailed in section 4.

### **1.9 Audit opinion**

Based upon the findings and conclusions of our work, we expect to issue an unqualified audit opinion on the financial statements.

### **1.10 Other matters required by Auditing Standards to be communicated**

Our pre-audit engagement letter dated 19 October 2021 set out the non-audit services provided by this firm and the safeguards that we intended to apply to maintain audit independence.

We confirm that the firm has implemented the stated safeguards and has complied with the relevant ethical requirements concerning audit independence.

There are no other matters required by auditing standards that we are required by auditing standards to communicate to you.

Please note that this report has been prepared for the sole use of West London Zone. It must not be disclosed to third parties, quoted or referred to, without our prior written consent. No responsibility is assumed by us to any other person.

## 2 AUDIT AND ACCOUNTING ISSUES IDENTIFIED AT PLANNING STAGE

High risk audit areas identified at planning stage were addressed as follows:

<i>Audit risk identified</i>	<i>Audit procedures undertaken</i>	<i>Conclusion</i>
Income recognition in the correct period based on grants and contracts	All income was traced to source documentation, and the terms and conditions were reviewed to ensure income was being recognised in the correct period.	There was one judgemental instance of income being potentially recognised in the incorrect period based on the underlying agreement. This is judgemental and immaterial, and no further potential misstatements were identified.

Low risk audit issues identified at planning stage were addressed as follows:

<i>Audit risk identified</i>	<i>Audit procedures undertaken</i>	<i>Conclusion</i>
Fraud in relation to income recognition (as required by ISAs)	All sources of income tested were traced to source documentation, and details agreed between nominal ledger, source documentation and income records held.	No indication of fraud in relation to income recognition was identified.
Management override of controls (as required by ISAs)	A review of manual journals was undertaken, with a focus towards material or unusual journals. These were cross referenced across the accounts to ensure appropriateness. Walkthrough testing was also performed to ensure controls in place are effective.	No indication of management override of controls was identified.
Previously unidentified related party transactions (as required by ISAs)	Declarations of interests were obtained from the Trustees and reviewed for any potential related parties. The accounts were then reviewed for any transactions with these parties that had not been previously identified.	No previously unidentified related party transactions were identified.

<i>Audit risk identified</i>	<i>Audit procedures undertaken</i>	<i>Conclusion</i>
Non-compliance with covenants on loans	The loan agreements were reviewed and covenants identified, and the terms were reviewed to ensure compliance with the covenants.	No evidence of non-compliance with loan covenants were identified.
Non-compliance with laws and regulations	An understanding of laws and regulations the Charity is subject to was obtained at the planning stage. A review of the accounts and events was undertaken to ensure all activities compliant with laws and regulations. As part of wages testing DBS checks of staff were reviewed.	No evidence of non-compliance with laws and regulations were identified.
Going concern risk due to the impact of Covid-19	A full going concern review was undertaken, with evidence sought from performance in the period, cash balances since the period end, review of budgets prepared and other significant events post period end.	No material doubts around going concern were identified, and the going concern basis was deemed appropriate.
Risk that income and expenditure will be allocated against the wrong fund	All items of income and expenditure tested were also traced to their respective fund, and reviewed for any potential restrictions on the transactions.	Reviewed client workings and agreed during review of analysis and transaction testing. Risk of incorrect allocation deemed minimal and no indications of material misallocations were identified.

### 3 AUDIT AND ACCOUNTING ISSUES IDENTIFIED DURING THE AUDIT

#### 3.1 Introduction

We set out below the significant matters we became aware of during our audit, which relate to the effectiveness of the Charity's accounting and financial control systems. We have used the following grading system to indicate the significance of the issues we have raised and the priority that we believe should be given to our recommendations:

Rating	Description
<b>(H)igh</b>	Should be urgently attended to by the Trustees and management. <i>These are significant issues that may result in a qualification in the audit report in future periods if not satisfactorily addressed.</i>
<b>(M)oderate</b>	Issues requiring the attention of the Trustees and management. <i>Issues ranked as moderate require close monitoring by the Board and senior management to ensure timely resolution.</i>
<b>(L)ow</b>	Issues requiring management attention and correction. <i>Issues ranked as low are generally routine in nature and should be resolved by general management. The Board and senior management should be aware of these issues to enable monitoring of progress with their resolution. These issues may be reported to management in less detail than more highly rated issues.</i>

### 3.2 Issues noted

Issue	Potential effects	Risk	Suggested solution	Management response
<b>Companies House updates</b> As noted in the prior year, on receipt of the new loan, the Companies House charge was not registered.  This charge remains unlodged at Companies House.	Statutory records may not be up-to-date.	L	We recommend that all charges in are recorded at Companies House promptly.	



## 4 UNADJUSTED/ADJUSTED MISSTATEMENTS

### 4.1 Introduction

A summary of the unadjusted/adjusted misstatements identified during the course of our work is set out below, analysed between errors of fact and differences in judgement. We have not disclosed those items that we consider to be 'clearly trivial' in the context of our audit. For this purpose, we consider 'clearly trivial' to be any matter less than £3,880. We advised management of these misstatements during the audit work and requested management to correct them.

### 4.2 Table of Unadjusted/Adjusted Misstatements

The table of adjusted misstatements is included below:

Adjusted misstatements	SoFA Dr/(Cr)	Balance Sheet Dr/(Cr)	Reason for Adjustment
Donated services Donated services	£102,914 (£102,914)		FACTUAL – being inclusion of donated services
<b>Total</b>	<b>£nil</b>	<b>£nil</b>	

The table of unadjusted misstatements is included below:

Unadjusted misstatements	SoFA Dr/(Cr)	Balance Sheet Dr/(Cr)	Reason for Adjustment
Restricted donations Accrued income	£27,0000	£27,000	JUDGEMENT – recognition of year 2 of Bluewater grant funding
<b>Total</b>	<b>£27,000</b>	<b>£27,000</b>	

## 5 FORTHCOMING REGULATORY CHANGES AND OTHER MATTERS TO NOTE

### 5.1 New Charity SORP

The SORP Development Committee have started work on considering potential changes to the next version of the Charities SORP (expected to be in effect from 1 January 2024).

At this stage, no definitive decisions on changes have been made, and any proposed changes would be subject to public consultation in due course (expected in 2023).

Initial feedback we have seen from the SORP Committee shows that they will be considering the following areas:

Provision of Summary financial information / KPIs	Presentation / format of SOFA	Removal certain comparative information	Accruals accounting for grant income recognition	Activity reporting
Reserves	Tiered reporting	Legacies	Expenditure classification	Materiality
Impact Reporting	Sustainability reporting	Donated goods and services	Support costs	Financial and funds notes

We expect that the new SORP will see increased disclosure requirements in the Trustees' Report (most likely in respect of impact, reserves policies, and certain disclosures from the Charity Governance Code, including whether or not the charity has adopted the code), as well as other disclosures in the notes to the accounts (possibly regarding staff costs, and arithmetic calculation of reserves and reserves policies).

### 5.2 Environmental and Carbon Reporting

More and more charities are starting to report voluntarily on climate change and their carbon emissions, as well as what actions their organisations are taking in order to reduce their carbon footprint.

We are also seeing evidence that more and more funders are now requesting such information as part of funding applications.

The UK Government have also launched a Climate Hub requesting SMEs commit to net zero: <https://businessclimatehub.org/uk/>. It is possible that such a commitment may be required in the future in order to obtain government funding.

### 5.3 Cyber Security

A [recent survey](#) for the Department of Digital, Culture, Media, and Sport has revealed that over two thirds of high income charities (those with income above £500,000) recorded a cyber breach or attack.

In addition to the possible financial loss arising directly from a breach or attack, a charity may suffer reputational damage. It is therefore essential that charities are vigilant to the threat of cyber crime and have appropriate defence mechanisms in place.

The National Cyber Security Centre has produced guides for small and larger charities:

<https://www.ncsc.gov.uk/collection/charity>

<https://www.ncsc.gov.uk/collection/board-toolkit>

The guidance refers to the **Cyber Essentials** scheme. Cyber Essentials helps prevent the vast majority of cyber-attacks. Even a simple virus or piece of malware could result in loss of company and client data, disrupt your cash flow and take up staff time. An attack could also put off your customers, stop you trading and damage your hard-earned reputation. It could also be reported in the local media. Loss of data could breach the Data Protection Act and lead to fines or prosecution.

Having a Cyber Essentials badge will:

- Protect your organisation against common cyber threats
- Show your customers you take this issue seriously
- Enable you to bid for Government contracts.

*Since October 2014 Cyber Essentials has been mandatory for suppliers of Government contracts which involve handling personal information and providing some ICT products and services. Holding a Cyber Essentials badge enables you to bid for these contracts.*

#### 5.4 Digital resources

It is also essential that organisations ensure that they are fully compliant regarding their digital content. Free and valuable resource is available from The Media Trust: <https://mediatrust.org/communications-support/resource-hub/>

#### 5.5 Charity Governance Code

The Charity governance Code has been in use for several years. Adoption of the code is still considered to be relatively low, although many organisations are likely meeting requirements in the Code even if not being formally aware that they are.

A new free app has been launched to encourage charities to adopt the Code and become familiar with the Code's requirements. More information can be found at: <https://thegovernanceapp.org.uk/>

## 5.6 Charity Commission guidance updates

The Charity Commission regularly updates its guidance for changes within the sector. Recent changes to its guidance include:

1) ***When to change your charity structure***

<https://www.gov.uk/change-your-charity-structure>

2) ***How to make changes to your governing document***

<https://www.gov.uk/how-to-make-changes-to-your-charitys-governing-document>

3) ***How to merge and link charities***

<https://www.gov.uk/how-to-merge-charities>

4) ***The Essential Trustee***

*This is important guidance that the Charity Commission expects all Trustees to have read, which regards legal duties and best practice stewardship.*

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/377293/Consultation\\_The\\_essential\\_trustee.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/377293/Consultation_The_essential_trustee.pdf)

5) ***Safeguarding children and young people***

<https://www.gov.uk/government/publications/safeguarding-children-and-young-people/safeguarding-children-and-young-people>

6) ***Charities: how to protect vulnerable groups including children***

<https://www.gov.uk/guidance/charities-how-to-protect-vulnerable-groups-including-children>

7) ***Conflicts of interest: a guide for charity trustees***

<https://www.gov.uk/government/publications/conflicts-of-interest-a-guide-for-charity-trustees-cc29/conflicts-of-interest-a-guide-for-charity-trustees>

The Charity Commission have also launched various 5 minute guides that provide a valuable refresher to trustees and senior management on:

- Charity Trustees
- Purpose
- Finance
- Conflicts of Interest
- Decisions
- Support
- Safeguarding

## 5.7 Code of Fundraising Practice

Effective October 2019, the Code of Fundraising Practice as issued by the Fundraising Regulator has been revised. The changes are predominately presentational, with an aim of improving the clarity and accessibility of the guidance, and include:

- Consolidation of the former code, rulebooks and legal appendices so that all of the standards can be found in one code.
- Clearer navigation by restructuring the standards in to three parts so that users can clearly identify which standards apply depending on the type of fundraising they do.
- Clarification of where there are differences in law in England and Wales, Northern Ireland and Scotland.
- Transparent, jargon-free language.

<https://www.fundraisingregulator.org.uk/sites/default/files/2019-06/code-of-fundraising-practice-october-2019.pdf>

## 5.8 Hybrid working

Home working, and hybrid working, are becoming more and more popular, with more and more employers now offering this. It is important that employers remain fully aware of their responsibilities as well as compliant with HR and health and safety legislation. ACAS have produced some helpful guidance which can be found at: <https://www.acas.org.uk/hybrid-working>

## 5.9 Gift Aid

HMRC guidance on gift aid has been updated to reflect the requirements for information to be included on declarations. Going forward, every declaration should include:

- The donor's full name and home address
- The name of the charity
- Details of the specific gift or gifts to which the declaration relates
- Confirmation that the specified gifts are to be treated as gift aid donations

HMRC has also updated its guidance to confirm that where a person receives a refund owing to a cancelled event and decides to donate this refund to the charity, gift aid can be claimed on donation of this refunded provided that:

- The donor confirms that the cost of the ticket is to become a donation
- No benefit is received by the donor as a result of this donation
- A gift aid declaration is completed by the donor
- An audit trail is maintained by the charity including a copy of the agreement with the donor that the cost of the ticket is to become a donation

The charity does not have to refund the ticket price for the donor to re-donate – this can be a ‘paper’ transaction provided that the above conditions are still met.

From May 2021, loan waivers will now also qualify for gift aid.

Full guidance is available at: <https://www.gov.uk/government/publications/charities-detailed-guidance-notes/chapter-3-gift-aid>

### **5.10 National Insurance and Social Care Levy**

A temporary increase to national insurance contributions of 1.25% in respect of social care contributions will apply from 6 April 2022. This is expected to become a separate levy for payroll purposes from 6 April 2023.

### **5.11 VAT on digital advertising**

HMRC have clarified their interpretation of the VAT rules in respect of digital advertising and confirming that not all digital advertising qualifies for zero-rating.

HMRC have confirmed their interpretation is as follows:

- Natural hits – standard rated (not supplies of digital advertising)
- Pay-per-click adverts – zero-rated
- Direct placements on third party websites – zero-rated
- Social media and/or subscription websites – standard-rated
- Retargeting individuals who are revisiting a website – standard-rated.

**APPENDIX A – SPECIFIC REPRESENTATIONS**

1. We confirm that the related party relationships and transactions set out below are a complete list of such relationships and transactions and that we are not aware of any further related parties or transactions.

<b>Related Party</b>	<b>Relationship</b>	<b>Nature of transaction</b>
Radhike Dube	Trustee	None
Felicity Helen Gillespie	Trustee	None
Jocelyn James	Trustee	None
Andrew Levitt	Trustee	None
Sir Harvey McGrath	Trustee	None
John Storey	Trustee	Donations
Sir David Verey	Trustee	Donations
Nicholas Wilkie	Trustee (resigned 3 December 21)	None
Julie Howarth	Trustee (appointed 4 October 21)	None
Stefan Bollinger	Trustee (appointed 18 August 2022)	None
Juliet Hughes-Hallett	Trustee (appointed 20 July)	None

	2022)	
Elizabeth Humphreys	Trustee (appointed 4 February 2022)	None
Carlos Husbands	Trustee (appointed 20 July 2022)	None
Vasco Litchfield	Trustee (appointed 18 August 2022)	None
Farial Missi	Trustee (appointed 29 March 2022)	None
Chris Wright	Trustee (appointed 20 July 2022)	None
British Council	Trustee in common - Sir David John Verey	None
Articheck Ltd	Director in common - Sir David John Verey	None
The Friends of Leighton House	Trustee in common - Sir David John Verey. Emma Verey also a Trustee	None
4All - Building Community in West Dulwich Parent Infant Foundation Clucas and Holmes Ltd	Trustee/director in common – Nicholas Wilkie	None



Money Advice Trust	Spouse of Nicholas Wilkie is a Trustee	None
Sutton Trust Big Society Capital Impact Investing Institute Advisory Board Cambridge University Campaign Board New Philanthropy Capital Funding London Eximware Inc Duke Street Bio Ltd	Trustee in common - Sir Harvey McGrath	None
We Belong Greater London Volunteering	Trustee in common - Jocelyn James	None
Capital City College Group	Trustee in common - Amelia Sussman	None
Bridges Fund Management	Andrew Levitt is a partner	Loans via Bridges Social Impact Bond Fund
Becauze CIC	Director in common - Carlos Husbands	None
Louisa Mitchell	Key management personnel	Employee Remuneration

Joe Prendiville	Key management personnel	Employee Remuneration
Alexia Phillips	Key management personnel (to Oct-22)	Employee Remuneration
Jennifer Hoyle	Key management personnel	Employee Remuneration
Andrew Berwick	Key management personnel (from Sept-21)	Employee Remuneration (from Sept-21)
Esiri Lawrence	Key management personnel (from Mar-22)	Employee Remuneration (from Mar-22)

We confirm that we are aware that a related party of the Charity is a person or organisation which either (directly or indirectly) controls, has joint control of, or significantly influences the Charity or vice versa and as a result will include:- members (as a guide those with more than 20% of voting rights), trustees, other key management, close family and the other business interests of the same defined parties.

2. We confirm the following specific representations made to you:-

- *None*