

# ALLKIND MENTAL HEALTH AND WELLBEING

England & Wales · Charity number 292708

## Details

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**Other names** BRENT, WANDSWORTH AND WESTMINSTER MIND, WANDSWORTH AND WESTMINSTER MIND, WESTMINSTER ASSOCIATION FOR MENTAL HEALTH, WESTMINSTER MIND, West Central London MIND, ALLKIND MENTAL HEALTH AND WELLBEING

**Status** Registered

**Legal form** Charitable company

**Company number** [01796928](#)

**Registered** 1985-10-11

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** 23 Monck Street  
London  
SW1P 2AE

**Phone** 02072598100

**Email** [admin@bwwmind.org.uk](mailto:admin@bwwmind.org.uk)

**Website** [www.bwwmind.org.uk](http://www.bwwmind.org.uk)

## Activities

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**Objects:** TO PROMOTE THE PRESERVATION AND THE SAFEGUARDING OF MENTAL HEALTH AND THE RELIEF AND REHABILITATION OF PERSONS SUFFERING FROM MENTAL DISORDER OR DISABILITY OR CONDITIONS OF EMOTIONAL OR MENTAL DISTRESS REQUIRING ADVICE OR TREATMENT.

**Activities:** Housing, community services, arts projects, counselling, befriending, peer-lead recovery, volunteering

## Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Disability, Accommodation/housing
- **Who:** People With Disabilities, Other Defined Groups

## Geography

- **Area of benefit:** THE CITY OF WESTMINSTER
- Brent
- City Of Westminster
- Wandsworth

## Finances

| Period end | Income     | Expenditure | Assets     | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-03-31 | £7,709,745 | £6,056,212  | £3,988,477 | 143       |
| 2024-03-31 | £4,617,098 | £4,912,183  | £2,334,944 | 121       |
| 2023-03-31 | £3,914,259 | £4,245,903  | £2,630,029 | 117       |
| 2022-03-31 | £5,100,677 | £5,191,844  | £2,961,673 | 126       |
| 2021-03-31 | £5,226,914 | £4,642,816  | £3,052,840 | 116       |

## Trustees

| Name                              | Role | Appointed  |
|-----------------------------------|------|------------|
| Dr Gail Alexandra Wingham         |      | 2017-03-14 |
| JONATHAN ANTHONY LAWLOR           |      | 2015-04-01 |
| James Newman                      |      | 2020-03-18 |
| Robert Francis Wilson Porter      |      | 2024-06-26 |
| Rosalind Frances Elizabeth Farrer |      | 2017-03-14 |
| SUE WILLIAMSON                    |      | 2015-04-01 |
| Thomas James Fitzgerald           |      | 2017-10-25 |

**ALLKIND MENTAL HEALTH AND WELLBEING**

England & Wales - Charity number 292708

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# Accounts

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Company Registered Number: 01796928  
Charity Registered Number: 292708

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
(A Company Limited by Guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**CONTENTS**

---

|                                                                                       | Page    |
|---------------------------------------------------------------------------------------|---------|
| <b>Reference and Administrative Details of the Charity, its Trustees and Advisers</b> | 1 - 2   |
| <b>Trustees' Report</b>                                                               | 3 - 27  |
| <b>Statement of Trustees' Responsibilities</b>                                        | 28      |
| <b>Independent Auditor's Report on the Financial Statements</b>                       | 29 - 32 |
| <b>Statement of Financial Activities</b>                                              | 33      |
| <b>Balance Sheet</b>                                                                  | 34      |
| <b>Statement of Cash Flows</b>                                                        | 35      |
| <b>Notes to the Financial Statements</b>                                              | 36 - 61 |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Trustees** Sue Williamson, Chair  
Rosie Farrer, Vice Chair  
Jonathan Lawlor, Treasurer  
Gail Wingham  
Thomas Fitzgerald  
Gavin McCabe  
Darren Woolley  
James Newham

**Company registered number** 01796928

**Charity registered number** 292708

**Registered office** 23 Monck Street  
London  
SW1P 2AE

**Chief executive officer** Simon Thompson

**Independent auditor** MHA  
Statutory Auditor  
6th Floor  
2 London Wall Place  
London, United Kingdom  
EC2Y 5AU

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Bankers**                      Royal Bank of Scotland  
London  
W9 3QR

Santander  
Bridle Road  
Bootle  
Merseyside  
G1R 0AA

**Solicitors**                      Druces LLP  
Salisbury House  
London Wall  
London  
EC2M 5PS

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Table of Contents**

|                                                                 |           |
|-----------------------------------------------------------------|-----------|
| <b>AIMS, OBJECTIVES AND ACTIVITIES</b> .....                    | <b>5</b>  |
| Our Strategic Context 2024 .....                                | 5         |
| About us.....                                                   | 6         |
| Our Mission.....                                                | 6         |
| Our Objectives.....                                             | 6         |
| Our Values.....                                                 | 6         |
| Who we support.....                                             | 7         |
| <b>STRUCTURE, GOVERNANCE AND MANAGEMENT</b> .....               | <b>7</b>  |
| Organisational Structure.....                                   | 7         |
| Members.....                                                    | 8         |
| Recruitment and Appointment of Trustees.....                    | 8         |
| Trustee Induction and Training.....                             | 8         |
| Remuneration Policy for Key Management Personnel.....           | 9         |
| Principal Risks and Uncertainties .....                         | 9         |
| <b>ACTIVITIES AND PERFORMANCES IN 2023/24</b> .....             | <b>11</b> |
| Volunteer Support for our Charitable Activities .....           | 11        |
| Adult Services.....                                             | 12        |
| Talking Therapies (formerly IAPT) in Westminster.....           | 12        |
| London South Bank University Counselling .....                  | 12        |
| Supported Self-help.....                                        | 12        |
| RISE Private Counselling Service .....                          | 12        |
| Suicide Prevention and Bereavement Initiatives .....            | 13        |
| Westminster Community Hub (Community Wellbeing Programme) ..... | 13        |
| Portugal Prints .....                                           | 14        |
| Community Befriending .....                                     | 14        |
| Housing Management .....                                        | 14        |
| Floating Support .....                                          | 15        |
| Wandsworth Hub .....                                            | 15        |
| Active Wellbeing .....                                          | 15        |
| In-Reach Peer Support.....                                      | 16        |
| SMI Health Engagement Outreach Programme.....                   | 16        |
| Children & Young People (CYP) Services .....                    | 16        |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

|                                            |           |
|--------------------------------------------|-----------|
| Mental Health Support Team (MHST).....     | 16        |
| Mental Health Youth Workers Service.....   | 17        |
| Be Kind to Your Mind.....                  | 17        |
| SEND in Mind .....                         | 17        |
| Other Trading Activities .....             | 18        |
| Mental Health Training .....               | 18        |
| Total no. supported 2023/24 (Summary)..... | 19        |
| Central Services .....                     | 20        |
| Business Development.....                  | 20        |
| Fundraising .....                          | 21        |
| Communications .....                       | 21        |
| Future Plans .....                         | 22        |
| <b>FINANCIAL REVIEW .....</b>              | <b>23</b> |
| Treasurer Statement.....                   | 23        |
| Reserves Policy and Liquidity.....         | 25        |
| Public Benefit Statement .....             | 26        |
| Going Concern.....                         | 26        |
| Principal Funding.....                     | 26        |
| Preparation of the Report.....             | 27        |

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2024. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company'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 Republic of Ireland (FRS 102).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

**AIMS, OBJECTIVES AND ACTIVITIES**

**Our Strategic Context 2024**

Throughout this financial year, Brent, Wandsworth, and Westminster Mind has continuously pursued growth and transformation, maintaining resilience and adaptability across all facets of our operations. We have met and exceeded service delivery outcomes, driven by the exceptional leadership of our clinical and managerial teams. Our diverse portfolio comprises over 40 contracts, supporting more than 20,000 people annually.

We celebrated several milestones. We invested in a modern space for our clinical services and unveiled a brand-new community hub at Great Western Studios. Our team received an excellence award in the category of 'Workforce, Volunteers, and Culture' from National Mind and a silver accreditation from Investors in People, recognising three key pillars of our culture: a foundation of trust and autonomy, collaboration and inclusivity, and an unwavering commitment to continuous improvement. Additionally, we were finalists in the Kensington, Chelsea, and Westminster Business Awards for Best Charity/Social Enterprise Contribution to the Community. Our accomplishments reflect our ongoing commitment to making a positive impact across our organisation and in the community.

In response to evolving market dynamics and organisational goals, our leadership team systematically reviewed and refined governance structures to ensure greater agility and strategic positioning. We evaluated opportunities, ensuring alignment with our goals, and explored collaborations and mergers to enhance our services and capabilities.

Despite facing delays in commissions and challenges in specific operational areas, our financial outlook remains strong. We prioritised the wellbeing of our staff by awarding the largest pay rise in the organisation's history. While this decision may have contributed to temporary financial strain, it was essential to motivate our team and boost productivity, ensuring long-term financial stability and success.

As we prepare for future growth within a challenging sector, we continue to strengthen our profile and forge robust relationships across the healthcare landscape. We remain committed to being a dynamic, community-based charity, working towards excellence and innovation in all our endeavours. Our primary goal remains unchanged: to ensure individuals in Brent, Wandsworth, and Westminster can access the support they need for healthier, more fulfilling lives.

Highlighted among our service achievements are significant advancements in our Children and Young People sector, experiencing notable growth through new service transfers and successful bid wins. Similarly, our Adult Services have expanded, offering innovative projects that reflect our commitment to user-centred approaches. We are paving the way for future service delivery enhancements.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**About us**

We're a leading community-based organisation dedicated to providing outstanding mental health support and clinical interventions across London. Our experienced clinically-led teams are focused on directly addressing a range of mental health needs in our communities. We combine innovative solutions with decades of local community knowledge to empower people to **live the life they choose**.

**Our Mission**

Our mission is to ensure nobody in our local community faces a mental health concern alone.

**Our Objectives**

- Provide support services for people in Brent, Wandsworth, and Westminster who are living with mental health challenges.
- Expand and enhance our clinical offerings to meet the increasing demand for mental health support and ensure comprehensive care for our service users.
- Collaborate with more organisations, including community groups, healthcare providers, and government agencies, to broaden the reach and impact of our services.
- Maintain momentum in organisational development as the charity expands, ensuring sustainability through strategic planning, resource management, and risk assessment.
- Offer enhanced support, resources, and opportunities for professional development and wellbeing to our workforce, fostering a positive and productive work environment.

**Our Values**

**OPEN** We're inclusive, accessible, community-focused and open to change.

**EXPERIENCED** Our teams bring knowledge, expertise, and lived experience. They capture reliability, history, and professionalism – both individually and as a collective.

**UNSTOPPABLE** Our mindset is active, change-focused, and forward-thinking. Whilst also showing us as the change makers, campaigners, and activists that we are.

**TOGETHER** We walk alongside the people we support. We're here to fight for everybody's mental health.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Who we support**

- **Residents across Brent, Wandsworth and Westminster:** Our services are grounded in transparency and clinical insight, empowering people to actively co-produce their care plans. We proudly celebrate and recognise the diversity within our communities, with a focus on providing peer-led services.
- **NHS:** We consistently achieve excellent outcomes, relying on data-driven, evidence-based services. We address local healthcare challenges and relieve pressure on the NHS workforce to ensure the delivery of high quality care.
- **Local Authority:** Our passionate and skilled workforce, equipped with local knowledge, enable us to deliver solutions tailored to the unique needs of our communities.
- **Corporate Partners:** We guide and support companies in prioritising mental health prevention and enhancing overall employee wellbeing, leading to sustainable long-term savings.
- **Our People:** With a flat structure that values every voice and a learning culture, we take pride in having market-leading staff retention.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Brent, Wandsworth and Westminster Mind is a company limited by guarantee incorporated on 2 March 1984 and registered as a charity on 11 October 1985. The original charitable company was established under a memorandum of association, setting out the objects and powers of the charitable company which is governed under its articles of association. Our constitution was reviewed and updated according to best practice and current regulatory and legal compliance and the new and revised Articles of Association were approved by the Trustees of Brent, Wandsworth and Westminster Mind in July 2017.

**Organisational Structure**

Brent, Wandsworth and Westminster Mind have a Board of Trustees who meet bi-monthly and are responsible for the strategic direction and policy of the Charity. Trustee development is key to the role and the Board has strong representation across service users, finance, governance and clinical services.

There are 3 formal subcommittees of the Board:

- Finance and Services Committee
- Strategy and Growth Committee
- Quality and Performance Committee

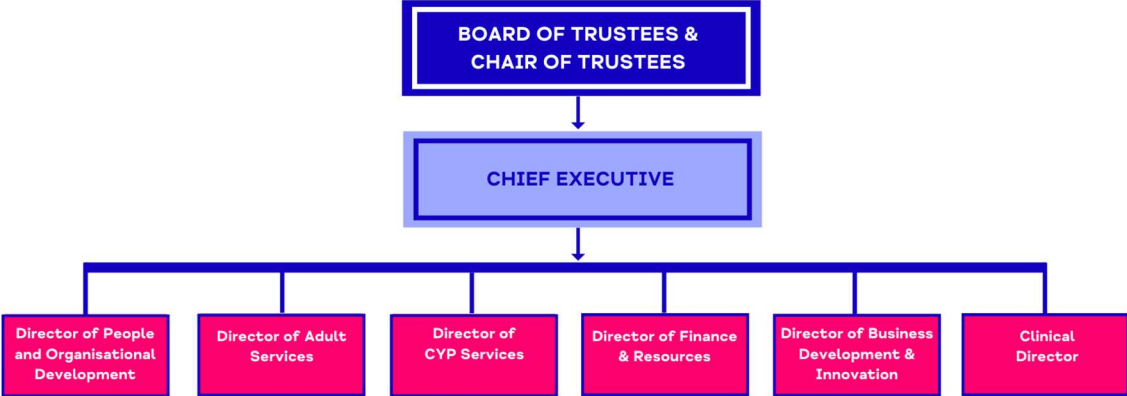
The addition of these subcommittees enhances the existing strong governance and enables attention, scrutiny and focus as the charity continues to grow and develop. It also enables all Trustees to play a lively and active part in the safety, compliance and innovation aligned with its core agenda.

We continuously review our governance, the quality of our services, our people and ourselves. We have continued to focus on a deep analysis of our performance and did this against the Charity Governance Code which was formally adopted by the Board as a driver to apply recommended best practices. The Board of Trustees, together with the Senior Management Team (SMT) held an away day to review the performance and that of the SMT. We continue to have confidence in the quality of the people in the post and the processes in situ.

A scheme of delegation is in place and the day-to-day responsibility for the provision of the Charity's services rests with the SMT, consisting of the Chief Executive (CEO) along with their Director team:

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The CEO is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The operational management and clinical leads have responsibility for the day-to-day operational management of the services and individual supervision of the staff team. Changes over the last year include:

- In July 2023 - Director of Business Development and Innovation was appointed

**Members**

The Members of the Board who served during the year and up to the date of this report are listed on page 1. All Members of the Board are Members of the Charity and guarantee to contribute to the assets of the Charity in the event of it being wound up, such amounts as may be required, not exceeding £1, either as Members of the Charity or within twelve months of leaving membership. The total number of such guarantees on 31 March 2024 was 8. Members of the Board are Members of the Charity, but this entitles them only to voting rights.

**Recruitment and Appointment of Trustees**

Once the ideal skill experience profile has been identified, the vacancy is advertised on the Mind in Brent, Wandsworth & Westminster Website and social media platforms. Alternatively, we make direct approaches to professional bodies and other voluntary organisations. Preference is given to these approaches as opposed to personal contacts as the intention is to promote diversity and avoid conflicts of interest. The Charity seeks to ensure diversity in its Board of Trustees and consideration is given to ways in which groups that are underrepresented might be reached and encouraged to apply. People enquiring to become Trustees are sent appropriate documentation about the charity and the role of a Trustee including a Trustee 'Job Description' and are asked to complete an application form. Application forms are considered, and a vote is taken at the following Board meeting, following the procedure for appointing Trustees detailed in the governing document.

**Trustee Induction and Training**

All new Trustees participate in an induction workshop with the SMT and are provided with core governance documents on the role and responsibilities of a Trustee. Ongoing training is through an annual facilitated strategy workshop and access to topical events of relevance to the Trustee role. Trustees who do not have a financial background, have had several training events with finance to ensure an enhanced understanding of the financial budgeting and viability of the Charity.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The annual strategy workshop addresses a Trustee skill review, identifying any training or development needs. All Trustees receive quarterly briefings on the services provided by Brent, Wandsworth and Westminster Mind and have the opportunity to visit services and participate in groups for service improvement and development.

The Charity has embarked on a new and exciting journey of offering more services to our beneficiaries. Through the Charity's governance structures and skills, assessment of Board Members, identification of new talent and skill were identified, and individuals were specifically sought out to enhance the Board of Trustees. The Charity has also adopted the Charity Commission Governance Code as a tool to support continuous improvement. Openness, Accountability and Diversity remained key areas of focus and improvement. This has enhanced our service user's representation and skills in corporate governance, communications and marketing and property management. These areas together with the existing competencies provide continued sound performance and quality controls for moving forward.

Trustees receive regular briefings and presentations from service areas, which enables them to be fully aware and engaged with the services we run and the opportunities and challenges they experience. This then informs key decision-making, based on CEO recommendations, such as additional investment or change in direction. Briefings also enable Trustees to advise, from a strategic viewpoint, using their specialist areas of expertise, including service user experience, communications and organisational development. This informs key decision-making, which allows them to have strong governance and insight into the organisation.

#### **Trustees' Indemnities**

Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Charity. The cost of this insurance in the year has been included within total insurance costs.

#### **Remuneration Policy for Key Management Personnel**

The Trustees consider that the Board of Trustees and the SMT comprise the Key Management Personnel of the Charity. All Trustees give their time freely, and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in notes to the accounts. The Charity's SMT are all paid according to a published scale of grades (or spot salaries) unique to Brent, Wandsworth, and Westminster Mind. Any increases to these published grades are externally benchmarked and approved by the Board.

This year, a pay increase was awarded, including cost of living adjustments and salary realignments services to align with NHS banding, along with performance-related pay increases. This decision was part of our annual review of the existing pay scales within the organisation, where several criteria were considered. These included the Charity's financial stability and primary income streams, trends in pay increases within the voluntary sector and similar-sized organisations, and current national average pay increases. The Charity's financial performance and health remain the key determinants in any remuneration progression, ensuring that any uplift is both sustainable and aligned with industry standards.

#### **Principal Risks and Uncertainties**

The risk register includes a list of actions to be taken to manage the principal risks the Charity faces. As requested by the Board, the SMT reviews the register each month, and it is included as a permanent item at Board meetings.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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As the pandemic has receded over the last couple of years, we are beginning to see the medium-term effects of this global event. Much of this includes changes to normal working practices, an NHS recovering from two years of intense pressure on staff and budgets, and a world where people and organisations have taken this as an opportunity to re-evaluate their contributions and overall systems.

It has also become very clear that the main risk we currently face is financial, with massive uncertainties and shifts around the war in Ukraine, the Israel-Hamas war, Brexit, fuel prices, and businesses collapsing or contracting after the pandemic. We expect the financial crisis will force difficult decisions for our commissioning partners, as well as increase health inequalities for the people we support. In this context, local authority funding has become increasingly precarious, with potential cuts threatening the sustainability of key services. This uncertainty requires vigilant financial planning and continued advocacy to secure the resources required to support our mission.

**The Charity identifies the following key risks:**

- The potential impact of the financial crisis on the Charity's income, staff well-being, and the community at large
- Challenges in recruiting suitably qualified staff to enable us to deliver contracts and maintain our high levels of quality
- Maintaining staff cohesion and organisational mission across a team where hybrid working is more prevalent
- Working with people who present a greater level of complexity and need at a time when many mental health services are both changing and reducing
- Cuts to public funding in health and social care require greater efficiencies in how services are delivered
- Late payment on commissioned contracts during a period of significant change within the health and social care landscape
- Loss of major contracts as a consequence of competition and or changes to the commissioning landscape
- Change in funding landscape within Local Authorities and NHS
- Managing our capital assets for optimum financial benefits for the Charity
- Cyber-attack/hacks, financial and reputational risks and effects on business continuity
- Any safeguarding risks to our beneficiaries
- Increased inflation and pressure to increase salaries which will cause strain on existing and future budgets
- Global political instability can have indirect effects on the charity's operations and funding
- New laws or changes to existing regulations affecting charities, healthcare, or employment could impact operations and compliance requirements
- The need to keep up with rapidly changing technology and the costs associated with implementing new systems or training staff
- Risk of decreased donations due to economic pressures or donor fatigue
- Ensuring compliance with data protection regulations and managing risks associated with data breaches or misuse of personal information
- Changing needs and expectations of beneficiaries, requiring continuous adaptation and potential reallocation of resources

**To mitigate these risks, we have:**

- A Business Plan, set annually from a three-year strategic plan and routinely monitored at the Board level and scrutinised through the Strategy and growth committee
- Regular service quality reviews to further ensure safeguarding, a duty of care, legislative compliance and service outcomes
- The regular review and implementation of written procedures, for example, financial procedures, HR policies and procedures

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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- Investment in staff training and development
- Dedication to enhancing our workforce with 'Investors in People'
- A framework to address the health, safety and security of staff and clients
- Staff care and support, with a focus on wellbeing and vehicles to support staff cohesion, including flexible working to enable, reduced travel time and cost, work-life balance and support retention
- Reviewed our premises to improve community facilities
- Embedded changes in working practice to enable staff safety and creative working solutions, and make more efficient use of our estates
- Invested in Business Development, with a focus on streamlined processes and increased activity
- Built external relationships with corporate companies to build additional income streams and social value
- Ensured that delivery is aligned with the strategic health and social care priorities in each borough
- Taken a proactive approach in communication with commissioners and preparation for potential tenders
- Undertaken a review of our staffing structure to provide a consolidated approach to delivery that makes the best use of resources and creative solutions
- Increased focus on our Marketing and Communications to increase our profile in a competitive marketplace
- Continued to meet the needs of the people we support, adhering to safeguarding policies and procedures and working in partnership to address the full spectrum of mental health problems
- Refined our bidding process, exploring partnerships and working with external consultants
- Engaged specialist premises and legal expertise to manage our property assets
- To reduce the financial strain on budgets, we find creative working solutions, have transparent conversations with commissioners and identify new ways to attract and retain talented staff.
- Enhanced data protection measures to comply with GDPR and other relevant data privacy regulations
- Conducted regular audits to ensure financial resilience and transparency
- Leveraged digital tools and data analytics to improve service delivery and operational efficiency
- Invested in resource to improve Organisational Development and promoted mental health awareness and support programmes for staff to ensure their well-being and resilience

**ACTIVITIES AND PERFORMANCES IN 2023/24**

**Volunteer Support for our Charitable Activities**

Brent, Wandsworth and Westminster Mind is supported by volunteers, which enables the Charity to achieve far more for beneficiaries.

In 2023/24 this essential contribution included:

- Providing warm and welcoming reception services at all locations
- Providing support with administration and service delivery on key community programmes
- Sharing lived experience and increasing well-being through peer coaching
- Facilitating meaningful activities in the community and our wellbeing hubs
- Assisting in the organisation of therapeutic activities, such as arts and crafts, music therapy, and ecotherapy
- Engaging in client involvement and consultation activities
- Collaborating in fundraising efforts to support our vital work
- Ensuring the inclusion of individuals with lived experience on our Board of Trustees to guide our strategic direction
- Creating and maintaining safe spaces for support groups and peer-led initiatives
- Supporting outreach programmes to engage with hard-to-reach communities

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Adult Services £2,549,774**

**Talking Therapies (formerly IAPT) in Westminster**

- **Description:** This is a fully NICE-compliant service in Westminster, offered in partnership with CNWL NHS Trust and HealthShare. It provides a blended approach to treatment, delivering face-to-face, telephone, and video support for people experiencing common mental health problems such as mild to moderate depression and anxiety.
- **Impact:**
  - Provided 9,255 booked appointments, offering treatment to 782 individuals over the past year, achieving a 50% recovery rate that meets NHS targets and aligns with the average recovery rate of 49.9%
  - Consistently met waiting time requirements for assessment and treatment
  - Achieved a Did Not Attend (DNA) average rate of 5%, half of the 10% target
  - Waiting times were well within national targets, with 98% of service users waiting less than 6 weeks for their first appointment, and 100% waiting less than 18 weeks to start counselling. These figures surpass the national Talking Therapies waiting time targets of 75% and 95%, respectively.
  - Guaranteed operational continuation with a contract running until March 2025, including a 3% increase in contractual value from 2023-24

**London South Bank University Counselling**

- **Description:** This was a student counselling service at LSBU University. It ended in June 2023 following an unsuccessful bid.
- **Impact:** Over six years, the service delivered integrative talking therapies that supported over 900 young people, with a total of 7,664 delivery hours.

**Supported Self-help**

- **Description:** A free, 6-week guided programme launched in October 2023, funded by National Mind. The service offers a six-week guided CBT programme for adults experiencing mild-to-moderate mental health problems. It is delivered by practitioners over the phone, who are trained to support people through one of eight pathways. This is a tier one intervention as part of the stepped care model in England and is in line with National Institute of Health and Care Excellence (NICE) guidelines for guided self-help.
- **Impact:**
  - Delivered 300 sessions to over 153 people
  - The wider service has impressive outcomes, with 84% of people reporting an improvement in feelings of anxiety and 85% reporting an improvement in feelings of depression.

**RISE Private Counselling Service**

- **Description:** In late 2023, BWW Mind introduced a private counselling and psychotherapy service with a sliding scale fee structure, aimed at extending counselling and psychotherapy to a broader audience. It is available to residents of Brent, Wandsworth, Westminster, and neighbouring boroughs who do not meet the criteria for free counselling. The service was soft-launched in November 2023 and is currently undergoing continuous monitoring.
- **Impact:**
  - Following successful outcomes, there are discussions around collaboration with Wembley Ark to provide resident counselling.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Suicide Prevention and Bereavement Initiatives**

- **Description:** Free-of-charge sessions are offered to any organisation working or living in the South West of London. These sessions aim to up-skill communities, healthcare providers, school staff, and voluntary sector partners in suicide-related issues.
- **Impact:**
  - Engaged 914 people in the past year through workshops with 28 organisations, including schools, youth agencies, businesses, and public settings. The service continued to work with long-term partners such as Kingston University, Croydon BME Forum, Evolve Housing, and Richmond CVS
  - Achieved the milestone of training 14 Prevention Champions last year
- **Testimonial:**
  - In July 2023, Micheal lost his brother, Jack, to suicide, plunging him into a world consumed by guilt and unanswered questions. He described his grief as 'on steroids', shattering his whole world. The Suicide Bereavement Service provided immediate support, and Micheal formed a lasting bond with his Bereavement Officer that continues to this day, "there are not many people who will stand with you in the dark, but the immediacy of the service is beyond the offer of any other."
- **Bereavement Support:** The North West London bereavement service underwent a procurement exercise in April, which is still ongoing. The South West London Bereavement and Prevention services, which include a bereavement counselling offer, are contracted until June 2024, and discussions are ongoing.

**Westminster Community Hub (Community Wellbeing Programme)**

- **Description:** The community wellbeing programme runs a range of groups that enhance mental health, build confidence, and reduce isolation in adults aged 18+ who have been affected by mental health challenges. New referrals have been steadily increasing throughout the year, showcasing both the popularity of the programme within the local community and the strength of the referral pathways.
- **Impact:**
  - 173 individuals registered, with 123 actively participating
  - 16 groups/workshops currently running
  - 73% reported improvements in their mental health and wellbeing
  - 73% reported improvements in their physical health and wellbeing
  - 77% reported improvements in their sense of social connectedness and belonging
  - 75% reported improvements in how confident they feel
  - 64% reported feeling more engaged in meaningful activity
  - 89% reported improved skills, knowledge, and understanding in a range of subjects
  - Throughout the year, the service developed partnerships with other local organisations, including Step Changes Studios, Wondering Minds, Write London, Morgan Sindall, The Royal Parks, Look Ahead, The London Zoo, Marylebone Cricket Club, Everyone Active, British Land, Bentall Green Oak, Platform, and London Southbank University.
- **Testimonials:**
  - "Words can't describe how grateful I am. My life has changed for the better."
  - "It's a really safe space. It had helped me to be more trusting of people and bond with others. I have had my confidence knocked in the community, but this really helps me to deal with setbacks. It gives me a bit of self-esteem back."
  - "The project has helped me feel that there are some positive things in this life."

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Portugal Prints**

- **Description:** Portugal Prints is a creative arts programme that helps people create meaning beyond mental health services. This project offers long-term practical, emotional, and social support. The programme includes art sessions, gallery visits, one-to-one mentoring, and development opportunities to encourage self-expression, build resilience, and nurture meaningful relationships.
- **Impact:**
  - Facilitated over 400 studio sessions, showcasing the talents of 44 artists
  - Established partnerships with prestigious institutions, including the National Portrait Gallery, Royal Parks, Westminster Adult Education Service (WAES), Royal Academy of Arts, Roehampton University, and the Knowledge Transfer Partnership (KTP)
  - The service has a partnership project with Roehampton University and the Knowledge Transfer Partnership (KTP), aiming to conduct a comprehensive evaluation of the Portugal Prints project. This strategic initiative positions us to drive innovation, ensuring the project's future success and sustainability. The insights gathered during this period will serve as a robust evidence base, shaping the development of service options that will not only be marketed but also licensed.

**Community Befriending**

- **Description:** The service offers support with basic household tasks such as shopping, cooking, help attending appointments, going to the gym or other leisure activities, or simply going for a coffee and a chat. This service is primarily funded by Westminster City Council through the personal budgets of service users. Those not eligible for a personal budget cover the costs independently. By nurturing social and community networks, the service fosters a sense of belonging and well-being, empowering individuals to lead fulfilling lives beyond support services.
- **Impact:**
  - The service actively supported 56 people.
  - A total of 6,255 service hours were dedicated to clients in 2023/24, ensuring they received the necessary care and attention.
  - Over the past 12 months, there have been 19 new referrals to the service.
  - 75% reported improved mental health and overall wellbeing
  - 67% experienced increased social engagement
  - 71% gained enhanced self-confidence
  - 69% reported improved independent living skills

**Housing Management**

- **Description:** A housing management service operating in supported housing schemes of social landlords across the boroughs of Brent, Wandsworth, and Westminster. The service manages a diverse portfolio of properties with the aim of ensuring every person lives in a safe and comfortable home.
- **Impact:**
  - 100% service utilisation across three boroughs, surpassing the target of 90%

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Floating Support**

- **Description:** A short-term service that supports people in developing the skills needed to live independently. It offers assistance with welfare benefits, tenancy management, and homelessness prevention, aiming to enhance the quality of life. The service helps develop daily living skills, improve social networks and relationships, encourage community and leisure engagement, and provide access to employment and training services. Additionally, it offers signposting and referrals to relevant professionals and community organisations.
- **Impact:**
  - Worked with a total of 213 service users in Wandsworth
- **Testimonial:**
  - "My outlook has changed. I am involved in more activities in the community and I have a better outlook on life and society."

**Wandsworth Hub**

- **Description:** Based on Tooting High Street, this service offers a safe and supportive space for people living with moderate to high mental health needs. It provides opportunities to take part in activities or engage with services designed to improve wellbeing, build confidence, resilience, skills, connections, and independence.
- **Impact:**
  - The service delivered 80 sessions per month, amounting to an impressive 968 sessions per year. This level of consistent delivery showcases dedication to providing regular and accessible services to participants.
  - Out of the 43 people supported, 93% were actively involved over a 12-week period, highlighting strong engagement.
  - Demonstrated diverse demographic representation within the service user community, emphasising the effectiveness of the approach.
  - Showcased the active involvement of service users in the daily operations of the Wandsworth Wellbeing Hub, illustrating the effectiveness of a person-centred approach. With 2 service users working in the kitchen, 2 in reception, and 2 supporting group facilitation, it fosters a collaborative environment where service users have a direct impact on the services they receive.

**Active Wellbeing**

- **Description:** 1:1 physical activity support for individuals with a diagnosis of severe mental illness (SMI). BWW Mind's delivery of this service ended in January 2024 after several successful years as a sub-contractor.
- **Impact:** (April – December):
  - Delivered 462 sessions to over 40 people
  - Achieved a 99.4% attendance rate
  - 75% of service users achieved their short-term goals

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**In-Reach Peer Support**

- **Description:** Through lived experience, this service supports people in transitioning from inpatient living at Springfield Hospital to being discharged and becoming independent in the community. Since January 2022, it has been delivered by a SWL local Mind partnership. The current service is contracted to run until September 2024, with an evaluation currently underway to help determine future funding decisions..
- **Impact:**
  - Over 60 people have benefited from the service, with over 88% reporting a positive experience.

**SMI Health Engagement Outreach Programme**

- **Description:** The 12-month pilot project, which we delivered as Lead Contractor in collaboration with three Local Minds across SW London, spanned five boroughs. The service, with front line workers in Kingston, Richmond, Merton, Wandsworth, and Croydon, enabled people on the Serious Mental Illness (SMI) register to book and attend their annual health check. Funded by SWL NHS ICB, the pilot project ended in March 2024 with no further funding available.
- **Impact:**
  - Total number of people supported by the Health Engagement Team: 117
  - Total number of people who booked an Annual Health Check: 37
  - Total number of contacts made: 476

**Children & Young People (CYP) Services £1,891,779**

**Mental Health Support Team (MHST)**

- **Description:** The Mental Health Support Team (MHST) plays a crucial role in supporting the mental health and wellbeing of children and young people across 44 schools in Westminster. It offers evidence-based 1:1 and group interventions to young people and parents/guardians, aimed at supporting those experiencing mild to moderate mental health needs.
- **Impact:**
  - Practitioners supported 486 children, young people, and carers, delivering over 3,000 hours of clinical work.
  - Conducted 575 workshops, assemblies, parent coffee mornings, and training sessions, reaching 12,123 children and young people (CYP), over 1,000 parents and carers, and over 500 school staff members
  - Achieved an average waiting time of just 6.5 days from referral to triage and 9.5 days to full assessment, surpassing NHS targets
  - Over a third of children and young people showed reliable improvement in symptoms of low mood and anxiety, with significant recovery rates reported by the end of sessions.
  - 28% of children demonstrated improvements in emotional and behavioural difficulties, highlighting the impact of the interventions.
  - Nearly 60% of CYP and parents who completed interventions demonstrated reliable improvement on their goal-based outcomes.
  - Of those completing interventions, 63% were female and 37% were male, showing a more equal distribution compared to last year.
  - High satisfaction: 99% expressed satisfaction with the support received, emphasising the importance of feeling listened to and understood.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Mental Health Youth Workers Service**

- **Description:** Youth Workers provide preventative mental health support to young people in Westminster and Kensington & Chelsea Youth Clubs. They deliver mental health support to young people exposed to serious youth violence, educational disengagement, and economic hardship. By engaging with young people in the community in a non-statutory provision, they attract a demographic that might not otherwise seek mental health support.
- **Impact:**
  - Through 1:1 and group sessions, the service reached 950 young people, empowering them to manage distress and access support in their communities.
  - Successfully completed a bid for funding from London's Violence Reduction Unit to examine the impact of Interpersonal Therapy in improving communication difficulties and resolving conflict in relationships. Young people reported improved communication and conflict resolution skills. The tailored intervention spanned 6 weeks, with all participants completing the therapy and achieving significant, positive outcomes.

**Be Kind to Your Mind**

- **Description:** "Be Kind to Your Mind" delivers art therapy and psychoeducation to schools in the boroughs of Kensington & Chelsea and Westminster that do not have a Mental Health Support Team (MHST) provision.
- **Impact:**
  - Workshops with the Educational Psychology Department have engaged 2,688 children and young people, equipping them with valuable knowledge and understanding of mental health topics.
  - 77% of participants felt confident and well-informed about the topic after attending sessions, compared to 27% prior to the sessions.
  - 96% of participants reported an increase in knowledge following the workshops.
  - Delivered 233 art therapy sessions: 196 were one-to-one, and 37 were group sessions. These sessions provided a transformative space for self-expression and healing, with participants experiencing increased confidence and improved relationships with peers and family members.

**SEND in Mind**

- **Description:** The SEND in Mind service offers advice and information to empower and support parents/ carers and families of children with Special Educational Needs and/or disabilities (aged 0-19). The service offers 1:1 support and psychoeducational workshops, to help parents navigate challenges and access essential resources and benefits.
- **Impact:**
  - The service has supported 365 parents/carers
- **Testimonials:**
  - 'Without your help, I don't think I would be able to cope.'
  - 'Ever since you have been helping me, it has made an improvement in my life. Thank you so much'
  - 418 1:1 sessions with parents
  - 42 workshops have been attended by 265 parents
  - 43 parental applications for benefits and grants were successful
  - 25% of parents who attended workshops reported significant increase of their confidence and knowledge of who to ask for help.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Other Trading Activities £ 59,738**

**Mental Health Training**

- **Description:** Mental health training equips employees with the knowledge and skills to identify, understand, and address prevalent mental health challenges. The bespoke range of training options supports and improves wellbeing through one-hour workshops to two-day Mental Health First Aid courses. The training experts deliver sessions on a variety of subjects and work in proactive partnership with organisations to choose an appropriate programme that addresses the specific challenges and opportunities of their industry and workforce.
- **Impact:**
  - Total reach: 1,472 people through a combination of in-person and virtual sessions.
  - The training team collaborated with major construction companies like BentallGreenOak, Skanska, Erith, and Carreys at the 105 Victoria Street site. This partnership led to securing a £103,000 contract for a 3.5-year period. The mental health training tailored for on-site construction workers and office-based consultants received exceptional feedback in its inaugural year, significantly benefiting the construction workforce.
  - Expanded into the public sector, offering training to organisations such as the Home Office, Department of Education, HM Treasury, FCDO, Department of Levelling Up, and the Royal Borough of Kensington and Chelsea
  - Expanded the client base through partnerships with esteemed organisations such as Selfridges, Marriott, Raw Charging, and No. 1 Knightsbridge
  - Secured grants totalling £20,000 from the David Riddell Memorial CIO and Brent. These funds will facilitate mental health awareness sessions for secondary school students in Brent during the 2024-2025 academic year, strengthening our presence in the Brent community
  - By March 2024, the team secured £71,750 worth of bookings for the 2024-2025 period, demonstrating proactive planning and strong demand for our services.
  - The training offer underwent a comprehensive review of pricing structures and introduction of introductory offers, resulting in a notable increase in enquiries and bookings.
  - Collaborated closely with our Business Development Team to develop and implement a new marketing and sales strategy, expanding reach and visibility in the market
  - Expanded the training and consultancy portfolio by introducing five new bite-size workshops, addressing diverse needs and interests: "Tackling Loneliness," "Financial Wellbeing," "Supporting Yourself and Others," "Building Resilience and Thriving," and "Boundaries and Self-Care."
- **Evaluation data:**
  - 100% would recommend the session to others
  - 100% believed the trainer had a good understanding of the topic
  - 96% felt better equipped to support themselves and others
- **Testimonials:**
  - "So well presented, very good engagement with the group, very calm, well explained and educational workshop :) Really enjoy these workshops, looking forward to the next one."
  - "Great session. Trainer was knowledgeable and compassionate. Would recommend to others."
  - "I found the trainer well prepared, and confident in presenting such a sensitive subject in a respectful manner."

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
(A Company Limited by Guarantee)

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**Total no. supported 2023/24 (Summary)**

| <b>Adult</b>                                          |               |
|-------------------------------------------------------|---------------|
|                                                       | <b>PEOPLE</b> |
| TALKING THERAPIES - WESTMINSTER (IAPT)                | 782           |
| LSBU STUDENT COUNSELLING (END. JUNE 23)               | 88            |
| SUPPORTED SELF-HELP                                   | 153           |
| RISE (PRIVATE COUNSELLING SERVICE)                    | 13            |
| SUICIDE PREVENTION INITIATIVES                        | 914           |
| COMMUNITY WELLBEING PROGRAMME (INCL. PORTUGAL PRINTS) | 167           |
| COMMUNITY BEFRIENDING                                 | 56            |
| HOUSING MANAGEMENT                                    | 36            |
| FLOATING SUPPORT                                      | 213           |
| WANDSWORTH HUB                                        | 43            |
| ACTIVE WELLBEING                                      | 46            |
| IN-REACH PEER SUPPORT                                 | 45            |
| GP HEALTH ENGAGEMENT OUTREACH PROGRAMME               | 117           |
| <b>TOTAL ADULTS SUPPORTED</b>                         | <b>2520</b>   |
| <b>Children &amp; Young People (CYP)</b>              |               |
| MHST CYP 1:1 & GROUP SUPPORT                          | 486           |
| MHST CYP WORKSHOPS (WSA)                              | 12123         |
| MHST ADULT WORKSHOPS (WSA)                            | 1000          |
| STAFF WORKSHOPS (WSA)                                 | 500           |
| MENTAL HEALTH YOUTH WORKERS (YOUTH CLUBS)             | 950           |
| BE KIND TO YOUR MIND                                  | 2688          |
| SEND IN MIND                                          | 365           |
| <b>TOTAL CYP SUPPORTED</b>                            | <b>18112</b>  |
| <b>Mental Health Training</b>                         |               |
| NO. OF EMPLOYEES TRAINED                              | 1472          |
| <b>All</b>                                            |               |
| <b>TOTAL SUPPORTED:</b>                               | <b>22104</b>  |

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Central Services**

Central Services are essential to our organisation, empowering our team to deliver outstanding services to the community. Our approach involves maintaining a highly trained workforce, ensuring the integrity of our financial practices, and actively pursuing new opportunities for service expansion and fundraising. This enables us to provide a broader range of accessible services to our beneficiaries.

**Our Central Services include:**

- Business Development
- Finance
- People and Organisational Development (HR)
- Marketing
- Information and Communications Technology (ICT)
- Facilities Management
- Health and Safety
- Governance

Over the past year, we've bolstered the foundational systems and expertise required to support the charity's service delivery effectively.

**Business Development**

Much time has been dedicated to devising and implementing an infrastructure around business development, which will enable us to:

- Be agile to opportunities when they arise through a resource library of responses that can be reused and tweaked for new applications
- Plan for and be prepared and ready to tender for existing and new services
- Refer to our database containing all potential grant givers which align with our projects/services, to determine which grants we will apply for/when
- Understand who our competitors are and where the gaps are in mental health service provision
- Evaluate our submissions, ensuring that future submissions are constantly refined and improved
- Clearly monitor and view our current status and overall 'bigger picture' through a detailed tracker which lists every submission and considered opportunity
- In business development we submitted nine applications for funding in the period October 23- April 24: four tenders and five grant applications. Up to the end of March 2024, we were successful with two tenders and two grant applications. We are also still awaiting the outcomes of one tender and one grant application. This leaves one tender and two grant applications in which we were unsuccessful.
- Successful tenders were for the Wandsworth Peer Support service and the CYP mental health hubs in Westminster.
- The two successful grant applications will fund our brand-new project intended to raise awareness of mental health in secondary schools in Brent. Two schools are onboarded, and we are currently liaising with a third. This project is of particular importance because it gives us more of a footprint in Brent and will enable us to build relationships in the borough and raise awareness of who we are within the community.
- Our forward focus in business development is to strategically plan which applications we will submit, placing some emphasis on priorities. More resource in the team will be a key contributor. Large-scale NHS tenders will be the top priority followed by local funding opportunities where we will stand a better chance of winning than we will with national ones.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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### **Fundraising**

Growth in fundraising has realised financial results. Key areas of focus have been:

- Prospecting
- Setting up a CRM to track supporter journeys and ensure that we are recording and understanding who our target audience is within this arena
- Building the 'communications' around fundraising – web pages, printed materials, social media, assets and agreed protocols for targets and levels of support
- Building new and relationships in the community and creating meaningful stewardship to encourage an ongoing relationship
- Current projects and campaigns are engaging schools, sports associations and smaller independent businesses
- Challenge events and in memory donations are a future focus as well as engaging new corporates and businesses

### **Communications**

Focus this year has been on:

- Revising and redeveloping the website to improve content, navigation and aesthetics
- Demonstrating impact through service user case studies
- Carrying out an internal communications survey with staff which will shape the way that internal communications are managed in the future
- Growing social media followers through higher quality posts
- The introduction of an external newsletter
- The creation of more news articles
- The creation of more generic and service-related assets such as leaflets, brochures and flyers

### **Highlights and Achievements**

- **New Premises:** We established a new wellbeing hub at Great Western Studios, hosting our creative arts programmes and community groups.
- **Office Transformation:** Our Westminster base underwent a transformation into a clinical hub, primarily housing our Talking Therapies and office functions. This move enabled us to provide a broader choice of essential services to our community.
- **Strategic Focus:** Welcomed a Director of Business Development and Innovation to drive growth and competitiveness in our dynamic market landscape.
- **Training Enhancements:** Expanded staff training options through our versatile online platform.
- **Marketing and Communication:** Expanded the team, growing capacity to enable comprehensive brand management, targeted audience engagement, and seamless communication across diverse channels, enhancing our presence and impact in the market.
- **Staff Recruitment and Retention:** Strengthened recruitment and retention strategies to support organisational growth and sustainability. We received multiple awards for our culture, including silver accreditation from Investors in People, who recognised three key pillars of our culture: a foundation of trust and autonomy, collaboration and inclusivity, and an unwavering commitment to continuous improvement.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Future Plans**

- **Extend Services:** Reach more individuals affected by mental health issues across our target areas, ensuring accessibility and inclusivity for all demographics by expanding service offerings and implementing targeted outreach strategies.
- **Invest in Staff:** Prioritise investment in staff training, skill development, and organisational development initiatives to build capacity and capabilities for future growth and success. Offer tailored training programmes and resources to strengthen recruitment and retention efforts.
- **Wellbeing Initiatives:** Implement comprehensive wellbeing initiatives for staff.
- **Rebrand:** Increase team capacity in communications, redevelop the website, and scale up our presence on social media channels, including more video footage and a TikTok account. Prioritise a regular staff memo detailing news, successes, and opportunities, and spotlight communications on staff and services.
- **Youth Mental Health:** Increase our presence and impact in youth mental health by expanding children and young people's services across Westminster and Kensington & Chelsea. Establish partnerships with schools, youth organisations, and healthcare providers to become a leading partner in this crucial area.
- **Strategic Partnerships:** Further strengthen strategic partnerships with local community organisations, healthcare providers, and government agencies to leverage resources and collaborate on initiatives that comprehensively address the mental health needs of the community.
- **Marginalised Populations:** Create more opportunities for marginalised populations to access our services through targeted outreach efforts, community partnerships, and tailored service delivery approaches that address their unique needs.
- **Peer Support Networks:** Expand and strengthen our peer support networks within the community, empowering individuals to connect with others who have similar experiences, fostering mutual encouragement, and providing a platform for understanding and support.
- **Innovative Therapeutic Approaches:** Explore and implement innovative therapeutic approaches to support people living with mental health challenges.
- **Data Analysis Expertise:** Develop our expertise in data analysis to inform decision-making processes and enhance service delivery, utilising data-driven insights to improve outcomes and drive continuous improvement initiatives.
- **Research Collaboration:** Collaborate further with academic institutions and industry partners on research projects and pilot programmes, driving advancements in mental health care delivery and contributing to the broader knowledge base in the field.
- **Service User Empowerment:** Empower service users to participate in decision-making processes and co-design services through feedback mechanisms, focus groups, and advisory panels, ensuring that services are responsive to their needs and preferences, and fostering a sense of ownership and empowerment among service users.
- **Board of Trustees Evaluation:** Evaluate the effectiveness of the board of trustees in governance and strategic oversight, ensuring alignment with organisational goals and objectives.
- **Accreditations and Quality Standards:** Pursue additional accreditations and quality standards to demonstrate commitment to excellence and continuous improvement in service delivery.
- **Optimised Structure:** Ensure that the organisation's structure, processes, and resources are optimised to effectively deliver its mission and achieve its strategic objectives.
- **Service Expansion in Kensington and Chelsea:** A planned merger with Kensington and Chelsea Mind will significantly enhance our ability to meet expected ongoing changes to the mental health care and commissioning environment. This merger will expand our service offerings in the Royal Borough of Kensington and Chelsea, ensuring that we meet the specific needs of the local community and increase accessibility to mental health support.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**FINANCIAL REVIEW**

**Treasurer Statement**

Brent, Wandsworth and Westminster Mind has continued to move away from an historic reliance on supported housing services towards greater provision of clinical services. In the forthcoming year, a merger with Kensington and Chelsea Mind will significantly enhance our future ability to meet expected ongoing changes to the mental health care and commissioning environment. 2023/24 should, therefore, be seen as another year of transition containing related operational and financial challenges. Our firm ambition is to secure cash generative growth through high quality delivery and governance.

User experience and workforce remain key to this strategic delivery. We want to remain an employer of choice and a high-quality service provider of community based services so are always evaluating our strategic priorities.

Total income for 2023/24 rose 17% to £4.6m (22/23 : £3.9m). Within this total, NHS income grew 18% to £2.6m - being mainly due to the addition of new Wave 7 Children and Young people service which commenced in October 2023. We have since won two significant new contracts:

- The transfer of CYP services from Hammersmith, Fulham, Hounslow and Ealing Mind from 1st April 2024.
- Support of a Mental Health Hub Westminster for young people following tender submission to the Department of Health and Social Care.

Other in period revenue comprised supported housing £859k (22/23 £898k) and psychological therapies up by 3% to £809k. Trading activities generated revenues of £59k, down by £42k (41%) and investment income up from £5,340 to £51,085.

However, expenditure for the year increased 15% to £4.9m (22/23 £4.2m) with expenditure in charitable activities up 16% to £4.8m. Costs on raising funds of £68k were down by 15%. A key driver of overall cost growth was the rise in staff costs to £3.5m (+21%) mainly reflecting a cost-of-living increase award and the effects of transfer of staff for the new Children and Young People service which came on board in October 2023. The staff award was influenced by the Board's awareness of the importance of a strong retention strategy during our continued transformation and growth.

Going forward in light of the resultant net operating deficit for the year of £265k (22/23 £331k) we remain focused on securing a break even or better result in years to come. We note that at an underlying level, excluding one-off items detailed in the table below, the deficit was £214k vs £165k. While this deficit is significant it should also be noted that loss of supported people housing contracts in recent years has removed c£800k of operating surplus contributions.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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As a result of the losses sustained in 2023/24 Charity reserves declined by 11% to £2.3m ( £2.6m in 2023).

| <b>Deficit explained</b>              | 23/24    | 22/23    |
|---------------------------------------|----------|----------|
| Reported deficit for the year         | -295,085 | -331,644 |
| <b>Add back one off costs</b>         |          |          |
| One off merger costs                  | 8,585    | 0        |
| Revaluation of Investment Property    | 30,000   | 0        |
| Premises Costs                        | 0        | 158,442  |
| Pension Deficit Adj                   | 34,530   | 31,810   |
| Holiday Liability Accrual             | 8,045    | -23,956  |
| Adjusted underlying surplus/(deficit) | -213,925 | -165,348 |

It is the opinion of the trustees that the financial position of the Charity remains strong and it remains well placed to deliver its objectives for the forthcoming year and beyond. The impending merger with Kensington and Chelsea Mind will further significantly strengthen our board, finances and strategic positioning. The senior management team is now assessing areas to minimise spending and an efficiency programme is ongoing to review all contracts to see if costs can be reduced.

The Charity participates in a defined pension scheme administered by The Pensions Trust. The liability at the year end was £23k (2023: £49k) and the notional Charity's debt on withdrawal from the scheme on 30th September 2023 stood at £223k. A deficit payment of £28k has been contributed this year which excludes plan expenses. We remain hopeful that this issue, affecting numerous charities, will be resolved in the near future. The Trustees acknowledge that the scheme's deficit fluctuates in response to changing market and interest rate conditions. Their duty is to adhere to the stipulated contribution rates, which are integrated into the Charity's annual budgeting procedures. These ongoing service deficit repayments are factored into the annual budget projections. The Trustees do not consider this deficit to represent an immediate drain on the Charity's resources. Therefore, they do not consider that there are any resultant limitations on resources available for general use or on the allocation of income funds.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Reserves Policy and Liquidity**

It is the policy of the Board to hold Cash reserves in order to:

- Comply with legislation, regulations and best practice
- Meet contractual liabilities should the organisation lose major income or need to close
- Replace equipment as it wears out and carry out repairs to buildings
- Provide working capital when funding is paid in arrears

The Board continues to take a prudent position based on the budget, risk register, growth plan, operating leases liabilities, staff costs and services continuity costs. To ensure sufficient finances in a worst case scenario, the Board believes, as a minimum position, free reserves (defined as unrestricted funds not held as fixed assets and excluding investment properties) should cover one year of operating leases liabilities, central services staff and service managers' one month of gross salary and potential redundancy costs. Prudently, as an upper range, free reserves should cover whatever is the larger of expected twelve month's net cash outflow or three months of current total expenditure. This approach suggests that under the resultant minimum and maximum ranges, the Charity should hold between £494,412 and £1,605,351 of free reserves.

As at 31 March 2024, free reserves stood at £397,738 (2023: £700,939). As at 31 March 2024, net assets stood at £2,334,944 (per Balance Sheet) (2023: £2,630,029).

Through our strategic plan to transform our services, we are committed to ensuring high-quality service delivery, underpinned by excellent governance, with great outcomes for our beneficiaries.

While we are currently below our reserves policy, this is the result of deliberate and strategic decisions to invest in building a future-proof organisation focused on our communities. We remain a viable, dynamic, and high-performing organisation, having used our reserves to strengthen our infrastructure and position ourselves positively for the future.

Our current financial position allows us to be ready, in 2024/2025, to significantly expand our children and young people's services, retain key adult clinical and support services, and enhance our working relationship with Kensington and Chelsea Mind, leading to an agreed merger. This strategic use of reserves demonstrates our commitment to growth and sustainability, enabling the charity to evolve into a larger regional mental health charity with increased profitability over our five-year plan.

The Board will continue to explore strategic options for the use of free reserves, such as investing in owned office space, enhancing fixed assets, and reducing long-term operating costs. We are currently investing, as part of our strategic growth plan, in additional key areas of capacity across the Charity to support our transition into new areas of delivery. Although COVID-19 has complicated and delayed our review of property options—notably in terms of reducing rent liability and investing in property for our beneficiaries—we remain focused on retaining reserves sufficient to support potential future transformation needs, particularly in light of contractual volatility and the limited number of contracts we hold. Despite being below our reserves policy, we believe that our strategic investments position us well for continued growth and stability.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Public Benefit Statement**

The Trustees confirm that they have complied with the Charity Commission's general guidance on public benefit in determining the objectives and the activities of the Charity. Brent, Wandsworth and Westminster Mind's charitable purpose is enshrined in its objectives 'to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability.

Whilst following these objectives the public benefit principles are addressed. Clear benefits are delivered through the services described in the Activities section of this report and reflected in the disclosure of charitable expenditure in the Statement of Financial Activities.

The beneficiaries are people suffering from mental disability or disorder based in the boroughs of Westminster, Brent and Wandsworth. However, services are available to clients from other boroughs. A significant number of people participate in the activities. Charges are made for some services, but no individual is excluded by their ability to pay, due to the availability of statutory funding.

**Going Concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity has future proofed itself as much as possible with its development of new services, and new approaches to Commissioners. Psychological work with adults and young people are very much part of the NHS mental health long term plan. It has undertaken a management restructuring to ensure we have the most effective framework to foster commissioner relationships and expand our service offer. We have invested in our Partnerships Directorate in recognition that developing long-term partnerships is increasingly the direction of travel for commissioning.

We have re-forecasted our growth ambitions downward for 2023/24, reflecting the current operating environment. However, as of the date of signing these accounts, we have secured additional contracts in Young People services and expansions in our existing services, particularly in Suicide Prevention and Floating Support.

Furthermore, the proposed merger with Kensington and Chelsea Mind is expected to significantly enhance our financial stability and capacity, contributing positively to our long-term sustainability. Given these developments, the Board has conducted a thorough going concern assessment and is confident that the charity will continue to operate for at least 12 months from the date of signing these financial statements.

The Board continues 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.

**Principal Funding**

The core funding sources for Brent, Wandsworth and Westminster Mind are from contracts to deliver housing, health and wellbeing services for the Local Authority and NHS (via CCGs and Primary Care Networks (PCNs)). There are a number of services that are also purchased through client choice, using their social care personal budgets, or their own resources. In the year, Brent, Wandsworth and Westminster Mind also benefitted from grant-giving bodies, corporate and individual donations, supported by our website and premises subsidy income.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

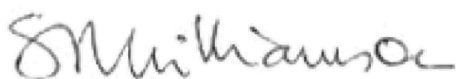
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Mind in Brent, Wandsworth and Westminster takes our responsibility as a Charity with the ability to fundraise very seriously, we are registered with the Fundraising Regulator and are committed to follow the code of Fundraising Practice. In 2023/24, we did not employ any professional fundraiser or commercial participator for fundraising activities, we received no complaints about fundraising activities and we have not made any direct approaches to individuals for fundraising purposes.

**Preparation of the Report**

This report of the Board has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006

This report was approved and authorised for issue by the Board and signed on its behalf by:



.....  
**Sue Williamson**  
Chair  
Date: 25/09/2024

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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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:

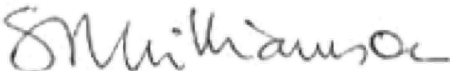
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

In so far as the Trustees are aware:

- there is no relevant audit information of which the Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

Date: 25/09/2024

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND**

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**Opinion**

We have audited the financial statements of Brent, Wandsworth and Westminster Mind (the 'Charity') for the year ended 31 March 2024 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 March 2024 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.

**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 Auditor's 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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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Auditor's responsibilities for the audit of the financial statements**

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 Auditor's 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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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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 Auditor's Report.

**Use of our report**

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an Auditor's 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 Charity and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**

for and on behalf of

**MHA**

Statutory Auditor

London, United Kingdom

Date: 30.09.2024

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

|                                    | Note | Unrestricted<br>funds<br>2024<br>£ | Restricted<br>funds<br>2024<br>£ | Total<br>funds<br>2024<br>£ | Total<br>funds<br>2023<br>£ |
|------------------------------------|------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |      |                                    |                                  |                             |                             |
| Donations                          | 4    | 58,367                             | -                                | 58,367                      | 55,825                      |
| Charitable activities              | 5    | 3,955,324                          | 492,584                          | 4,447,908                   | 3,750,932                   |
| Trading activities                 | 6    | 59,738                             | -                                | 59,738                      | 102,162                     |
| Investment income                  | 7    | 51,085                             | -                                | 51,085                      | 5,340                       |
| <b>Total income</b>                |      | <b>4,124,514</b>                   | <b>492,584</b>                   | <b>4,617,098</b>            | <b>3,914,259</b>            |
| <b>Expenditure on:</b>             |      |                                    |                                  |                             |                             |
| Raising funds                      | 8    | 68,084                             | -                                | 68,084                      | 59,344                      |
| Charitable activities              | 9,10 | 4,351,515                          | 492,584                          | 4,844,099                   | 4,186,559                   |
| <b>Total expenditure</b>           |      | <b>4,419,599</b>                   | <b>492,584</b>                   | <b>4,912,183</b>            | <b>4,245,903</b>            |
| <b>Net movement in funds</b>       |      | <b>(295,085)</b>                   | <b>-</b>                         | <b>(295,085)</b>            | <b>(331,644)</b>            |
| <b>Reconciliation of funds:</b>    |      |                                    |                                  |                             |                             |
| Total funds brought forward        |      | 2,630,029                          | -                                | 2,630,029                   | 2,961,673                   |
| Net movement in funds              |      | (295,085)                          | -                                | (295,085)                   | (331,644)                   |
| <b>Total funds carried forward</b> |      | <b>2,334,944</b>                   | <b>-</b>                         | <b>2,334,944</b>            | <b>2,630,029</b>            |

All income and expenditure derive from continuing activities.

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

The notes on pages 36 to 61 form part of these financial statements.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

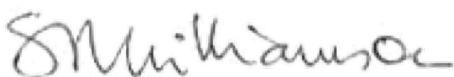
**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

|                                                | Note | 2024<br>£ | 2024<br>£               | 2023<br>£        | 2023<br>£               |
|------------------------------------------------|------|-----------|-------------------------|------------------|-------------------------|
| <b>Fixed assets</b>                            |      |           |                         |                  |                         |
| Tangible assets                                | 14   |           | 1,117,843               |                  | 1,136,145               |
| Investment property                            | 15   |           | 770,000                 |                  | 800,000                 |
|                                                |      |           | <u>1,887,843</u>        |                  | <u>1,936,145</u>        |
| <b>Current assets</b>                          |      |           |                         |                  |                         |
| Debtors                                        | 16   | 506,357   |                         | 812,765          |                         |
| Cash at bank and in hand                       | 21   | 825,936   |                         | 687,850          |                         |
|                                                |      |           | <u>1,332,293</u>        | <u>1,500,615</u> |                         |
| Creditors: Amounts falling due within one year | 17   | (885,192) |                         | (806,731)        |                         |
| <b>Net current assets</b>                      |      |           | <u>447,101</u>          |                  | <u>693,884</u>          |
| <b>Total net assets</b>                        |      |           | <u><u>2,334,944</u></u> |                  | <u><u>2,630,029</u></u> |
| <b>Charity funds</b>                           |      |           |                         |                  |                         |
| Unrestricted funds                             | 18   |           | 2,334,944               |                  | 2,630,029               |
| <b>Total funds</b>                             |      |           | <u><u>2,334,944</u></u> |                  | <u><u>2,630,029</u></u> |

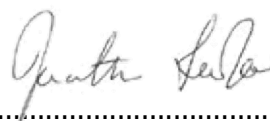
The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and preparation of financial statements.

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

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



.....  
**Sue Williamson**  
 Chair  
 Date: 25/09/2024



.....  
**Jonathan Lawlor**  
 Treasurer  
 25/09/2024

The notes on pages 36 to 61 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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|                                                            | <b>Note</b> | <b>2024</b><br>£ | <b>2023</b><br>£ |
|------------------------------------------------------------|-------------|------------------|------------------|
| <b>Cash flows from operating activities</b>                |             |                  |                  |
| Net cash used in operating activities                      | 20          | <b>112,485</b>   | <i>(744,654)</i> |
| <b>Cash flows from investing activities</b>                |             |                  |                  |
| Investment income                                          | 7           | <b>51,085</b>    | <i>5,340</i>     |
| Purchase of tangible fixed assets                          | 14          | <b>(25,484)</b>  | <i>(85,449)</i>  |
| <b>Net cash provided by/(used in) investing activities</b> |             | <b>25,601</b>    | <i>(80,109)</i>  |
| <b>Change in cash and cash equivalents in the year</b>     |             |                  |                  |
| Cash and cash equivalents at the beginning of the year     |             | <b>687,850</b>   | <i>1,512,613</i> |
| <b>Cash and cash equivalents at the end of the year</b>    | 21          | <b>825,936</b>   | <i>687,850</i>   |

As the Charity does not have any debt, an analysis of net debt has not been produced.

The notes on pages 36 to 61 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**1. General information**

Brent, Wandsworth and Westminster Mind is a charitable company and is registered with the Charity Commission (Charity Registered Number 292708) and Registrar of Companies (Company Registration Number 01796928) in England and Wales.

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of these financial statements.

The nature of the Charity's operations and principal activities are to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability, especially in the City of Westminster, Borough of Wandsworth and Borough of Brent, in association with National Mind.

**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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Brent, Wandsworth and Westminster Mind 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 which is the functional currency of the Charity and rounded to the nearest pound.

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

**2.2 Going concern**

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.3 Income**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the Charity however it is not possible to measure reliably the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

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 Bank.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.4 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. 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.

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

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs, administrative and payroll costs. They are incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources:

- Premises costs, overheads and other staff costs have been allocated based on the average staff FTE for the reporting period; and
- Project Management costs have been allocated based on 12% of project expenditure or as agreed with the funder.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. If the asset is made of more components each costing less than £1,000, the total asset cost will be considered when evaluating the cost of the asset (i.e. telephone system (or set of office furniture) is made of a number of units costing less than, but total value is above £1,000).

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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.6 Tangible fixed assets and depreciation (continued)**

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 bases:

|                                       |                                    |
|---------------------------------------|------------------------------------|
| Leasehold improvements                | - 20% straight line                |
| Long-term leasehold property          | - 149 years straight line          |
| Short-term leasehold property         | - 20% straight line                |
| Fixtures and fittings (long term use) | - between 5% and 25% straight line |

**2.7 Investment properties**

Investment properties are measured at fair value at each reporting date with changes in fair value recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities.

Additions to investment properties are initially recognised at cost.

**2.8 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.

**2.9 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.

**2.10 Liabilities and provisions**

Liabilities 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 a finance cost.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.11 Financial instruments**

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals, other creditors, bank loans and pension deficit liability will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

**2.12 Operating leases**

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

**2.13 Pensions**

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution pension scheme and a defined benefit pension scheme. In the defined benefit scheme, the Charity participates in the Pension Trust's Growth Plan (Note 24). Due to certain guarantees included in the scheme there is an employer's debt which would become payable if the Charity left the scheme and this is explained in Note 23. As a multi-employer scheme within the definition of FRS 102, none of the assets or liabilities of the scheme are included on the Charity's Balance Sheet. The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.14 Fund accounting**

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

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

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

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

**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.

Critical accounting estimates and assumptions:

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:

- Useful economic lives of assets
- Discount rate of 5.31% for long term pension scheme deficit reduction payments
- Allocation of support costs.
- Fair value of the investment property

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**4. Income from donations**

|           | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-----------|----------------------------------------------|---------------------------------------|
| Donations | 58,367                                       | <b>58,367</b>                         |
|           | <hr/> <hr/>                                  | <hr/> <hr/>                           |
|           | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
| Donations | 55,825                                       | 55,825                                |
|           | <hr/> <hr/>                                  | <hr/> <hr/>                           |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**5. Income from charitable activities**

|                                     | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 702,095                                      | 101,353                                    | <b>803,448</b>                        |
| Community Programmes                | 411,480                                      | 213,150                                    | <b>624,630</b>                        |
| Portugal Prints (Work Groups)       | 121,909                                      | -                                          | <b>121,909</b>                        |
| Housing Services                    | 859,255                                      | -                                          | <b>859,255</b>                        |
| Community Befriending Service       | 140,532                                      | -                                          | <b>140,532</b>                        |
| Central Services                    | 6,355                                        | -                                          | <b>6,355</b>                          |
| Children and Young People's Service | 1,713,698                                    | 178,081                                    | <b>1,891,779</b>                      |
| <b>Total 2024</b>                   | <b>3,955,324</b>                             | <b>492,584</b>                             | <b>4,447,908</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Restricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
| Psychological Therapies             | 670,359                                      | 40,542                                     | 710,901                               |
| Community Programmes                | 287,982                                      | 211,608                                    | 499,590                               |
| Portugal Prints (Work Groups)       | 111,208                                      | -                                          | 111,208                               |
| Housing Services                    | 899,805                                      | -                                          | 899,805                               |
| Community Befriending Service       | 115,221                                      | -                                          | 115,221                               |
| Central Services                    | 8,403                                        | -                                          | 8,403                                 |
| Children and Young People's Service | 1,203,987                                    | 201,817                                    | 1,405,804                             |
| <b>Total 2023</b>                   | <b>3,296,965</b>                             | <b>453,967</b>                             | <b>3,750,932</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**5. Income from charitable activities (continued)**

Included within income from charitable activities is income from government grants and contracts from the following sources:

- Psychological Therapies - £613,499 (2023 - £601,470) from NHS sources, £101,353 (2023 - £40,541) from London Borough and City Councils and £15,569 (2023 - £68,889) from Educational contracts.
- Community Programmes - £372,300 (2023 - £319,357) from Central London Health Care (NHS), £130,715 (2023 - £140,618) from London Borough and City Councils and £273,035 (2023 - £50,774) from Educational Centres.
- Portugal Prints (Work Groups) - £112,334 (2023 - £110,451) from London Borough and City Councils and £20,333 (2023 - £NIL) from Art Council.
- Housing Services - £859,255 (2023 - £898,404) from London Borough and City Councils.
- Community Befriending Service - £140,532 (2023 - £115,221) from London Borough and City Councils.
- Children and Young People's Service - £1,651,115 (2023 - £1,316,238) from Central London Health Care (NHS) and £215,700 (2023 - £87,552) from Local Authority.

There were no unfulfilled conditions or other contingencies attached to these government grants.

**6. Income from other trading activities**

|                                      | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|--------------------------------------|----------------------------------------------|---------------------------------------|
| Other income from trading activities | 59,738                                       | <b>59,738</b>                         |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |
|                                      | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
| Other income from trading activities | 102,162                                      | 102,162                               |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**7. Investment income**

|                          | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|--------------------------|----------------------------------------------|---------------------------------------|
| Rental income            | 38,400                                       | <b>38,400</b>                         |
| Bank interest receivable | 12,685                                       | <b>12,685</b>                         |
|                          | <hr/> <b>51,085</b> <hr/>                    | <hr/> <b>51,085</b> <hr/>             |
|                          | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
| Bank interest receivable | <hr/> <b>5,340</b> <hr/>                     | <hr/> <b>5,340</b> <hr/>              |

**8. Expenditure on raising funds**

In 2024, there were unrestricted direct costs of £38,084 incurred as fundraising, training, investment property refurbishment and consultancy costs (2023 - £59,344).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**9. Analysis of expenditure on charitable activities - by fund**

|                                     | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 782,139                                      | 101,353                                    | <b>883,492</b>                        |
| Community Programmes                | 634,972                                      | 213,150                                    | <b>848,122</b>                        |
| Portugal Prints (Work Groups)       | 215,184                                      | -                                          | <b>215,184</b>                        |
| Housing Services                    | 848,374                                      | -                                          | <b>848,374</b>                        |
| Community Befriending Service       | 166,024                                      | -                                          | <b>166,024</b>                        |
| Children and Young People's Service | 1,704,822                                    | 178,081                                    | <b>1,882,903</b>                      |
| <b>Total 2024</b>                   | <b>4,351,515</b>                             | <b>492,584</b>                             | <b>4,844,099</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Restricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
| Psychological Therapies             | 756,889                                      | 40,542                                     | 797,431                               |
| Community Programmes                | 501,958                                      | 211,608                                    | 713,566                               |
| Portugal Prints (Work Groups)       | 180,279                                      | -                                          | 180,279                               |
| Housing Services                    | 957,319                                      | -                                          | 957,319                               |
| Community Befriending Service       | 132,543                                      | -                                          | 132,543                               |
| Children and Young People's Service | 1,203,604                                    | 201,817                                    | 1,405,421                             |
| <i>Total 2023</i>                   | <b>3,732,592</b>                             | <b>453,967</b>                             | <b>4,186,559</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**10. Analysis of expenditure on charitable activities - by type**

|                                     | <b>Activities<br/>undertaken<br/>directly<br/>2024<br/>£</b> | <b>Support<br/>costs<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 647,752                                                      | 235,740                                 | <b>883,492</b>                        |
| Community Programmes                | 626,789                                                      | 221,333                                 | <b>848,122</b>                        |
| Portugal Prints (Work Groups)       | 176,201                                                      | 38,983                                  | <b>215,184</b>                        |
| Housing Services                    | 626,759                                                      | 221,615                                 | <b>848,374</b>                        |
| Community Befriending Service       | 132,516                                                      | 33,508                                  | <b>166,024</b>                        |
| Children and Young People's Service | 1,365,154                                                    | 517,749                                 | <b>1,882,903</b>                      |
| <b>Total 2024</b>                   | <b>3,575,171</b>                                             | <b>1,268,928</b>                        | <b>4,844,099</b>                      |

|                                     | <i>Activities<br/>undertaken<br/>directly<br/>2023<br/>£</i> | <i>Support<br/>costs<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 532,448                                                      | 264,983                                 | 797,431                               |
| Community Programmes                | 497,663                                                      | 215,903                                 | 713,566                               |
| Portugal Prints (Work Groups)       | 144,953                                                      | 35,326                                  | 180,279                               |
| Housing Services                    | 704,220                                                      | 253,099                                 | 957,319                               |
| Community Befriending Service       | 105,991                                                      | 26,552                                  | 132,543                               |
| Children and Young People's Service | 966,702                                                      | 438,719                                 | 1,405,421                             |
| <i>Total 2023</i>                   | <b>2,951,977</b>                                             | <b>1,234,582</b>                        | <b>4,186,559</b>                      |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**10. Analysis of expenditure on charitable activities - by type (continued)**

**Analysis of support costs**

|                   | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|-------------------|---------------------------------------|---------------------------------------|
| Staff costs       | <b>650,467</b>                        | 581,881                               |
| Depreciation      | <b>32,807</b>                         | 31,170                                |
| Premises costs    | <b>182,449</b>                        | 213,855                               |
| Overheads         | <b>329,349</b>                        | 315,820                               |
| Other staff costs | <b>29,611</b>                         | 58,033                                |
| Governance costs  | <b>44,245</b>                         | 33,823                                |
| <b>Total 2024</b> | <b>1,268,928</b>                      | 1,234,582                             |

**11. Governance costs**

|                                                            | <b>2024<br/>£</b> | <i>2023<br/>£</i> |
|------------------------------------------------------------|-------------------|-------------------|
| Auditors' remuneration - Audit of the financial statements | <b>23,100</b>     | 21,600            |
| Auditors' remuneration - Non-audit services                | <b>4,980</b>      | 4,740             |
| Auditors' remuneration - Prior year under-accrual          | <b>9,853</b>      | 1,800             |
| Committee and meeting expenses                             | <b>6,312</b>      | 5,683             |
|                                                            | <b>44,245</b>     | 33,823            |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**12. Staff costs**

|                                    | <b>2024</b>             | <b>2023</b>             |
|------------------------------------|-------------------------|-------------------------|
|                                    | <b>£</b>                | <b>£</b>                |
| Wages and salaries                 | <b>3,192,032</b>        | 2,638,362               |
| Social security costs              | <b>293,986</b>          | 252,764                 |
| Defined contribution pension costs | <b>70,138</b>           | 61,904                  |
|                                    | <b><u>3,556,156</u></b> | <b><u>2,953,030</u></b> |

Wages and salaries includes termination benefits totalling £26,621 (2023 - £36,508) which has been included in the wages and salaries costs noted above.

Of these payments there were contractual termination payments of £18,559 (2023 - £22,109) relating to statutory redundancy payments and pay in lieu of notice. The remaining amount of £8,062 (2023 - £14,399) relates to non-contractual termination payments which were paid in the year relating to an enhanced redundancy payments and termination pay, which were made under the authority of the Trustees when considered to be in the Charity's best interests.

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

|                                     | <b>2024</b>       | <b>2023</b>       |
|-------------------------------------|-------------------|-------------------|
|                                     | <b>No.</b>        | <b>No.</b>        |
| Psychological Therapies             | <b>23</b>         | 23                |
| Community Programmes                | <b>21</b>         | 19                |
| Portugal Prints (Work Groups)       | <b>4</b>          | 7                 |
| Housing Services                    | <b>12</b>         | 15                |
| Community Befriending Service       | <b>18</b>         | 16                |
| Central Services                    | <b>12</b>         | 12                |
| Children and Young People's Service | <b>31</b>         | 25                |
|                                     | <b><u>121</u></b> | <b><u>117</u></b> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**12. Staff costs (continued)**

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

|                                 | <b>2024</b> | 2023       |
|---------------------------------|-------------|------------|
|                                 | <b>No.</b>  | <i>No.</i> |
| In the band £60,001 - £70,000   | <b>1</b>    | -          |
| In the band £100,001 - £110,000 | -           | <i>1</i>   |
| In the band £120,001 - £130,000 | <b>1</b>    | -          |

Total amount of employee benefits (including employer's national insurance contributions and employer's pension contributions) received by Key Management Personnel is £504,984 (2023 - £449,975). The Charity considers its Key Management Personnel to comprise:

- Chief Executive (CEO)
- Director of Adult Services
- Director of Finance & Resources
- Director of People & Organisational Development
- Director of Children and Young People
- Head of Partnerships
- Clinical Director

**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, expenses totaling £419 (2023 - £4,824) were reimbursed or paid directly to 1 Trustee (2023 - 2 Trustees). The amounts reimbursed related to their travelling and other out of pocket expenses (where they were not claimable from another source).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**14. Tangible fixed assets**

|                          | <b>As restated<br/>Long-term<br/>leasehold<br/>property<br/>£</b> | <b>As restated<br/>Short-term<br/>leasehold<br/>property<br/>£</b> | <b>Fixtures and<br/>fittings<br/>£</b> | <b>Total<br/>£</b>      |
|--------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------|-------------------------|
| <b>Cost or valuation</b> |                                                                   |                                                                    |                                        |                         |
| At 1 April 2023          | 1,029,896                                                         | 69,559                                                             | 238,155                                | 1,337,610               |
| Additions                | -                                                                 | 22,536                                                             | 2,948                                  | 25,484                  |
| Disposals                | -                                                                 | -                                                                  | (17,721)                               | (17,721)                |
| At 31 March 2024         | <u>1,029,896</u>                                                  | <u>92,095</u>                                                      | <u>223,382</u>                         | <u>1,345,373</u>        |
| <b>Depreciation</b>      |                                                                   |                                                                    |                                        |                         |
| At 1 April 2023          | 41,998                                                            | 12,466                                                             | 147,001                                | 201,465                 |
| Charge for the year      | 6,912                                                             | 16,541                                                             | 20,333                                 | 43,786                  |
| On disposals             | -                                                                 | -                                                                  | (17,721)                               | (17,721)                |
| At 31 March 2024         | <u>48,910</u>                                                     | <u>29,007</u>                                                      | <u>149,613</u>                         | <u>227,530</u>          |
| <b>Net book value</b>    |                                                                   |                                                                    |                                        |                         |
| At 31 March 2024         | <u><u>980,986</u></u>                                             | <u><u>63,088</u></u>                                               | <u><u>73,769</u></u>                   | <u><u>1,117,843</u></u> |
| <i>At 31 March 2023</i>  | <u><u>987,898</u></u>                                             | <u><u>57,093</u></u>                                               | <u><u>91,154</u></u>                   | <u><u>1,136,145</u></u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**15. Investment property**

|                     | <b>Freehold<br/>investment<br/>property<br/>£</b> |
|---------------------|---------------------------------------------------|
| <b>Valuation</b>    |                                                   |
| At 1 April 2023     | <b>800,000</b>                                    |
| Loss on revaluation | <b>(30,000)</b>                                   |
|                     | <hr/>                                             |
| At 31 March 2024    | <b>770,000</b>                                    |
|                     | <hr/> <hr/>                                       |

In 2024, the investment property balance related to the valuation of 20 Badminton Road.

The Charity own the freehold for both 19 and 20 Badminton Road. 19 Badminton Road had been leased for a period of 215 years up to September 2212. As a long term leasehold this is therefore not included in the Charity's accounts.

**16. Debtors**

|                                     | <b>2024<br/>£</b> | <b>2023<br/>£</b> |
|-------------------------------------|-------------------|-------------------|
| <b>Due after more than one year</b> |                   |                   |
| Pension overpayment                 | -                 | 11,374            |
|                                     | <hr/>             | <hr/>             |
|                                     | -                 | 11,374            |
| <b>Due within one year</b>          |                   |                   |
| Trade debtors                       | <b>245,773</b>    | 462,344           |
| Other debtors                       | <b>172,433</b>    | 101,643           |
| Prepayments and accrued income      | <b>88,151</b>     | 237,404           |
|                                     | <hr/>             | <hr/>             |
|                                     | <b>506,357</b>    | <b>812,765</b>    |
|                                     | <hr/> <hr/>       | <hr/> <hr/>       |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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

|                                        | <b>2024</b>      | <b>2023</b>      |
|----------------------------------------|------------------|------------------|
|                                        | <b>£</b>         | <b>£</b>         |
| Trade creditors                        | <b>97,432</b>    | <b>55,130</b>    |
| Other taxation and social security     | <b>69,699</b>    | <b>61,787</b>    |
| Other creditors                        | <b>336,454</b>   | <b>302,661</b>   |
| Accruals and deferred income           | <b>381,607</b>   | <b>387,153</b>   |
|                                        | <b>885,192</b>   | <b>806,731</b>   |
|                                        | <b>2024</b>      | <b>2023</b>      |
|                                        | <b>£</b>         | <b>£</b>         |
| <b>Deferred income</b>                 |                  |                  |
| Deferred income at 1 April             | <b>240,716</b>   | <b>313,153</b>   |
| Resources deferred during the year     | <b>188,606</b>   | <b>240,716</b>   |
| Amounts released from previous periods | <b>(240,716)</b> | <b>(313,153)</b> |
| <b>Deferred income as at 31 March</b>  | <b>188,606</b>   | <b>240,716</b>   |

The deferred income balance relates to rental income received in advance and income received for projects taking place in the next financial year.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**18. Statement of funds**

**Statement of funds - current year**

|                                     | Balance at 1<br>April 2023<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>in/out<br>£ | Balance at<br>31 March<br>2024<br>£ |
|-------------------------------------|---------------------------------|------------------|--------------------|--------------------------|-------------------------------------|
| <b>Unrestricted funds</b>           |                                 |                  |                    |                          |                                     |
| <b>Designated funds</b>             |                                 |                  |                    |                          |                                     |
| Fixed asset fund                    | 1,978,665                       | -                | (43,786)           | 25,484                   | 1,960,363                           |
| Pension deficit reserve             | (49,575)                        | -                | -                  | 26,418                   | (23,157)                            |
|                                     | <u>1,929,090</u>                | <u>-</u>         | <u>(43,786)</u>    | <u>51,902</u>            | <u>1,937,206</u>                    |
| <b>General funds</b>                |                                 |                  |                    |                          |                                     |
| General Funds                       | <u>700,939</u>                  | <u>4,124,514</u> | <u>(4,375,813)</u> | <u>(51,902)</u>          | <u>397,738</u>                      |
| <b>Total Unrestricted funds</b>     | <u>2,630,029</u>                | <u>4,124,514</u> | <u>(4,419,599)</u> | <u>-</u>                 | <u>2,334,944</u>                    |
| <b>Restricted funds</b>             |                                 |                  |                    |                          |                                     |
| Community Programmes                | -                               | 101,353          | (101,353)          | -                        | -                                   |
| Psychological Therapies             | -                               | 213,150          | (213,150)          | -                        | -                                   |
| Children and Young People's Service | -                               | 178,081          | (178,081)          | -                        | -                                   |
|                                     | <u>-</u>                        | <u>492,584</u>   | <u>(492,584)</u>   | <u>-</u>                 | <u>-</u>                            |
| <b>Total of funds</b>               | <u>2,630,029</u>                | <u>4,617,098</u> | <u>(4,912,183)</u> | <u>-</u>                 | <u>2,334,944</u>                    |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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

**Statement of funds - prior year**

|                                     | <i>Balance at<br/>1 April 2022<br/>£</i> | <i>Income<br/>£</i> | <i>Expenditure<br/>£</i> | <i>Transfers<br/>in/out<br/>£</i> | <i>Balance at<br/>31 March<br/>2023<br/>£</i> |
|-------------------------------------|------------------------------------------|---------------------|--------------------------|-----------------------------------|-----------------------------------------------|
| <b>Unrestricted funds</b>           |                                          |                     |                          |                                   |                                               |
| <b>Designated funds</b>             |                                          |                     |                          |                                   |                                               |
| Fixed asset fund                    | 1,892,993                                | -                   | (39,457)                 | 125,129                           | 1,978,665                                     |
| Pension deficit reserve             | (77,763)                                 | -                   | -                        | 28,188                            | (49,575)                                      |
|                                     | <u>1,815,230</u>                         | <u>-</u>            | <u>(39,457)</u>          | <u>153,317</u>                    | <u>1,929,090</u>                              |
| <b>General funds</b>                |                                          |                     |                          |                                   |                                               |
| General Funds                       | <u>1,146,443</u>                         | <u>3,460,292</u>    | <u>(3,752,479)</u>       | <u>(153,317)</u>                  | <u>700,939</u>                                |
| <b>Total Unrestricted funds</b>     | <u>2,961,673</u>                         | <u>3,460,292</u>    | <u>(3,791,936)</u>       | <u>-</u>                          | <u>2,630,029</u>                              |
| <b>Restricted funds</b>             |                                          |                     |                          |                                   |                                               |
| Community Programmes                | -                                        | 211,608             | (211,608)                | -                                 | -                                             |
| Psychological Therapies             | -                                        | 40,542              | (40,542)                 | -                                 | -                                             |
| Children and Young People's Service | -                                        | 201,817             | (201,817)                | -                                 | -                                             |
|                                     | <u>-</u>                                 | <u>453,967</u>      | <u>(453,967)</u>         | <u>-</u>                          | <u>-</u>                                      |
| <b>Total of funds</b>               | <u>2,961,673</u>                         | <u>3,914,259</u>    | <u>(4,245,903)</u>       | <u>-</u>                          | <u>2,630,029</u>                              |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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

**Unrestricted Funds - Designated Funds**

The Fixed asset fund represents long leasehold property, computers and furniture and equipment purchased by using unrestricted funds or restricted funds where there is no continuing restriction as to use. The balance carried forward is equal to the net book value of the related assets. The transfer in of £25,484 represents the net of capital additions and capital disposals.

The Pension deficit reserve is held as a negative designated fund in order to recognise the long term nature of the Pension liability out of free reserves. This fund value will replicate the value of the liability as it decreases. The transfer into this fund of £26,418 represents the movement in the pension deficit liability in the year.

**Restricted Funds**

Psychological Therapies includes Royal Borough of Kensington and Chelsea School Staff Programme. Community Programmes represents funding received for the EnableLesiure and North West London Suicide Postvention and South West London Winter Fund Programme. Children and Young People includes Westminster City Council and Royal Borough of Kensington & Chelsea Youth Worker Programme and Recruit to Train Programmes.

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

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

|                               | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets         | 1,117,843                                    | <b>1,117,843</b>                      |
| Investment property           | 770,000                                      | <b>770,000</b>                        |
| Current assets                | 1,332,293                                    | <b>1,332,293</b>                      |
| Creditors due within one year | (885,192)                                    | <b>(885,192)</b>                      |
| <b>Total</b>                  | <b>2,334,944</b>                             | <b>2,334,944</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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

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

|                                      | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|--------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets                | 1,136,145                                    | 1,136,145                             |
| Investment property                  | 800,000                                      | 800,000                               |
| Debtors due after more than one year | 11,374                                       | 11,374                                |
| Current assets                       | 1,489,241                                    | 1,489,241                             |
| Creditors due within one year        | (806,731)                                    | (806,731)                             |
|                                      | <u>2,630,029</u>                             | <u>2,630,029</u>                      |
| <b>Total</b>                         | <u><u>2,630,029</u></u>                      | <u><u>2,630,029</u></u>               |

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

|                                                                                  | <b>2024<br/>£</b>            | <b>2023<br/>£</b>              |
|----------------------------------------------------------------------------------|------------------------------|--------------------------------|
| Net income/(expenditure) for the year (as per Statement of Financial Activities) | <b>(295,085)</b>             | <b>(331,644)</b>               |
| <b>Adjustments for:</b>                                                          |                              |                                |
| Depreciation charges                                                             | 14 <b>43,786</b>             | 39,457                         |
| Investment income                                                                | 7 <b>(51,085)</b>            | (5,340)                        |
| Loss on the sale of tangible fixed assets                                        | -                            | 2,386                          |
| Decrease/ (increase) in debtors                                                  | 16 <b>306,408</b>            | (210,979)                      |
| Increase/ (decrease) in creditors                                                | 17 <b>78,461</b>             | (238,794)                      |
| Revaluation of fixed assets investments                                          | 15 <b>30,000</b>             | 260                            |
|                                                                                  | <u><b>112,485</b></u>        | <u><b>(744,654)</b></u>        |
| <b>Net cash provided by/(used in) operating activities</b>                       | <u><u><b>112,485</b></u></u> | <u><u><b>(744,654)</b></u></u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

---

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

|                                        | <b>2024</b>    | <b>2023</b>    |
|----------------------------------------|----------------|----------------|
|                                        | <b>£</b>       | <b>£</b>       |
| Cash in hand                           | <b>825,936</b> | <b>687,850</b> |
| <b>Total cash and cash equivalents</b> | <b>825,936</b> | <b>687,850</b> |

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

|                          | <b>At 1 April</b> | <b>Cash flows</b> | <b>At 31 March</b> |
|--------------------------|-------------------|-------------------|--------------------|
|                          | <b>2023</b>       | <b>£</b>          | <b>2024</b>        |
|                          | <b>£</b>          | <b>£</b>          | <b>£</b>           |
| Cash at bank and in hand | <b>687,850</b>    | <b>138,086</b>    | <b>825,936</b>     |
|                          | <b>687,850</b>    | <b>138,086</b>    | <b>825,936</b>     |

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**23. Contingent liabilities**

The Charity participates in the Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted out of the state scheme. It is a multi-employer pension plan and it is not possible in the normal course of events to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS 102 represents the employer contribution payable. While the Plan is primarily a defined contribution scheme, it has inherent guarantees that means that the Charity may need to make further contributions to meet deficits. Every three years an actuarial valuation is undertaken with the last reported at 30 September 2017. The effective date of the next valuation is 30 September 2023. Information will be shared with employers, when this is available, during 2024. <https://www.tpt.org.uk/employers-trustees/scheme-information-employers/growth-plan-valuation/>

Following a change in legislation in September 2005 there is a potential debt on the Charity that could be levied by the Trustee of the Plan and The Pensions Act 2011 has more recently altered the definition of Series 3 of the Growth Plan so that a liability arises to employers from membership of any Series except Series 4. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up. The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buy-out basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Plan's liability attributable to employment with the leaving employer compared to the total amount of the Plan's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. Therefore, the amounts of debt can be volatile over time.

On the 18 October 2017 Wandsworth and Westminster Mind acquired the assets and liabilities of Brent Mind. Brent mind also participates in the Pensions Trusts' Growth Plan. In consultation with the Pension Trust it was agreed to amalgamate both entities into the same scheme. As such the liabilities of Brent Mind are viewed alongside those of Wandsworth and Westminster Mind.

The Charity has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2023. As of this date the estimated employer debt for the Charity was £223,781 including Series 3. A liability is not recognised in the accounts as the Charity remains an active member of the scheme, should the Charity withdraw from the scheme this amount would fall due for payment.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**24. Pension commitments**

The Charity operates a defined contribution scheme and a defined benefit scheme with the Pensions Trust which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, which for both schemes amounted to £70,138 (2023 - £60,949), and the deficit reduction payments made of £28,331 (2023 - £28,188) which have been recognised. At the year end, there were outstanding contributions of £20,017 and a pension liability of £23,157 (2023 - net liability of £49,575).

The Charity was informed in 2014 that additional contributions were payable to the scheme over a 10 year period since this time the Charity has been notified that combined additional contributions are payable annually. The annual amount payable in 2021 was about £87k per annum rising by 3% but from 2022 and beyond it is expected to be £28k per annum ending in 2025. In accordance with the Charity's accounting policy, this expenditure has been recognised in the accounts as the contributions become payable.

**25. Operating lease commitments**

At 31 March 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|                                              | <b>2024</b>             | <b>2023</b>           |
|----------------------------------------------|-------------------------|-----------------------|
|                                              | <b>£</b>                | <b>£</b>              |
| Not later than 1 year                        | <b>267,573</b>          | 134,343               |
| Later than 1 year and not later than 5 years | <b>755,128</b>          | 507,919               |
|                                              | <b><u>1,022,701</u></b> | <b><u>642,262</u></b> |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | <b>2024</b>           | <b>2023</b>           |
|-------------------------|-----------------------|-----------------------|
|                         | <b>£</b>              | <b>£</b>              |
| Operating lease rentals | <b><u>388,539</u></b> | <b><u>332,373</u></b> |

**26. Related party transactions**

The Charity has not entered into any related party transaction during the current or prior year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2024.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**27. Post balance sheet events**

Subject to the s105 confirmation from the Charity Commission and Deed of Transfer there is an impending merger with Kensington and Chelsea Mental Health Association (referred to as Kensington and Chelsea Mind). As at 31 March 2024, Kensington and Chelsea Mind had net assets of £986k and a cash balance of £1m. Should the merger go ahead, then all the assets and liabilities will be transferred to Brent, Wandsworth Westminster Mind, which overall will significantly strengthen the Charity's finance positioning. It is envisaged that the merger will be effective before the end of 2024. The newly merged Charity will be renamed West Central London Mind to reflect its geographical area of activity.

**ALLKIND MENTAL HEALTH AND WELLBEING**

England & Wales - Charity number 292708

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# Accounts

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**Company Registered Number: 01796928**  
**Charity Registered Number: 292708**

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**CONTENTS**

---

|                                                                                       | Page    |
|---------------------------------------------------------------------------------------|---------|
| <b>Reference and Administrative Details of the Charity, its Trustees and Advisers</b> | 1 - 2   |
| <b>Trustees' Report</b>                                                               | 3 - 25  |
| <b>Statement of Trustees' Responsibilities</b>                                        | 26      |
| <b>Independent Auditor's Report on the Financial Statements</b>                       | 27 - 30 |
| <b>Statement of Financial Activities</b>                                              | 31      |
| <b>Balance Sheet</b>                                                                  | 32 - 33 |
| <b>Statement of Cash Flows</b>                                                        | 34      |
| <b>Notes to the Financial Statements</b>                                              | 35 - 60 |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Trustees** Sue Williamson, Chair  
Rosie Farrer, Vice Chair  
Jonathan Lawlor, Treasurer  
Momotaj Islam (resigned 31 August 2022)  
Gail Wingham  
Thomas Fitzgerald  
Gavin McCabe  
Darren Woolley  
James Newham

**Company registered number** 01796928

**Charity registered number** 292708

**Registered office** 23 Monck Street  
London  
SW1P 2AE

**Chief executive officer** Simon Thompson

**Independent auditor** MHA  
Statutory Auditor  
6th Floor  
2 London Wall Place  
London, United Kingdom  
EC2Y 5AU

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Bankers**                      Royal Bank of Scotland  
London  
W9 3QR

Santander  
Bridle Road  
Bootle  
Merseyside  
G1R 0AA

**Solicitors**                      Druces LLP  
Salisbury House  
London Wall  
London  
EC2M 5PS

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2023. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company'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 Republic of Ireland (FRS 102).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

**AIMS, OBJECTIVES AND ACTIVITIES**

**Our Strategic Context**  
**2023**

Over this financial year, we have successfully adapted to various challenges, including post-pandemic remobilisation, the cost-of-living crisis, changes in the commissioning landscape (establishment of the ICS), and uncertainties around recruitment and retention. Despite these obstacles, we have demonstrated resilience and achieved remarkable success, supporting 20,000 people using the full range of services. We continue to make significant strides towards growth, achieving excellent outcomes for the people in our communities.

We have enhanced our operational infrastructure, procuring a purpose-built IT system tailored specifically to the needs of our organisation. We also established the Westminster Hub - a dedicated centre for operations and services. These initiatives have streamlined our service delivery, improving operational efficiency and effectiveness to better meet the evolving demands of our stakeholders.

We aim to continue to invest in our workforce and build partnerships with academic institutions, service providers, and corporate companies to deliver new innovative services and secure new and sustainable income streams. Our services range from psychological interventions to community well-being activities, such as eco-therapy and creative arts, for both young people and adults of working age.

We have effectively communicated the value and benefits of our services, resulting in increased recognition and positive feedback from the community. Notably, our services for children and young people have gained a solid reputation for providing exceptional care and support.

Internally, we have fostered a positive and thriving work environment that prioritises the well-being of our colleagues. By cultivating a learning organisation, we provide opportunities for personal and professional development, enabling our team members to flourish. We have also implemented subcommittees within our board structure, enhancing decision-making processes and strengthening governance practices to achieve the best outcomes for our community.

Furthermore, our commitment to partnership work has yielded exciting results. We have fostered strong relationships with other local Mind charities, including Kensington and Chelsea Mind, creating a supportive network that facilitates the exchange of knowledge and resources. In addition, we have diversified our income streams, ensuring the long-term sustainability and growth of Brent, Wandsworth, and Westminster Mind through collaborative efforts.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Our achievements serve as a testament to our successful track record. We will continue to enhance our positive impact and unlock the potential for social good. We are excited that the plans we have devised over the last few years and our proven resilience during previous and current headwinds will enable us to continue to be one of London's leading mental health providers.

**Our Mission:**

We're a leading community-based organisation dedicated to providing outstanding mental health support and clinical interventions across London. Our experienced clinically-led teams are focused on directly addressing a range of mental health needs in our communities. We combine innovative solutions with decades of local community knowledge to empower people to **live the life they choose**.

**Key objectives:**

With a clear vision for the future direction of our charity, we are guided by four key principles: to strive for continuous growth, build a sustainable future, nurture staff retention and strengthen recruitment processes, and promote engagement of service users. In pursuit of this vision, we will:

- Empower individuals affected by mental health issues to 'live the life they choose.'
- Provide a diverse range of adult services across London, supporting a broad spectrum of people and their needs.
- Develop a new community hub for our Community Wellbeing Programme and creative arts group.
- Provide more children and young people services across Westminster, Kensington and Chelsea to be a significant partner in youth mental health.
- Operate as an agile organisation, utilising local expertise to customise and tailor our services based on specific requirements.
- Deliver dynamic and impactful care, with a strong focus on efficient and timely service delivery.
- Create opportunities for service users, particularly marginalised populations, to live independently and prosper through access to education, employment, and community-led initiatives.
- Prioritise recruitment and retention, fostering an inclusive workplace culture that values diversity in our recruitment practices. And, actively promote diversity among staff, volunteers, and board members.
- Demonstrate our value, through the outcomes and social value we deliver, and be bolder in sharing this within the community.
- Utilise the strengths derived from our affiliation with National Mind while maintaining our autonomy as an independent organisation.

**Our Values:**

- **Open.** We're inclusive, accessible, community-focused and open to change.
- **Experienced.** Our teams bring knowledge, expertise, and lived experience. They capture reliability, history, and professionalism – both individually and as a collective.
- **Unstoppable.** Our mindset is active, change-focused, and forward-thinking. Whilst also showing us as the change makers, campaigners, and activists that we are.
- **Together.** We walk alongside the people we support. We're here to fight for everybody's mental health.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Who we support:**

**Our People:**

- We foster a collaborative environment with a flat structure that values input from all team members.
- We cultivate a passionate and skilled workforce through training and development opportunities.
- We encourage staff engagement through forums and channels for idea-sharing.
- Offering stability and continuity in the community, we are proud to maintain staff retention (currently market-leading at > 90%).

**Service Users:**

- We take an open and honest approach to our service delivery.
- We empower individuals to co-produce care plans.
- We recognise and celebrate the diversity of our communities.
- We build trust through transparency, demonstrating how funds are utilised effectively.
- We ensure strong governance and clinical leadership.
- We engage with communities to deliver peer-led services.

**NHS:**

- We deliver fantastic outcomes for people, with a track record of delivering first-class services and solving local healthcare challenges for the NHS.
- We collaborate with the NHS and local authorities to deliver cost-effective, clinically-driven services with a focus on early intervention and prevention, targeting mental health conditions at the most cost-effective stage.
- We relieve pressure on the NHS workforce, freeing up capacity and enabling them to deliver world-leading care.
- We provide data-driven evidence of the effectiveness of our care provision.

**Corporate Partners:**

- We utilise resources efficiently to bridge public and corporate funding for comprehensive community pathways.
- We support companies to become ethical employers and enhance their employee well-being.
- We promote mental health prevention to achieve long-term savings.
- We tailor our support with key priorities in mind: supporting the well-being of staff, increasing retention, ensuring their organisation is market-leading, and that money and resource are spent wisely.

**Local Authority Stakeholders:**

- We offer diverse services across London, addressing varying local service priorities.
- We cultivate a passionate and skilled workforce with great knowledge of local communities.
- We build trusted partnerships and provide cost-effective solutions to meet local needs.
- We maintain consistency and reliability in delivering services tailored to local communities.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Brent, Wandsworth and Westminster Mind is a company limited by guarantee incorporated on 2 March 1984 and registered as a charity on 11 October 1985. The original charitable company was established under a memorandum of association, setting out the objects and powers of the charitable company which is governed under its articles of association. Our constitution was reviewed and updated according to best practice and current regulatory and legal compliance and the new and revised Articles of Association were approved by the Trustees of Brent, Wandsworth and Westminster Mind in July 2017.

**Organisational Structure**

Brent, Wandsworth and Westminster Mind have a Board of Trustees who meet bi-monthly and are responsible for the strategic direction and policy of the Charity. Trustee development is key to the role and the Board has strong representation across service users, finance, governance and clinical services.

There are 3 formal subcommittees of the Board:

- Finance and Services Committee.
- Strategy and Growth Committee.
- Quality and Performance Committee,

The addition of these subcommittees enhances the existing strong governance and enables attention, scrutiny and focus as the charity continues to grow and develop. It also enables all Trustees to play a lively and active part in the safety, compliance and innovation aligned with its core agenda.

We are passionate about continuously reviewing our governance, the quality of our services, our people and ourselves. We have continued to focus on a deep analysis of our performance and did this against the Charity Governance Code which was formally adopted by the Board as a driver to apply recommended best practices. The Board of Trustees, together with the Senior Management Team (SMT) held an away day to review the performance and that of the SMT. We continue to have confidence in the quality of the people in the post and the processes in situ.

A scheme of delegation is in place and the day-to-day responsibility for the provision of the Charity's services rests with the SMT, consisting of the Chief Executive (CEO) along with their Director team, of which there are the following post holders.

- Finance and Resources.
- Service Delivery and Operational Standards.
- Human Resources and Organisational Development.
- Clinical Lead.
- Business Development and Innovation.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The CEO is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The operational management and clinical leads have responsibility for the day-to-day operational management of the services and individual supervision of the staff team. Changes over the last year include:

- In April 2022, there was a restructure of the operational function that led to the appointment of Head of Adult Services and Children and Young People Services.
- In January 2023, the Head of Partnerships left the organisation. In response, the CEO took on this role temporarily to review and design this management structure.
- In April 2023, the senior management team underwent a significant update to their job titles, transitioning from 'Head of Service' to 'Director.' This change was made not only to recognise and celebrate their achievements but also to showcase their invaluable contributions and enhance the credibility of their roles.

### **Members**

The Members of the Board, who served during the year and up to the date of this report are listed on page 1. All Members of the Board are Members of the Charity and guarantee to contribute to the assets of the Charity in the event of it being wound up such amounts as may be required, not exceeding £1, either as Members of the Charity or within twelve months of leaving membership. The total number of such guarantees on 31 March 2023 was 8. Members of the Board are Members of the Charity, but this entitles them only to voting rights.

### **Recruitment and Appointment of Trustees**

Once the ideal skill experience profile has been identified, the vacancy is advertised on the Mind in Brent, Wandsworth & Westminster Website and social media platforms. Alternatively, we make direct approaches to professional bodies and other voluntary organisations. Preference should be given to these approaches as opposed to personal contacts as the intention is to promote diversity and avoid conflicts of interest. The Charity seeks to ensure diversity in its Board of Trustees and consideration is given to ways in which groups that are underrepresented might be reached and encouraged to apply. People enquiring to become Trustees are sent appropriate documentation about the charity and the role of a Trustee including a Trustee 'Job Description' and are asked to complete an application form. Application forms are considered and a vote is taken at the following board meeting by following the procedure for appointing Trustees detailed in the governing document.

### **Trustee Induction and Training**

All new Trustees participate in an induction workshop with the SMT and are provided with core governance documents on the role and responsibilities of a Trustee. Ongoing training is through an annual facilitated strategy workshop and access to topical events of relevance to the Trustee role. Trustees who do not have a financial background, have had several training events with finance to ensure an enhanced understanding of the financial budgeting and viability of the Charity. The annual strategy workshop addresses a Trustee skill review, identifying any training or development needs. All Trustees receive quarterly briefings on the services provided by Brent, Wandsworth and Westminster Mind and have the opportunity to visit services and participate in groups for service improvement and development.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The Charity has embarked on a new and exciting journey of offering more services to our beneficiaries. Through the Charity's governance structures and skills, assessment of Board Members, identification of new talent and skill were identified, and individuals were specifically sought out to enhance the Board of Trustees. The Charity has also adopted the Charity Commission Governance Code as a tool to support continuous improvement. Openness, Accountability and Diversity remained key areas of focus and improvement. This has enhanced our service user's representation and skills in corporate governance, communications and marketing and property management. These areas together with the existing competencies provide continued sound performance and quality controls for moving forward.

Trustees receive regular briefings and presentations from service areas, which enables them to be fully aware and engaged with the services we run and the opportunities and challenges they experience. This then informs key decision-making, based on CEO recommendations, such as additional investment or change in direction. Briefings also enable Trustees to advise, from a strategic viewpoint, using their specialist areas of expertise, including service user experience, communications and organisational development. This informs key decision-making, which allows them to have strong governance and insight into the organisation.

**Remuneration Policy for Key Management Personnel**

The Trustees consider that the Board of Trustees and the SMT comprise the Key Management Personnel of the Charity. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in notes to the accounts. The Charity's SMT are all paid by following a published scale of grades (or spot salaries) unique to Brent, Wandsworth and Westminster Mind. Any increases to these published grades are externally benchmarked and approved by the Board. An annual review of the existing pay scales used within the organisation is undertaken and a decision is made as to whether or not the Charity implements an uplift. The criteria to establish whether or not an uplift should be implemented will include the financial stability of the Charity and its main income streams, the trend concerning pay increases witnessed within the appropriate operating environment (e.g. trends within similar-sized voluntary sector organisations) and the current national average pay increase levels. The financial performance and health of Brent, Wandsworth and Westminster Mind remains the determining factor in any remuneration progression.

**Principal Risks and Uncertainties**

The risk register includes a list of actions to be taken to manage the principal risks the Charity faces. As requested by the Board, the SMT reviews the register each month, and it is included as a permanent item at Board meetings.

As the pandemic has receded over the last couple of years, we are beginning to see the medium-term effects of this global event. Much of this is a change to normal working practices, an NHS recovering from two years of intense pressure on staff and budgets, and a world where people and organisation have taken this as an opportunity to re-evaluate their contribution and overall systems.

It has also become very clear that the main risk we currently face is financial, with massive uncertainties and shifts around the war in Ukraine, Brexit, fuel and businesses collapsing or contracting after the pandemic. We expect the financial crisis will force difficult decisions for our commissioning partners as well as increase health inequalities for the people we support.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The Charity identifies the following key risks:

- The potential impact of the financial crisis on the Charity's income, staff well-being, and the community at large.
- Challenges in recruiting suitably qualified staff to enable us to deliver contracts and maintain our high levels of quality.
- Maintaining staff cohesion and organisational mission across a team where hybrid working is more prevalent.
- Working with people who present a greater level of complexity and need at a time when many mental health services are both changing and reducing.
- Cuts to public funding in health and social care require greater efficiencies in how services are delivered.
- Late payment on commissioned contracts during a period of significant change within the health and social care landscape.
- Loss of major contracts as a consequence of competition and or changes to the commissioning landscape.
- Change in funding landscape within Local Authorities and NHS.
- Managing our capital assets for optimum financial benefits for the Charity.
- Cyber-attack/hacks, financial and reputational risks and effects on business continuity.
- Any safeguarding risks to our beneficiaries.
- Increased inflation and pressure to increase salaries which will cause strain on existing and future budgets.

To mitigate these risks, we have:

- A Business Plan, set annually from a three-year strategic plan and routinely monitored at the Board level and scrutinised through the Strategy and growth committee.
- Regular service quality reviews to further ensure safeguarding, a duty of care, legislative compliance and service outcomes.
- The regular review and implementation of written procedures, for example, financial procedures, HR policies and procedures.
- Investment in staff training and development.
- Dedication to enhancing our workforce with 'Investors in People'.
- A framework to address the health, safety and security of staff and clients.
- Staff care and support, with a focus on wellbeing and vehicles to support staff cohesion, including flexible working to enable, reduced travel time and cost, work-life balance and support retention.
- Reviewed our premises and made the strategic decision to relocate our main office to a site with a smaller staff footprint and improved community facilities.
- Embedded changes in working practice to enable staff safety and creative working solutions, and make more efficient use of our estates.
- Invested in Business Development, with a focus on streamlined processes and increased activity.
- Built external relationships with corporate companies to build additional income streams and social value.
- Ensured that our delivery is aligned with the strategic health and social care priorities within each borough.
- Taken a proactive approach in communication with commissioners and preparation for potential tenders.
- Undertaken a review of our staffing structure to provide a consolidated approach to delivery that makes the best use of resources and creative solutions.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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- Increased focus on our Marketing and Communications to increase our profile in a competitive marketplace.
- Continued to meet the needs of the people we support, adhering to safeguarding policies and procedures and working in partnership to address the full spectrum of mental health problems.
- Refined our bidding process, exploring partnerships and working with external consultants.
- Engaged specialist premises and legal expertise to manage our property assets.
- Appointed a new IT provider who will modernise our platform and ensure we have the best systems for effective hybrid working.
- To reduce the financial strain on budgets, we find creative working solutions, have transparent conversations with commissioners and identify new ways to attract and retain talented staff.

**ACTIVITIES AND PERFORMANCES IN 2022/23 –**

**Volunteer Support for our Charitable Activities**

Brent, Wandsworth and Westminster Mind is supported by volunteers, which enables the Charity to achieve far more for beneficiaries.

In 2022/23 this essential contribution included:

- Providing warm and welcoming reception services at all locations.
- Providing support with administration and service delivery on key community programmes.
- Sharing lived experience and increasing well-being through peer coaching.
- Facilitating meaningful activities in the community and our well-being hubs.
- Engaging in client involvement and consultation activities.
- Collaborating in fundraising efforts across all our locations to support our vital work.
- Organising mental health awareness events and workshops to promote education and destigmatisation.
- Ensuring the inclusion of individuals with lived experience on our Board of Trustees to guide our strategic direction.
- Creating and maintaining safe spaces for support groups and peer-led initiatives.

**Psychological Therapies (Clinical Services for Adults) - £710k**

Improving Access to Psychological Therapies (IAPT) Step 3 counselling provision:

Our IAPT service in Westminster, in partnership with CNWL NHS Trust and HealthShare, has been operational since April 2020. Despite the challenges posed by the pandemic, the fully NICE-compliant service has successfully provided remote treatment to patients via telephone and video platforms. The contract for this service has been extended until March 2025, with a 3% increase in contractual value.

Throughout the past year, the service has maintained an impressive 50% recovery rate, meeting the national target. We have treated 782 Children patients, consistently meeting waiting time requirements for assessment and treatment.

The London Southbank University Counselling service:

The London Southbank University Counselling service continues to have a clinical team composed of both trainees and qualified Honorary Counsellors. With our range of integrative modalities, we offer diverse interventions tailored to individuals' needs. In 2022, we provided 1172 clinical hours of support to students. Unfortunately, we were not successful in retaining the contract beyond our existing funding period, leading to the closure of the service on 15th June 2023, after a successful partnership since 2017.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Services around suicide:

In 2020, we initiated two new projects funded by South West London CCG and North West London CCG. These pilot projects have evolved into longer-term contracted services, offering crucial support to individuals bereaved by suicide. Our involvement places us at the forefront of the national agenda to better understand suicide-related issues and work towards prevention.

Starting in July 2021, we launched a two-year Suicide Prevention Project, funded by SWL CCG, covering six boroughs in South West London. This project focused on engagement in community and educational settings. Through the involvement of Volunteer Community Champions, we have achieved significant engagement with schools, educational institutions, and youth agencies. Additionally, our presence in local communities has expanded, collaborating with businesses and public settings. Over the past year, our prevention coordinators have engaged with 1133 individuals through workshops and sessions.

Both the bereavement services and the prevention project have secured further funding until mid-2024, based on their performance and delivery over the past 12 months. This includes an extension of the bereavement counselling offer within the SWL service model.

These accomplishments highlight our commitment to delivering effective and timely mental health support, exceeding national targets, and positively impacting the well-being of individuals within our community.

*Key highlights and outcomes include:*

- Our IAPT waiting times are well within national targets, with 98% of our service users waiting less than 6 weeks for their first appointment, and 100% waiting less than 18 weeks to start counselling. These figures surpass the national IAPT waiting time targets of 75% and 95%, respectively.
- 45% of LSBU students who completed a course of treatment reported feeling significantly less anxious and depressed than at the start of the treatment.
- From April 2022 to March 2023, the Suicide Prevention services have achieved the following milestones:
  - 30 Prevention Champions were trained and actively participated in activities.
  - A total of 562 attendees took part in community sessions.
  - 390 young people attended sessions.

**Children and Young People's (CYP) services (Clinical Services) - £1.4m**

Mental Health Support Team (MHST)

The MHST plays a vital role in promoting the mental health and well-being of children and young people with mild to moderate mental health issues. Operating within 44 schools in Westminster, our evidence-based interventions and workshops based on cognitive-behavioural therapy have proven to be highly effective. The NHS England, through the NHS Northwest London Integrated Care Board (NW London ICB), provides funding for this service.

Building on our success, we expanded our team last year, allowing us to extend our coverage to nearly all Westminster schools. Furthermore, we secured additional Recruit to Train posts and employed more trainees to enhance our Infant Mental Health and cognitive behavioural therapy work.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Throughout 2022/23, we provided one-to-one support to 470 children, young people, and their families, as well as delivering 482 psycho-educational workshops and assemblies to a remarkable 9,593 participants. These figures reflect a notable increase compared to the previous year.

To ensure the effectiveness of our service, we conduct quarterly evaluations of outcome measures. The results consistently indicate that our MHST excels in providing exceptional support to young people in Westminster. We have achieved this through seamless access to our service, high engagement and completion rates for interventions, significant improvements in symptom scores, positive feedback from service users, inclusive access for diverse and disadvantaged populations, and swift and effective resolution of challenges faced, such as a shortage of trained Educational Mental Health Practitioners experienced across all clinical CYP services last year.

In response to staff vacancies, we adopted a proactive approach by temporarily reallocating practitioners across localities rather than limiting their presence to specific schools. We also hired an additional Whole School Approach Advisor to intensify our delivery of psychoeducational workshops in all schools, as evidenced by the increasing number of workshops and attendees.

*Key highlights and outcomes include:*

- Our expertise in providing Children and Young People's (CYP) services allows us to address the specific needs of Westminster, where 40% of CYP live in poverty, making us well-equipped to respond to local challenges.
- MHST supported 470 CYP with 1:1 work, delivering 2,644 clinical sessions.
- Our waiting times from referral to triage averaged 5.62 days, and referral to full assessment averaged 10.63 days, surpassing NHS targets.
- MHST delivered 482 workshops, reaching 9,593 young people.
- 69% of respondents demonstrated reliable improvement in goal-based outcomes, showcasing the effectiveness of our interventions.
- 41.4% of young people showed reliable improvement in their overall RCADS score, indicating a reduction in symptoms of low mood and anxiety.
- 52% of service users exhibited reliable improvement in the total SDQ score.
- In the Experience of Service Questionnaire (ESQ), 97% of respondents felt taken seriously by their practitioner, and 96% reported receiving good help overall, feeling listened to, and being treated well.
- MHST worked with 32% male and 68% female CYP, reflecting a trend across CYP services.

Mental Health Youth Workers Service

Our preventative and early intervention service has successfully extended to two Youth Hubs in Kensington & Chelsea, in addition to the five youth hubs in Westminster. We have delivered both 1:1 and group emotional well-being sessions, empowering and supporting young people, their parents, youth club staff, and families. Collaboration with statutory and non-statutory services has allowed us to provide targeted support programmes tailored to individuals in need.

Since April 2022, we have supported 494 young people through psychoeducational workshops and 1:1 work. Positive feedback from both young people and youth club staff highlights an increased understanding and reduced stigma surrounding mental health, attributed to the presence of our workers in youth clubs.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Be Kind to Your Mind

Our collaborative efforts with the Educational Psychology Department have enabled us to deliver workshops in schools without MHSTs, with a focus on children and young people with SEN.

In the past financial year, we have made a significant impact through our workshops, engaging a total of 724 participants. These workshops included 650 primary school children and young people, 12 secondary school students, 35 parents and carers, and 27 teachers.

An impressive 80% of the over 500 young people who participated felt confident and well-informed after attending our sessions. Our psychoeducation sessions have proven to be particularly successful, with 84% of participants reporting an increase in knowledge. This result emphasises the educational value and relevance of the content we deliver, ensuring that participants leave our sessions equipped with valuable insights and understanding.

Furthermore, our art therapy sessions have received overwhelmingly positive feedback. With 40 sessions delivered as of April 2023, we have witnessed firsthand the transformative power of art in promoting well-being and self-expression.

**Non-Clinical Services**

Housing Services - £899k

In late 2018/19 BWW Mind lost its Westminster housing services contract (annual revenues of £1.5m). In the course of 2021/22, the Charity also surrendered its major housing contracts in Brent (annual revenues of £2.0m). The key revenue impact from this latest loss falls in this 2022/23 period of accounts.

Our Housing Management and Support service is available across three diverse local boroughs. While we primarily offered housing management services in Brent and Westminster, we provided housing management and a floating support service in Wandsworth. During the year, we successfully increased the capacity of the service by an additional 13 service users, addressing the previously full utilisation and waiting list.

*Key highlights and outcomes include:*

- We worked with a total of 257 service users in the 3 boroughs.
- The number of service users who moved on from our housing management and support services was 62.
- The utilisation of the service (housing management units and support spaces) across all 3 boroughs was 96.06%.

Wandsworth Floating Support Service

This service remained the only floating support service in the London Borough of Wandsworth between April 2022 and March 2023. During this period, we provided support to 116 residents of Wandsworth Borough who already had temporary or permanent accommodations and required our wrap-around floating support. The service continued to experience high demand.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

---

*Key highlights and outcomes include:*

- Capacity increased by 9%, from 150 to 163, to address previous full utilisation and the waiting list.
- We worked with a total of 220 service users in Wandsworth between April 2022 and March 2023.
- The number of reported hospital admissions during the year was 17, encompassing both physical health hospitals and mental health hospitals.
- Three serious untoward incidents were reported in line with our incident policy and procedures.
- Move-on was achieved for 62 service users, with 61 planned move-ons due to completion of support plans and one unplanned due to the passing away of a service user.
- Only one complaint was received during the year, which has been resolved after an investigation by a manager from another department.
- Seven safeguarding concerns were raised/reported throughout the year, demonstrating our commitment to ensuring the well-being of service users.
- The passing away of a service user was included in the figure for serious incidents reported above.

**Other trading activities - £102k**

Workplace Wellbeing Training Service

In 2022/23, we continued to forge strong relationships with organisations to create tailored workplace well-being programmes and secure long-term contracts with companies.

Business Development:

- We continued to deliver Suicide Awareness & Prevention sessions (phase 1) of the David Riddell Initiative, reaching approximately 2,756 people.
- Through the David Riddell Initiative, we established connections with 42 new firms within the financial services and related sectors. Some of them requested additional sessions separate from the David Riddell Initiative.
- We delivered eight 2-day Mental Health First Aid courses and received fantastic feedback.
- Bentall Green Oak, a construction company, requested a proposal for a 4-year training programme (£315,500) for their 700 construction workers/consultants, residents, and key workers in Westminster. We submitted the proposal and await a response. The programme is scheduled to start in FY23-24.
- We provided training to new neighbours in Westminster, securing sessions with CIOT, the Department of Education, the Home Office, HM Treasury, Atypical Partners, Genesis Energies, and more.
- We created three new lunch and learn modules to add to our training library: 'Nature & Wellbeing', 'Wellbeing & Hybrid Working', and 'Managing anxieties whilst transitioning back to the office'.

Staffing:

- In January 2023, we employed a new trainer, Raha Eskafi. This means we now have more capacity to seek new business/income streams. Since joining the team, Raha has contacted 50 new companies each week. Raha's primary focus was to bring in new business whilst shadowing Maneet on training sessions.
- We also had a new admin volunteer, Nell Waltham joining the team at the beginning of January 2023 to support Raha and Maneet once a week. Nell has been a great asset to the team.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Impact:

- The Training team continued to expand business with other organisations through networking and marketing. Since April 2022, we have delivered training to approx. 5003 people.

**Community Programmes - £611k**

Westminster Community Wellbeing Programme:

Over the past year, the Westminster Community Wellbeing Programme has seen significant growth. We support a whole spectrum of mental health recovery needs and provide services in the following categories:

- Eco-therapy programmes:
  - The Fig Tree Therapeutic Gardening Project.
  - Green Minds Nature Connection Project.
  - The London Zoo Supported Volunteer Gardening Project.
- Physical well-being programmes:
  - Sports @ Lords.
  - Yoga.
  - Get active.
  - Boxercise.
  - Supported gym programme.
- Creative well-being programmes:
  - Music in Mind.
  - Collaborative filmmaking.
- Psychoeducation workshops:
  - Nutrition.
  - Mindfulness.
  - Meditation.
- Employment, Training, and Education support:
  - Employment support programme.
  - Volunteer support programme.

We currently have 103 individuals registered for the programme, with 79 actively participating in our well-being activities throughout the year. This strong engagement reflects the effectiveness of our programme.

During the year, we received 69 new referrals, indicating increased awareness of our services and the importance of mental health and well-being in the community. We are pleased to see the growing interest in our programme and our mission to provide accessible and effective support.

To ensure the quality and impact of our services, we regularly measure our results. Based on a sample size of 41 individual accounts, we found the following positive outcomes:

- 76% reported improvements in mental health and well-being.
- 73% reported improvements in physical health and well-being.
- 71% reported improvements in social health and well-being.
- 80% reported improvements in confidence.
- 71% reported feeling more engaged in meaningful activities.
- 85% reported improved knowledge and skills in various topics.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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In addition to these measurements, we achieved the following outcomes:

- 17 individuals successfully created up-to-date CVs.
- 9 individuals participated in vocational training courses.
- 14 individuals secured voluntary work opportunities.
- 4 individuals attained paid employment.

Portugal Prints (Work groups) - £111k

During the 2022/23 period, our therapeutic arts programme, Portugal Prints, supported and showcased the talents of 45 artists. We formed successful partnerships with esteemed art institutions, including the British Museum, The National Gallery, The Whitechapel Gallery, and The Royal Academy of Arts.

Notably, three Portugal Prints artists were selected to participate in a public tour of the London Open 2022 exhibition at the Whitechapel Gallery. Additionally, one artist had their artwork displayed and sold at the prestigious Royal Academy of Arts Summer Exhibition 2022, while another artist was chosen to showcase their work in the renowned Outside In Exhibition, currently on a national tour.

Furthermore, four Portugal Prints artists received the esteemed Sane Creative Awards, and eight artists had their artwork featured in last year's National Mind calendar. Our programme gained recognition through its feature on the Baring Foundation blog, providing a comprehensive overview of our impactful work.

Excitingly, we collaborated with the National Gallery and the Holburne Museum in Bath for their exhibition titled "Nalini Malani: My Reality is Different." This collaboration marked the inaugural endeavour under the National Gallery Contemporary Fellowship with Art Fund, facilitating an art exchange with the Pathways to Wellbeing group from the Holburne Museum.

Looking ahead, we are thrilled to announce our upcoming year-long partnership with the esteemed National Portrait Gallery, beginning in September 2023. Additionally, we have continued collaborating with valued partners such as Westminster Adult Education Service (WAES), Write London, and the Jennifer Lauren Gallery, enabling us to provide additional workshops and opportunities for our artists.

Lastly, we are delighted to share that our efforts to support our artists have extended to successful fundraising, allowing us to acquire two new iPads and Apple Pencils for the studio. These additions enhance their creative capabilities and foster their artistic growth.

Community Befriending Services - £115k

Community Befriending is an essential service that offers dedicated support to individuals with moderate to high mental health needs. The service primarily receives funding from Westminster City Council through the Personal Budgets of our service users, although some individuals choose to cover the costs themselves. Our main objective is to match befrienders with individuals who face daily challenges and struggle to manage their affairs and actively participate in community life.

The pivotal role played by our Community Befrienders revolves around helping individuals enhance their self-management skills, boost their confidence and self-esteem, and empowering them to pursue independence and a fulfilling life beyond support services. Our approach places significant emphasis on encouraging service users to nurture their interests, cultivate connections with peers, and engage more actively in the broader community.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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*Key highlights and outcomes include:*

- **Client Reach:** Throughout the year, an average of 70 service users benefited from our Community Befriending program each quarter, with over 64 individuals receiving ongoing support within each quarter.
- **Service Delivery:** A total of 6,492 service hours were dedicated to our clients in 2022/23, ensuring they received the necessary care and attention.
- **Improved Mental Health and Wellbeing:** A significant milestone was achieved, as 76% of the clients who participated in our review reported experiencing better mental health and overall well-being. This outcome underscores the positive impact our services have had on their lives.
- **Enhanced Community Engagement and Self-Confidence:** 68% of the clients who underwent review reported an increased level of engagement within the community and/or a notable boost in self-confidence. These outcomes demonstrate the effectiveness of our approach in facilitating social integration and personal growth.
- **Strengthened Independent Living Skills:** An encouraging 64% of clients who were reviewed demonstrated improved abilities in maintaining independent living skills. This outcome signifies our commitment to fostering self-sufficiency and autonomy among our service users.
- **Expanded Social Engagement:** Another noteworthy achievement was witnessed as 74% of clients who underwent review exhibited increased social engagement. Our service played a crucial role in facilitating meaningful connections and social interactions for these individuals, enhancing their overall quality of life.

These accomplishments serve as a testament to the impactful work carried out by our Community Befriending program in the 2022/23 period. We remain dedicated to our mission of providing essential support and empowering individuals to thrive in their journey towards mental wellness and a fulfilling life within the community.

Wandsworth Wellbeing Hub

Our services have made a significant impact on the Wandsworth community. Participants have reported increased resilience, enhanced social connections, and a greater sense of empowerment in managing their mental health. The following statistics demonstrate the effectiveness of our services and the positive outcomes experienced by service users.

According to the data collected:

- Out of the 43 individuals supported, 93% of them were actively involved in contact during the 12-weeks before the end date of the reporting period. This high level of participation demonstrates the strong engagement and commitment of our service users.
- With an average of 138.7 contact hours per participant per month, our service ensures consistent and meaningful support to meet their needs.
- Throughout the reporting period, we delivered a total of 74 sessions per month, amounting to an impressive 884 sessions per year. This level of consistent delivery showcases our dedication to providing regular and accessible services to our participants.

Additionally, the diverse demographic representation within our service user community further emphasises the effectiveness of our approach. We ensure that our services cater to the diverse needs and backgrounds of our community.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The breakdown:

- Gender: 49% Female, 51% Male.
- Ethnicity: White British (44%), Black Caribbean (19%), Asian Indian (9.3%), White Irish (9.3%), Black African (7%), White European (2.33%), White Other (2.33%), Mixed White & Black Caribbean (2.33%), Asian Pakistani (2.33%), Chinese (2.33%).

The active involvement of service users in the daily operations of the Wandsworth Wellbeing Hub demonstrates the effectiveness of our person-centred approach. With 2 service users working in the kitchen, 2 in reception, and 2 supporting groups facilitation, we foster a collaborative environment where service users have a direct impact on the services they receive.

These statistics and the active engagement of our diverse service user community reflect the effectiveness of our service in promoting positive outcomes and empowering individuals to lead fulfilling lives. We remain committed to continually improving and adapting our services to meet the evolving needs of those we support.

Active Wellbeing:

Our Active Wellbeing programme provides 1:1 physical activity support to individuals with a diagnosis of severe mental illness (SMI) and continues to be cited as a model of best practice. Participants in the programme have 10 weeks of 1:1 exercise sessions for 1 hour per week. In the sessions, they engage in a variety of activities including using equipment at local leisure centres, doing HIIT (high-intensity interval training) workouts in local parks, and engaging in yoga and jogging.

Throughout the programme, we aim to support participants to improve their cardiovascular health, physical fitness, and mental well-being. We help them to set personalised and realistic goals to work on through their sessions. Measures are taken for both physical activity levels and mental well-being at the start of the programme, at the end of their 10 sessions, and 6 and 12-month follow-ups.

Our data largely shows that participant scores for physical activity levels and mental wellbeing increase over the 10 weeks and these results are generally maintained at follow-ups.

In the financial year 2022-2023:

- We completed 66 initial assessments, 44 3-month follow-up assessments, 41 6-month follow-up assessments, and 43 12-month follow-up assessments.
- There were 420 exercise sessions and a DNA rate of 2%.
- 33% of participants scored very low or below average on the mental well-being measure at their initial assessment. 86% then scored average or above average at the 3-month follow-up, and 84% at the 12-month follow-up.
- 25% of participants scored low for physical activity levels at the initial assessment. 30% then scored moderate at the 3-month follow-up, and 37% scored moderate at the 12-month follow-up. 50% of participants scored high at the 12-month follow-up.

We also offer free workshops for participants to take part in alongside their 1:1 sessions. They are delivered by organisations in the borough, offering nutritional advice, general well-being tips, and information on diabetes prevention and awareness. Overall, Active Wellbeing supports participants to become more independent in looking after their health and improving their lifestyle.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Central Services**

Central Services are the core organisational functions that enable our colleagues to provide services for the people in our community whom we support. This is delivered by ensuring we have well-trained staff, our financial accounting is of high quality, and we are seeking new service opportunities and/or fundraising to deliver more provisions for our beneficiaries to access more services.

Our Central Services functions consist of Business Development, Finance, HR, Marketing, ICT, Facilities, Health and Safety, and Governance. We have continued to provide the underlying systems, support, and expertise to enable the Charity's effective delivery of services over the past year.

*Key highlights and outcomes include:*

- Minimising disruption and supporting staff to re-mobilise after the Coronavirus pandemic, whilst embedding long-term changes in working practices including supporting staff with hybrid working, a fit-for-purpose IT platform and high-quality laptops.
- The procurement of a new provider, delivering the capabilities required for a modern fit-for-purpose care provider.
- The relocation of our Westminster office to reflect changes in working practice and improved service user facilities.
- Scoping of a new community hub for creative arts and our Community Wellbeing Programme.
- The decision to increase focus on Business Development and Innovation.
- Increased emphasis on delivering staff training through the flexibility of our online platform.
- Supporting colleagues through the process of moving to a new provider after the loss of the Brent housing contract.
- Promoting our services through a new website and marketing materials, and being proactive in communicating our impact.
- Recruiting and onboarding new staff members and ensuring we retain quality personnel to enable our growth and sustainability.
- Maximising our growth potential, through commissioned state-funded services, corporate relationships and partnerships with other mental health providers.
- Building upon our excellent relationship with Kensington and Chelsea Mind, of which we have seen true partnership growth, learning and sharing of knowledge.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Future Plans**

Looking ahead, we are committed to diversifying our income streams and focusing on strategic business development to ensure the long-term sustainability and growth of our organisation.

Our strategic goals for the future include:

1. **Expansion, Replication, and Scaling of Services:** We will focus on expanding, replicating, and scaling our clinical and psycho-social services across different age groups (Children & Young People, Adults, and Community). By doing so, we aim to reach more individuals in need and make a greater impact in our communities.
2. **New Horizons:** build a bright and sustainable future across our areas/boroughs and consider if Mind Association is the right fit.
3. **Collaborative Partnerships:** We place a high priority on working collaboratively and forming partnerships with other local Mind charities, such as Lambeth & Southwark Mind and Kensington and Chelsea Mind. By combining our resources and expertise with these organisations, we can enhance our collective impact and better serve the diverse needs of our communities. Our collaborative approach allows us to leverage the strengths of the Mind Association brand while avoiding limitations on the growth of specific areas of expertise imposed by the Mind Federation structure.
4. **Securing Integrated Care System (ICS) Contracts:** We will align our organisation with the Integrated Care Systems to secure new contracts and funding opportunities. By actively engaging with the evolving healthcare landscape, we can position ourselves as a valuable partner in delivering comprehensive mental health support aligned with the strategic objectives of the ICS.
5. **Expansion of Corporate Partnerships:** We will actively develop a wider portfolio of Corporate Partnerships to increase our impact and financial stability. By bridging public and corporate funding, we can meet the needs of our community more effectively. Strengthening our existing relationships will be a key focus, while also nurturing new collaborations and co-collaborations on innovative services.
6. **Financial Viability and Relationship with NHS Commissioners:** Ensuring the financial viability of the charity will remain a priority. We recognise the integral role of our relationships with NHS commissioners in securing contracts and driving future growth. Our commissioned services will be strategically evaluated to provide full cost recovery or a strategic benefit to the organisation.
7. **Focus on People, User Voice, and Inclusivity:** Our people are at the heart of our organisation, and we will continue to prioritise recruitment, retention, training, and development. We aim to amplify and consistently integrate lived experiences into our organisation. Championing inclusivity and celebrating the rich tapestry of cultures, faiths, and communities within our organisation and across London will be central to our values.
8. **Growth, Quality, and Effective Communication:** We will focus on developing new services across our boroughs and strengthening our relationship with Kensington and Chelsea Mind. Collaborating with Lambeth and Southwark Mind through a service-level agreement will provide mutual support and shared expertise. Additionally, we will seek partnerships with private sector organisations through training and service funding to further expand our reach. Quality service delivery, achieving outcomes, and effectively communicating our impact will be a continuous priority.
9. **Investment in Talent and Innovation:** We are committed to fostering a culture of creativity and strategic thinking, fuelling our drive for innovation and sustainable growth. By attracting and retaining top talent, we can continue to expand our services. By attracting and retaining top-tier talent, we can cultivate a team of dedicated professionals who are passionate about delivering excellence. Our aim is not only to recruit the best but also to become an employer of choice, where colleagues can thrive and make a lasting impact.

Despite any challenges ahead, we remain committed to our mission. By addressing these challenges head-on, we will continue to provide vital mental health services and support to those who need it most, making a lasting difference in the lives of individuals and communities.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**FINANCIAL REVIEW**

**Treasurer Statement**

The Charity has persisted in pursuing a strategic reconfiguration as necessitated by the loss of its two principal contracts (Westminster Housing Services in February 2019 and the Brent Housing Services in June 2022). This has led to an ongoing shift towards more clinically-oriented services where we are observing some promising offsetting growth in Children and Young Peoples (CYP) Services and Psychological Therapies Services. Additionally, a productive partnership is emerging with Chelsea and Westminster Mind.

After the loss of the Brent housing contract, revenues declined from £5.1m in 2021/22 to £3.9m in 2022/2023. By 2023/24, the Government/NHS aim is to extend evidence-based mental health services to an additional two million people - a promised commitment backed by £2.3 billion ring-fenced investment a year, in real terms. In light of this BWW Mind has identified targeted areas based on expanding current service types, leveraging existing contacts, and drawing from past experience. We believe this major spending initiative provides us with opportunities to expand our services and diversify income streams. Over the last 12 months we have worked hard to transform our systems and processes and this has led us to reassess key areas of focus.

We believe the structural changes occurring within the NHS will demand greater scale of independent community mental health providers in future. However, the challenges of comparatively short contract durations and ongoing complex retendering processes remain and are reflected in our risk register. The Senior Management Team (SMT) seeks to proactively address these risks: through strong service performance, enhanced engagement, and effective relationship management.

Aside from the loss of major housing contracts the Charity has, in recent years, also confronted significant other challenges. These have included: COVID-19 and its aftermath; the ongoing cost-of-living crisis; turmoil in the commissioning landscape (with the establishment of the Integrated Care Systems); and, recruitment uncertainties. Although we have good working relationships with new commissioners, there has been a recurrent recent pattern of delayed payment by the NHS for delivered services.

The energy price shock and substantial inflation surge during 2022/23 resulted in a significant erosion of employee real-term income. Consequently, Trustees decided to make a cost of living pay award to employees because the retention of staff continues to be key to our ongoing strategic reconfiguration.

The loss of the Brent housing contract is the principal factor explaining the increase in our deficit to -£332k in 2022/23 (compared to the deficit of -£91k in 2021/22). However, underlying figures (excluding several non-recurrent elements) show an operating deficit of -£165k in 2022/23 (compared to a deficit of -£56k in 2021/22). The Board remains very aware of the need for a more expansive and robust operating platform- one with the capacity to achieve breakeven or better.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The underlying non-recurrent items include:

|                                              |                         |
|----------------------------------------------|-------------------------|
| <b>Reported deficit for the year 2022/23</b> | <b>-£331,644</b>        |
| <i>Add back one off costs</i>                |                         |
| Office relocation costs                      | £82,184                 |
| Premises costs                               | £33,997                 |
| Refurbishment costs on investment property   | £42,261                 |
| Pension Deficit adjustment                   | £31,810                 |
| <i>Deduct one off incomes</i>                |                         |
| Holiday liability accrual                    | -£23,956                |
| <b>Adjusted underlying</b>                   | <b><u>-£165,348</u></b> |

The Charity reserves declined by 11.2% to £2,630,039 (compared to £2,961,673 in 2022).

The Charity participates in a defined benefit pension scheme administered by The Pensions Trust. This year, the liability at the year end was £61k (2022: £77k). The Charity's debt on withdrawal from the scheme on 30<sup>th</sup> September 2021 was £594k. Since April 2021, a deficit payment of £86k has been contributed, which decreased to £28k per year from April 2022 (excluding Plan expenses). We remain hopeful that this issue, affecting numerous charities, will be resolved in the near future.

The Trustees acknowledge that the scheme's deficit will fluctuate in response to changing market conditions. Their duty is to adhere to the stipulated contribution rates, which are integrated into the Charity's annual budgeting procedures. These ongoing service deficit repayments are factored into the annual budget projections. The Trustees do not consider this deficit to represent an immediate drain on the Charity's resources. Therefore, they do not consider that there are any resultant limitations on resources available for general use or on the allocation of income funds.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Reserves Policy and Liquidity**

It is the policy of the Board to hold Cash reserves to:

- Comply with legislation, regulations and best practice
- Meet contractual liabilities should the organisation lose major income or need to close
- Replace equipment as it wears out and carry out repairs to buildings
- Provide working capital when funding is paid in arrears

The Board maintains a cautious position, grounded in the budget, risk register, growth plan, operating lease liabilities, staff costs and services continuity expenses. In preparation for worst-case scenarios, the Board believes, as a minimum position, free reserves (defined as unrestricted funds not held as fixed assets and excluding investment properties) should cover one year of operating leases liabilities, central services staff and service managers' one month of gross salary and potential redundancy costs. Prudently, as an upper range, free reserves should cover whatever is the larger of expected twelve month's net cash outflow or three months of current total expenditure. This approach suggests that under the resultant minimum and maximum ranges, the Charity should hold between £277,708 and £1,270,833 of free reserves.

As of 31<sup>st</sup> March 2023, free reserves amounted to £694k (compared to £1,146k in 2022). As of 31<sup>st</sup> March 2023, total net assets stood at £2.6m (per Balance Sheet) (compared to £2.9m 2021/22).

The Board remains committed to exploring strategic avenues for utilising free reserves, including potential investments in owned office space, enhancing fixed assets, and minimising long-term operating costs. We are currently directing investments towards additional key areas of capacity, as part of our strategic growth plan, aiming to bolster the Charity's capacity for supporting our expansion into new delivery areas. However, the impact of COVID-19 has both complicated and delayed our evaluation of property options, particularly concerning the reduction of rent liability and acquisition of properties to benefit our beneficiaries. In light of contractual volatility and the limited numbers of contracts we hold, we anticipate continuing to retain reserves sufficient to help potential future transformation needs.

**Public Benefit Statement**

The Trustees confirm that they have complied with the Charity Commission's general guidance on public benefit while formulating the Charity's objectives and activities. The charitable purpose of Brent, Wandsworth and Westminster Mind is evident in its objectives which are centred on 'promoting the preservation and safeguarding of mental health, as well as providing relief to individuals experiencing mental disorder or disability'.

Whilst adhering to these objectives, we actively address the principles of public benefit. Tangible benefits are realised through the services detailed in the Activities section of this report, as well as evidenced by the disclosure of charitable expenditure in the statement of Financial Activities.

The primary beneficiaries are people suffering from mental disabilities or disorders within the boroughs of Westminster, Brent and Wandsworth. Additionally, services are available to clients from neighbouring boroughs. A substantial number of people participate in these activities. While certain services incur charges, equitable access is ensured, as no individual is excluded on their ability to pay due to the availability of statutory funding.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Going Concern**

After conducting thorough assessments, the Trustees hold a reasonable expectation that the Charity has adequate resources to sustain operational continuity well into the foreseeable future. The Charity has proactively future proofed by diversifying its services and adopting innovative approaches in its dealings with Commissioners. The importance of psychological support for both adults and young people align with the NHS's long-term mental health plan.

BWW Mind has undergone a management restructuring to establish an optimal framework for nurturing commissioner relationships and expanding our range of services. We have committed to strengthening our Partnerships Directorate, recognising that cultivating enduring partnerships is increasingly the prevailing direction in commissioning strategies.

The current cash balance amounts to £687k (compared to £1.5m in 2021/22). Debtor figures have risen to £812k (compared to £601k in 2021/22). This increase is largely attributed to higher repayments and accrued income. Notably, the advance payment of £198k received for the Serious Mental Illness (SMI) Health Checks project had yet to be paid due to cashflow constraints faced by the paying customer. Additionally, a sum of £297k remained outstanding for the WAVE 7 programme initiated in October 2022, primarily due to changes in NHS systems at year-end.

Cashflow forecasts are prepared for both the ongoing and upcoming financial years and are monitored on a monthly basis. The cashflow forecast is regularly updated to take account of future changes so the cash position of the Charity can be managed appropriately.

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.

**Principal Funding**

The core funding sources for Brent, Wandsworth and Westminster Mind are from contracts to deliver housing, health and wellbeing services for the Local Authority and NHS (via ICS and Primary Care Networks (PCNs)). There are a number of services that are also purchased through client choice, using their social care personal budgets, or their own resources. In the year, Brent, Wandsworth and Westminster Mind also benefitted from grant-giving bodies, corporate and individual donations, supported by our website and premises subsidy income.

Mind in Brent, Wandsworth and Westminster takes our responsibility as a Charity with the ability to fundraise very seriously, we are registered with the Fundraising Regulator and are committed to follow the code of Fundraising Practice. In 2022/23, we did not employ any professional fundraiser or commercial participator for fundraising activities, we received no complaints about fundraising activities and we have not made any direct approaches to individuals for fundraising purposes.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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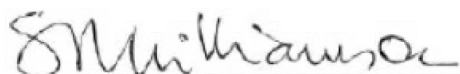
**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Preparation of the Report**

This report of the Board has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

This report was approved and authorised for issue by the Board and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

Date: 20/09/2023

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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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:

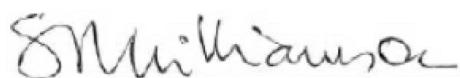
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

In so far as the Trustees are aware:

- there is no relevant audit information of which the Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

Date: 20/09/2023

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND**

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**Opinion**

We have audited the financial statements of Brent, Wandsworth and Westminster Mind (the 'Charity') for the year ended 31 March 2023 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 March 2023 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.

**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 Auditor's 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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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Auditor's responsibilities for the audit of the financial statements**

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 Auditor's 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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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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 Auditor's Report.

**Use of our report**

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an Auditor's 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 Charity and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**

for and on behalf of

**MHA**

Statutory Auditor

London, United Kingdom

Date: 17/11/2023

MHA is the trading name of MacIntyre Hudson LLP, a limited liability partnership in England and Wales (registered number OC312313).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

|                                    | Note | Unrestricted<br>funds<br>2023<br>£ | Restricted<br>funds<br>2023<br>£ | Total<br>funds<br>2023<br>£ | Total<br>funds<br>2022<br>£ |
|------------------------------------|------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |      |                                    |                                  |                             |                             |
| Donations                          | 4    | 55,825                             | -                                | 55,825                      | 85,576                      |
| Charitable activities              | 5    | 3,296,965                          | 453,967                          | 3,750,932                   | 4,849,294                   |
| Trading activities                 | 6    | 102,162                            | -                                | 102,162                     | 165,429                     |
| Investments                        | 7    | 5,340                              | -                                | 5,340                       | 378                         |
| <b>Total income</b>                |      | <b>3,460,292</b>                   | <b>453,967</b>                   | <b>3,914,259</b>            | <b>5,100,677</b>            |
| <b>Expenditure on:</b>             |      |                                    |                                  |                             |                             |
| Raising funds                      | 8    | 59,344                             | -                                | 59,344                      | 75,269                      |
| Charitable activities              | 9,10 | 3,732,592                          | 453,967                          | 4,186,559                   | 5,116,575                   |
| <b>Total expenditure</b>           |      | <b>3,791,936</b>                   | <b>453,967</b>                   | <b>4,245,903</b>            | <b>5,191,844</b>            |
| <b>Net movement in funds</b>       |      | <b>(331,644)</b>                   | <b>-</b>                         | <b>(331,644)</b>            | <b>(91,167)</b>             |
| <b>Reconciliation of funds:</b>    |      |                                    |                                  |                             |                             |
| Total funds brought forward        |      | 2,961,673                          | -                                | 2,961,673                   | 3,052,840                   |
| Net movement in funds              |      | (331,644)                          | -                                | (331,644)                   | (91,167)                    |
| <b>Total funds carried forward</b> |      | <b>2,630,029</b>                   | <b>-</b>                         | <b>2,630,029</b>            | <b>2,961,673</b>            |

All income and expenditure derive from continuing activities.

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

The notes on pages 35 to 60 form part of these financial statements.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

**BALANCE SHEET**  
**AS AT 31 MARCH 2023**

|                                                         | Note | 2023<br>£ | 2023<br>£        | 2022<br>£ | 2022<br>£        |
|---------------------------------------------------------|------|-----------|------------------|-----------|------------------|
| <b>Fixed assets</b>                                     |      |           |                  |           |                  |
| Tangible assets                                         | 14   |           | 1,136,145        |           | 1,092,539        |
| Investment property                                     | 15   |           | 800,000          |           | 800,260          |
|                                                         |      |           | <u>1,936,145</u> |           | <u>1,892,799</u> |
| <b>Current assets</b>                                   |      |           |                  |           |                  |
| Debtors                                                 | 16   | 812,765   |                  | 601,786   |                  |
| Cash at bank and in hand                                | 22   |           | 687,850          |           | 1,512,613        |
|                                                         |      |           | <u>1,500,615</u> |           | <u>2,114,399</u> |
| Creditors: Amounts falling due within one year          | 17   |           | (806,731)        |           | (1,027,761)      |
|                                                         |      |           | <u>693,884</u>   |           | <u>1,086,638</u> |
| <b>Total assets less current liabilities</b>            |      |           | <u>2,630,029</u> |           | <u>2,979,437</u> |
| Creditors: Amounts falling due after more than one year | 18   |           | -                |           | (17,764)         |
| <b>Total net assets</b>                                 |      |           | <u>2,630,029</u> |           | <u>2,961,673</u> |
| <b>Charity funds</b>                                    |      |           |                  |           |                  |
| Unrestricted funds                                      | 19   |           | 2,630,029        |           | 2,961,673        |
| <b>Total funds</b>                                      |      |           | <u>2,630,029</u> |           | <u>2,961,673</u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

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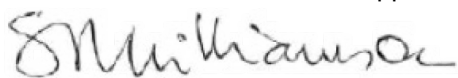
**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2023**

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The Trustees acknowledge their responsibilities for complying with the requirements of the Companies 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.

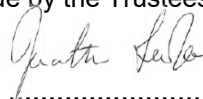
The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....  
**Sue Williamson**

Chair

Date: 20/09/2023



.....  
**Jonathan Lawlor**

Treasurer

The notes on pages 35 to 60 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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|                                                         | <b>Note</b> | <b>2023</b><br>£ | <b>2022</b><br>£ |
|---------------------------------------------------------|-------------|------------------|------------------|
| <b>Cash flows from operating activities</b>             |             |                  |                  |
| Net cash used in operating activities                   | 21          | <b>(744,654)</b> | <b>(48,725)</b>  |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Cash flows from investing activities</b>             |             |                  |                  |
| Investment income                                       | 7           | <b>5,340</b>     | <b>378</b>       |
| Enhancement of investment property                      | 15          | <b>-</b>         | <b>(30,260)</b>  |
| Purchase of tangible fixed assets                       | 14          | <b>(85,449)</b>  | <b>(34,456)</b>  |
| Proceeds from sale of tangible fixed assets             |             | <b>-</b>         | <b>(194)</b>     |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Net cash used in investing activities</b>            |             | <b>(80,109)</b>  | <b>(64,532)</b>  |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Change in cash and cash equivalents in the year</b>  |             | <b>(824,763)</b> | <b>(113,257)</b> |
| Cash and cash equivalents at the beginning of the year  |             | <b>1,512,613</b> | <b>1,625,870</b> |
|                                                         |             | <hr/>            | <hr/>            |
| <b>Cash and cash equivalents at the end of the year</b> | 22          | <b>687,850</b>   | <b>1,512,613</b> |
|                                                         |             | <hr/> <hr/>      | <hr/> <hr/>      |

As the Charity does not have any debt, an analysis of net debt has not been produced.

The notes on pages 35 to 60 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**1. General information**

Brent, Wandsworth and Westminster Mind is a charitable company and is registered with the Charity Commission (Charity Registered Number 292708) and Registrar of Companies (Company Registration Number 01796928) in England and Wales.

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of these financial statements.

The nature of the Charity's operations and principal activities are to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability, especially in the City of Westminster, Borough of Wandsworth and Borough of Brent, in association with National Mind.

**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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Brent, Wandsworth and Westminster Mind 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 which is the functional currency of the Charity and rounded to the nearest pound.

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

**2.2 Going concern**

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.3 Income**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the Charity however it is not possible to measure reliably the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

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 Bank.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.4 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. 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.

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

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs, administrative and payroll costs. They are incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources:

- Premises costs, overheads and other staff costs have been allocated based on the average staff FTE for the reporting period; and
- Project Management costs have been allocated based on 12% of project expenditure or as agreed with the funder.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. If the asset is made of more components each costing less than £1,000, the total asset cost will be considered when evaluating the cost of the asset (i.e. telephone system (or set of office furniture) is made of a number of units costing less than, but total value is above £1,000).

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.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.6 Tangible fixed assets and depreciation (continued)**

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 bases:

|                                       |                                    |
|---------------------------------------|------------------------------------|
| Long-term leasehold property          | - 149 years straight line          |
| Leasehold improvements                | - 20% straight line                |
| Fixtures and fittings (long term use) | - between 5% and 25% straight line |

**2.7 Investment properties**

Investment properties are measured at fair value at each reporting date with changes in fair value recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities.

Additions to investment properties are initially recognised at cost.

**2.8 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.

**2.9 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.

**2.10 Liabilities and provisions**

Liabilities 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 a finance cost.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.11 Financial instruments**

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals, other creditors, bank loans and pension deficit liability will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 17 and 18. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

**2.12 Operating leases**

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

**2.13 Pensions**

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution pension scheme and a defined benefit pension scheme. In the defined benefit scheme, the Charity participates in the Pension Trust's Growth Plan (Note 25). Due to certain guarantees included in the scheme there is an employer's debt which would become payable if the Charity left the scheme and this is explained in Note 24. As a multi-employer scheme within the definition of FRS 102, none of the assets or liabilities of the scheme are included on the Charity's Balance Sheet. The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.14 Fund accounting**

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

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

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

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

**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.

Critical accounting estimates and assumptions:

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:

- Useful economic lives of assets
- Discount rate of 5.52% for long term pension scheme deficit reduction payments
- Allocation of support costs.
- Fair value of the investment property

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**4. Income from donations**

|                                  | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|----------------------------------|----------------------------------------------|---------------------------------------|
| Donations                        | 55,825                                       | <b>55,825</b>                         |
| Coronavirus Job Retention Scheme | -                                            | -                                     |
| <b>Total 2023</b>                | <u>55,825</u>                                | <u><b>55,825</b></u>                  |
|                                  | <i>Unrestricted<br/>funds<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
| Donations                        | 85,051                                       | 85,051                                |
| Coronavirus Job Retention Scheme | 525                                          | 525                                   |
| <i>Total 2022</i>                | <u>85,576</u>                                | <u>85,576</u>                         |

Income from government grants comprises grants received under the government Coronavirus Job Retention Scheme. There were no unfulfilled conditions or other contingencies attached to these government grants.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**5. Income from charitable activities**

|                                     | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Restricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 670,359                                      | 40,542                                     | <b>710,901</b>                        |
| Community Programmes                | 287,982                                      | 211,608                                    | <b>499,590</b>                        |
| Portugal Prints (Work Groups)       | 111,208                                      | -                                          | <b>111,208</b>                        |
| Housing Services                    | 899,805                                      | -                                          | <b>899,805</b>                        |
| Community Befriending Service       | 115,221                                      | -                                          | <b>115,221</b>                        |
| Central Services                    | 8,403                                        | -                                          | <b>8,403</b>                          |
| Children and Young People's Service | 1,203,987                                    | 201,817                                    | <b>1,405,804</b>                      |
| <b>Total 2023</b>                   | <b>3,296,965</b>                             | <b>453,967</b>                             | <b>3,750,932</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2022<br/>£</i> | <i>Restricted<br/>funds<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
| Psychological Therapies             | 628,522                                      | 53,787                                     | 682,309                               |
| Community Programmes                | 282,410                                      | 155,133                                    | 437,543                               |
| Portugal Prints (Work Groups)       | 119,876                                      | -                                          | 119,876                               |
| Housing Services                    | 2,472,736                                    | 36,800                                     | 2,509,536                             |
| Community Befriending Service       | 110,419                                      | -                                          | 110,419                               |
| Central Services                    | 2,656                                        | -                                          | 2,656                                 |
| Children and Young People's Service | 986,955                                      | -                                          | 986,955                               |
| <b>Total 2022</b>                   | <b>4,603,574</b>                             | <b>245,720</b>                             | <b>4,849,294</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**5. Income from charitable activities (continued)**

Included within income from charitable activities is income from government grants and contracts from the following sources:

- Psychological Therapies - £601,470 (2022 - £608,137) from NHS sources, £40,541 (2022 - £NIL) from London Borough and City Councils and £68,889 (2022 - £74,176) from Educational contracts.
- Community Programmes - £319,357 (2022 - £202,236) from Central London Health Care (NHS), £140,618 (2022 - £224,156) from London Borough and City Councils and £50,774 (2022 - £60,117) from Educational Centres.
- Portugal Prints (Work Groups) - £110,451 (2022 - £108,850) from London Borough and City Councils and £NIL (2022 - £14,698) from Art Council.
- Housing Services - £898,404 (2022 - £2,504,198) from London Borough and City Councils.
- Community Befriending Service - £115,221 (2022 - £110,419) from London Borough and City Councils.
- Children and Young People's Service - £1,316,238 (2022 - £875,646) from Central London Health Care (NHS) and £87,552 (2022 - £41,339) from Local Authority.

There were no unfulfilled conditions or other contingencies attached to these government grants.

**6. Income from other trading activities**

|                                      | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|--------------------------------------|----------------------------------------------|---------------------------------------|
| Other income from trading activities | 102,162                                      | <b>102,162</b>                        |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |
|                                      | <i>Unrestricted<br/>funds<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
| Other income from trading activities | 165,429                                      | 165,429                               |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**7. Investment income**

|                          | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|--------------------------|----------------------------------------------|---------------------------------------|
| Bank interest receivable | 5,340                                        | <b>5,340</b>                          |

|                          | <i>Unrestricted<br/>funds<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
|--------------------------|----------------------------------------------|---------------------------------------|
| Bank interest receivable | 378                                          | 378                                   |

**8. Expenditure on raising funds**

In 2023, there were unrestricted direct costs of £59,344 incurred as fundraising, training, investment property refurbishment and consultancy costs (2022 - £75,269).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**9. Analysis of expenditure on charitable activities - by fund**

|                                     | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Restricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 756,889                                      | 40,542                                     | <b>797,431</b>                        |
| Community Programmes                | 501,958                                      | 211,608                                    | <b>713,566</b>                        |
| Portugal Prints (Work Groups)       | 180,279                                      | -                                          | <b>180,279</b>                        |
| Housing Services                    | 957,319                                      | -                                          | <b>957,319</b>                        |
| Community Befriending Service       | 132,543                                      | -                                          | <b>132,543</b>                        |
| Children and Young People's Service | 1,203,604                                    | 201,817                                    | <b>1,405,421</b>                      |
| <b>Total 2023</b>                   | <b>3,732,592</b>                             | <b>453,967</b>                             | <b>4,186,559</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2022<br/>£</i> | <i>Restricted<br/>funds<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
| Psychological Therapies             | 650,093                                      | 53,787                                     | 703,880                               |
| Community Programmes                | 488,472                                      | 155,133                                    | 643,605                               |
| Portugal Prints (Work Groups)       | 212,574                                      | -                                          | 212,574                               |
| Housing Services                    | 2,451,731                                    | 38,589                                     | 2,490,320                             |
| Community Befriending Service       | 124,056                                      | -                                          | 124,056                               |
| Children and Young People's Service | 942,140                                      | -                                          | 942,140                               |
| <i>Total 2022</i>                   | <b>4,869,066</b>                             | <b>247,509</b>                             | <b>5,116,575</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**10. Analysis of expenditure on charitable activities - by type**

|                                     | <b>Activities<br/>undertaken<br/>directly<br/>2023<br/>£</b> | <b>Support<br/>costs<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 532,448                                                      | 264,983                                 | <b>797,431</b>                        |
| Community Programmes                | 497,663                                                      | 215,903                                 | <b>713,566</b>                        |
| Portugal Prints (Work Groups)       | 144,953                                                      | 35,326                                  | <b>180,279</b>                        |
| Housing Services                    | 704,220                                                      | 253,099                                 | <b>957,319</b>                        |
| Community Befriending Service       | 105,991                                                      | 26,552                                  | <b>132,543</b>                        |
| Children and Young People's Service | 966,702                                                      | 438,719                                 | <b>1,405,421</b>                      |
| <b>Total 2023</b>                   | <b>2,951,977</b>                                             | <b>1,234,582</b>                        | <b>4,186,559</b>                      |

|                                     | <i>Activities<br/>undertaken<br/>directly<br/>2022<br/>£</i> | <i>Support<br/>costs<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 511,031                                                      | 192,849                                 | 703,880                               |
| Community Programmes                | 420,333                                                      | 223,272                                 | 643,605                               |
| Portugal Prints (Work Groups)       | 177,784                                                      | 34,790                                  | 212,574                               |
| Housing Services                    | 1,943,568                                                    | 546,752                                 | 2,490,320                             |
| Community Befriending Service       | 102,316                                                      | 21,740                                  | 124,056                               |
| Children and Young People's Service | 749,390                                                      | 192,750                                 | 942,140                               |
| <i>Total 2022</i>                   | <b>3,904,422</b>                                             | <b>1,212,153</b>                        | <b>5,116,575</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**10. Analysis of expenditure on charitable activities - by type (continued)**

**Analysis of support costs**

|                   | <b>Total<br/>funds<br/>2023<br/>£</b> | <i>Total<br/>funds<br/>2022<br/>£</i> |
|-------------------|---------------------------------------|---------------------------------------|
| Staff costs       | <b>581,881</b>                        | 534,670                               |
| Depreciation      | <b>31,170</b>                         | 18,140                                |
| Premises costs    | <b>213,855</b>                        | 278,714                               |
| Overheads         | <b>315,820</b>                        | 298,575                               |
| Other staff costs | <b>58,033</b>                         | 59,060                                |
| Governance costs  | <b>33,823</b>                         | 22,994                                |
| <b>Total 2023</b> | <b>1,234,582</b>                      | <i>1,212,153</i>                      |

**11. Governance costs**

|                                                            | <b>2023<br/>£</b> | <i>2022<br/>£</i> |
|------------------------------------------------------------|-------------------|-------------------|
| Auditors' remuneration - Audit of the financial statements | <b>21,600</b>     | 18,794            |
| Auditors' remuneration - Non-audit services                | <b>4,740</b>      | 4,200             |
| Auditors' remuneration - Prior year under-accrual          | <b>1,800</b>      | -                 |
| Committee and meeting expenses                             | <b>5,683</b>      | -                 |
|                                                            | <b>33,823</b>     | <i>22,994</i>     |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**12. Staff costs**

|                                    | <b>2023</b>      | <i>2022</i>      |
|------------------------------------|------------------|------------------|
|                                    | <b>£</b>         | <b>£</b>         |
| Wages and salaries                 | <b>2,638,362</b> | <i>2,821,779</i> |
| Social security costs              | <b>252,764</b>   | <i>267,707</i>   |
| Defined contribution pension costs | <b>61,904</b>    | <i>72,514</i>    |
|                                    | <b>2,953,030</b> | <i>3,162,000</i> |

Wages and salaries includes termination benefits totalling £36,508 (*2022 - £41,626*).

£22,109 (*2022 - £17,932*) relates to statutory redundancy payments.

£14,399 (*2022 - £23,694*) relates to non-contractual redundancy payments, which are ex-gratia payments. They were made to employees to prevent a protracted management of change process/cost following the loss of the Brent Housing Contract. The Trustees deemed the payments as in the best interest of the Charity.

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

|                                     | <b>2023</b> | <i>2022</i> |
|-------------------------------------|-------------|-------------|
|                                     | <b>No.</b>  | <b>No.</b>  |
| Psychological Therapies             | <b>23</b>   | <i>20</i>   |
| Community Programmes                | <b>19</b>   | <i>14</i>   |
| Portugal Prints (Work Groups)       | <b>7</b>    | <i>5</i>    |
| Housing Services                    | <b>15</b>   | <i>30</i>   |
| Community Befriending Service       | <b>16</b>   | <i>23</i>   |
| Central Services                    | <b>12</b>   | <i>14</i>   |
| Children and Young People's Service | <b>25</b>   | <i>20</i>   |
|                                     | <b>117</b>  | <i>126</i>  |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**12. Staff costs (continued)**

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

|                                 | <b>2023</b> | 2022 |
|---------------------------------|-------------|------|
|                                 | <b>No.</b>  | No.  |
| In the band £100,001 - £110,000 | <b>1</b>    | 1    |

Total amount of employee benefits (including employer's national insurance contributions and employer's pension contributions) received by Key Management Personnel is £449,975 (2022 - £375,432). The Charity considers its Key Management Personnel to comprise:

- Chief Executive (CEO)
- Head of Adult Services
- Head of Finance, Administration & IT
- Head of Human Resources & Organisational Development
- Head of Partnerships
- Head of Children and Young People

**13. Trustees' remuneration and expenses**

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

During the year ended 31 March 2023, expenses totaling £4,824 (2022 - £NIL) were reimbursed or paid directly to 2 Trustees (2022 - no Trustees). The amounts reimbursed related to their travelling and other out of pocket expenses (where they were not claimable from another source).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**14. Tangible fixed assets**

|                          | Long-term<br>leasehold<br>property<br>£ | Fixtures and<br>fittings<br>£ | Total<br>£              |
|--------------------------|-----------------------------------------|-------------------------------|-------------------------|
| <b>Cost or valuation</b> |                                         |                               |                         |
| At 1 April 2022          | 1,029,896                               | 309,461                       | 1,339,357               |
| Additions                | 69,559                                  | 15,890                        | 85,449                  |
| Disposals                | -                                       | (87,196)                      | (87,196)                |
| At 31 March 2023         | <u>1,099,455</u>                        | <u>238,155</u>                | <u>1,337,610</u>        |
| <b>Depreciation</b>      |                                         |                               |                         |
| At 1 April 2022          | 35,086                                  | 211,732                       | 246,818                 |
| Charge for the year      | 19,378                                  | 20,079                        | 39,457                  |
| On disposals             | -                                       | (84,810)                      | (84,810)                |
| At 31 March 2023         | <u>54,464</u>                           | <u>147,001</u>                | <u>201,465</u>          |
| <b>Net book value</b>    |                                         |                               |                         |
| At 31 March 2023         | <u><u>1,044,991</u></u>                 | <u><u>91,154</u></u>          | <u><u>1,136,145</u></u> |
| <i>At 31 March 2022</i>  | <u><u>994,810</u></u>                   | <u><u>97,729</u></u>          | <u><u>1,092,539</u></u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**15. Investment property**

|                     | <b>Freehold<br/>investment<br/>property<br/>£</b> |
|---------------------|---------------------------------------------------|
| <b>Valuation</b>    |                                                   |
| At 1 April 2022     | <b>800,260</b>                                    |
| Loss on revaluation | <b>(260)</b>                                      |
| At 31 March 2023    | <b>800,000</b>                                    |

In 2023, the investment property balance related to the valuation of 20 Badminton Road.

The Charity own the freehold for both 19 and 20 Badminton Road. 19 Badminton Road had been leased for a period of 215 years up to September 2212. As a long term leasehold this is therefore not included in the Charity's accounts.

**16. Debtors**

|                                     | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|-------------------------------------|-------------------|-------------------|
| <b>Due after more than one year</b> |                   |                   |
| Pension overpayment                 | <b>11,374</b>     | -                 |
|                                     | <b>11,374</b>     | -                 |
| <b>Due within one year</b>          |                   |                   |
| Trade debtors                       | <b>462,344</b>    | 452,996           |
| Other debtors                       | <b>101,643</b>    | 72,122            |
| Prepayments and accrued income      | <b>237,404</b>    | 76,668            |
|                                     | <b>812,765</b>    | 601,786           |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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

|                                        | <b>2023</b>      | <b>2022</b>      |
|----------------------------------------|------------------|------------------|
|                                        | <b>£</b>         | <b>£</b>         |
| Trade creditors                        | <b>55,130</b>    | <b>182,239</b>   |
| Other taxation and social security     | <b>61,787</b>    | <b>66,727</b>    |
| Other creditors                        | <b>302,661</b>   | <b>154,140</b>   |
| Accruals and deferred income           | <b>387,153</b>   | <b>624,655</b>   |
|                                        | <b>806,731</b>   | <b>1,027,761</b> |
|                                        | <b>2023</b>      | <b>2022</b>      |
|                                        | <b>£</b>         | <b>£</b>         |
| <b>Deferred income</b>                 |                  |                  |
| Deferred income at 1 April             | <b>313,153</b>   | <b>210,171</b>   |
| Resources deferred during the year     | <b>240,716</b>   | <b>313,153</b>   |
| Amounts released from previous periods | <b>(313,153)</b> | <b>(210,171)</b> |
| <b>Deferred income as at 31 March</b>  | <b>240,716</b>   | <b>313,153</b>   |

The deferred income balance relates to rental income received in advance and income received for projects taking place in the next financial year.

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

|                           | <b>2023</b> | <b>2022</b>   |
|---------------------------|-------------|---------------|
|                           | <b>£</b>    | <b>£</b>      |
| Pension deficit liability | <b>-</b>    | <b>17,764</b> |

See Note 25 for further details.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**19. Statement of funds**

**Statement of funds - current year**

|                                     | Balance at 1<br>April 2022<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>in/out<br>£ | Balance at<br>31 March<br>2023<br>£ |
|-------------------------------------|---------------------------------|------------------|--------------------|--------------------------|-------------------------------------|
| <b>Unrestricted funds</b>           |                                 |                  |                    |                          |                                     |
| <b>Designated funds</b>             |                                 |                  |                    |                          |                                     |
| Fixed asset fund                    | 1,892,993                       | -                | (39,457)           | 125,129                  | 1,978,665                           |
| Pension deficit reserve             | (77,763)                        | -                | -                  | 28,188                   | (49,575)                            |
|                                     | <u>1,815,230</u>                | <u>-</u>         | <u>(39,457)</u>    | <u>153,317</u>           | <u>1,929,090</u>                    |
| <b>General funds</b>                |                                 |                  |                    |                          |                                     |
| General Funds                       | <u>1,146,443</u>                | <u>3,460,292</u> | <u>(3,752,479)</u> | <u>(153,317)</u>         | <u>700,939</u>                      |
| <b>Total Unrestricted funds</b>     | <u>2,961,673</u>                | <u>3,460,292</u> | <u>(3,791,936)</u> | <u>-</u>                 | <u>2,630,029</u>                    |
| <b>Restricted funds</b>             |                                 |                  |                    |                          |                                     |
| Community Programmes                | -                               | 211,608          | (211,608)          | -                        | -                                   |
| Psychological Therapies             | -                               | 40,542           | (40,542)           | -                        | -                                   |
| Children and Young People's Service | -                               | 201,817          | (201,817)          | -                        | -                                   |
|                                     | <u>-</u>                        | <u>453,967</u>   | <u>(453,967)</u>   | <u>-</u>                 | <u>-</u>                            |
| <b>Total of funds</b>               | <u>2,961,673</u>                | <u>3,914,259</u> | <u>(4,245,903)</u> | <u>-</u>                 | <u>2,630,029</u>                    |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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

**Statement of funds - prior year**

|                                 | <i>Balance at<br/>1 April 2021<br/>£</i> | <i>Income<br/>£</i>     | <i>Expenditure<br/>£</i>  | <i>Transfers<br/>in/out<br/>£</i> | <i>Balance at<br/>31 March<br/>2022<br/>£</i> |
|---------------------------------|------------------------------------------|-------------------------|---------------------------|-----------------------------------|-----------------------------------------------|
| <b>Unrestricted funds</b>       |                                          |                         |                           |                                   |                                               |
| <b>Designated funds</b>         |                                          |                         |                           |                                   |                                               |
| Fixed asset fund                | 1,847,217                                | -                       | (18,940)                  | 64,716                            | 1,892,993                                     |
| Pension deficit reserve         | (335,685)                                | -                       | -                         | 257,922                           | (77,763)                                      |
|                                 | <u>1,511,532</u>                         | <u>-</u>                | <u>(18,940)</u>           | <u>322,638</u>                    | <u>1,815,230</u>                              |
| <b>General funds</b>            |                                          |                         |                           |                                   |                                               |
| General Funds                   | <u>1,539,519</u>                         | <u>4,854,957</u>        | <u>(4,925,395)</u>        | <u>(322,638)</u>                  | <u>1,146,443</u>                              |
| <b>Total Unrestricted funds</b> | <u>3,051,051</u>                         | <u>4,854,957</u>        | <u>(4,944,335)</u>        | <u>-</u>                          | <u>2,961,673</u>                              |
| <b>Restricted funds</b>         |                                          |                         |                           |                                   |                                               |
| Community Programmes            | -                                        | 155,133                 | (155,133)                 | -                                 | -                                             |
| Psychological Therapies         | -                                        | 53,787                  | (53,787)                  | -                                 | -                                             |
| Fundraising                     | 1,789                                    | -                       | (1,789)                   | -                                 | -                                             |
| Housing services                | -                                        | 36,800                  | (36,800)                  | -                                 | -                                             |
|                                 | <u>1,789</u>                             | <u>245,720</u>          | <u>(247,509)</u>          | <u>-</u>                          | <u>-</u>                                      |
| <b>Total of funds</b>           | <u><u>3,052,840</u></u>                  | <u><u>5,100,677</u></u> | <u><u>(5,191,844)</u></u> | <u><u>-</u></u>                   | <u><u>2,961,673</u></u>                       |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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

**Unrestricted Funds - Designated Funds**

The Fixed asset fund represents long leasehold property, computers and furniture and equipment purchased by using unrestricted funds or restricted funds where there is no continuing restriction as to use. The balance carried forward is equal to the net book value of the related assets. The transfer in of £125,129 represents the net of capital additions and capital disposals.

The Pension deficit reserve is held as a negative designated fund in order to recognise the long term nature of the Pension liability out of free reserves. This fund value will replicate the value of the liability as it decreases. The transfer into this fund of £28,188 represents the movement in the pension deficit liability in the year.

**Restricted Funds**

Psychological Therapies includes Royal Borough of Kensington and Chelsea School Staff Programme. Community Programmes represents funding received for the EnableLesiure and North West London Suicide Postvention and South West London Winter Fund Programme. Children and Young People includes Westminster City Council and Royal Borough of Kensington & Chelsea Youth Worker Programme and Recruit to Train Programmes.

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

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

|                                      | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|--------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets                | 1,136,145                                    | <b>1,136,145</b>                      |
| Investment property                  | 800,000                                      | <b>800,000</b>                        |
| Debtors due after more than one year | 11,374                                       | <b>11,374</b>                         |
| Current assets                       | 1,489,241                                    | <b>1,489,241</b>                      |
| Creditors due within one year        | (806,731)                                    | <b>(806,731)</b>                      |
| <b>Total</b>                         | <b>2,630,029</b>                             | <b>2,630,029</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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

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

|                                     | <i>Unrestricted<br/>funds<br/>2022<br/>£</i> | <i>Total<br/>funds<br/>2022<br/>£</i> |
|-------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets               | 1,092,539                                    | 1,092,539                             |
| Investment property                 | 800,260                                      | 800,260                               |
| Current assets                      | 2,114,399                                    | 2,114,399                             |
| Creditors due within one year       | (1,027,761)                                  | (1,027,761)                           |
| Creditors due in more than one year | (17,764)                                     | (17,764)                              |
| <b>Total</b>                        | <u><u>2,961,673</u></u>                      | <u><u>2,961,673</u></u>               |

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

|                                                                                  | <b>2023<br/>£</b>              | <b>2022<br/>£</b>      |
|----------------------------------------------------------------------------------|--------------------------------|------------------------|
| Net income/(expenditure) for the year (as per Statement of Financial Activities) | <u><b>(331,644)</b></u>        | <u>(91,167)</u>        |
| <b>Adjustments for:</b>                                                          |                                |                        |
| Depreciation charges                                                             | 14 <b>39,457</b>               | 19,134                 |
| Investment income                                                                | 7 <b>(5,340)</b>               | (378)                  |
| Loss on the sale of tangible fixed assets                                        | <b>2,386</b>                   | 194                    |
| Increase in debtors                                                              | 16 <b>(210,979)</b>            | (112,247)              |
| (Decrease)/increase in creditors                                                 | 17,18 <b>(238,794)</b>         | 135,739                |
| Revaluation of fixed assets investments                                          | 15 <b>260</b>                  | -                      |
| <b>Net cash used in operating activities</b>                                     | <u><u><b>(744,654)</b></u></u> | <u><u>(48,725)</u></u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**22. Analysis of cash and cash equivalents**

|                                        | <b>2023</b>    | <b>2022</b>      |
|----------------------------------------|----------------|------------------|
|                                        | <b>£</b>       | <b>£</b>         |
| Cash in hand                           | <b>687,850</b> | <b>1,512,613</b> |
| <b>Total cash and cash equivalents</b> | <b>687,850</b> | <b>1,512,613</b> |

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

|                          | <b>At 1 April</b> | <b>Cash flows</b> | <b>At 31 March</b> |
|--------------------------|-------------------|-------------------|--------------------|
|                          | <b>2022</b>       | <b>£</b>          | <b>2023</b>        |
|                          | <b>£</b>          |                   | <b>£</b>           |
| Cash at bank and in hand | <b>1,512,613</b>  | <b>(824,763)</b>  | <b>687,850</b>     |
|                          | <b>1,512,613</b>  | <b>(824,763)</b>  | <b>687,850</b>     |

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**24. Contingent liabilities**

The Charity participates in the Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted out of the state scheme. It is a multi-employer pension plan and it is not possible in the normal course of events to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS 102 represents the employer contribution payable. While the Plan is primarily a defined contribution scheme, it has inherent guarantees that means that the Charity may need to make further contributions to meet deficits. Further generic information about the Plan following the latest three-yearly actuarial valuation at 30 September 2017 is available on the Pensions Trust website at <http://tinyurl.com/q2h4p42>.

Following a change in legislation in September 2005 there is a potential debt on the Charity that could be levied by the Trustee of the Plan and The Pensions Act 2011 has more recently altered the definition of Series 3 of the Growth Plan so that a liability arises to employers from membership of any Series except Series 4. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up. The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buy-out basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Plan's liability attributable to employment with the leaving employer compared to the total amount of the Plan's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. Therefore, the amounts of debt can be volatile over time.

On the 18 October 2017 Wandsworth and Westminster Mind acquired the assets and liabilities of Brent Mind. Brent mind also participates in the Pensions Trusts' Growth Plan. In consultation with the Pension Trust it was agreed to amalgamate both entities into the same scheme. As such the liabilities of Brent Mind are viewed alongside those of Wandsworth and Westminster Mind.

The Charity has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2018. As of this date the estimated employer debt for the Charity was £864,512 including Series 3. A liability is not recognised in the accounts as the Charity remains an active member of the scheme, should the Charity withdraw from the scheme this amount would fall due for payment.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**25. Pension commitments**

The Charity operates a defined contribution scheme and a defined benefit scheme with the Pensions Trust which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, which for both schemes amounted to £60,949 (2022 - £72,514), and the deficit reduction payments made of £28,188 (2022 - £257,922) which have been recognised. At the year end, there were outstanding contributions of £49,575 (2022 - £77,763), the liability is shown as £60,949 due within one year (Note 17) and £(11,374) was an overpayment and is included within debtors due after one year (Note 16).

The Charity was informed in 2014 that additional contributions were payable to the scheme over a 10 year period since this time the Charity has been notified that combined additional contributions are payable annually. The annual amount payable in 2021 was about £87k per annum rising by 3% but from 2022 and beyond it is expected to be £28k per annum ending in 2025. In accordance with the Charity's accounting policy, this expenditure has been recognised in the accounts as the contributions become payable.

**26. Operating lease commitments**

At 31 March 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|                                              | <b>2023</b>    | <b>2022</b>    |
|----------------------------------------------|----------------|----------------|
|                                              | <b>£</b>       | <b>£</b>       |
| Not later than 1 year                        | <b>134,343</b> | 182,167        |
| Later than 1 year and not later than 5 years | <b>507,919</b> | 581,130        |
| Later than 5 years                           | -              | 10,165         |
|                                              | <b>642,262</b> | <b>773,462</b> |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | <b>2023</b>    | <b>2022</b> |
|-------------------------|----------------|-------------|
|                         | <b>£</b>       | <b>£</b>    |
| Operating lease rentals | <b>332,373</b> | 364,019     |

**27. Related party transactions**

The Charity has not entered into any related party transaction during the current or prior year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2023.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**28. Funds dispersed as an agent of WCC**

The Charity acted as an agent for Westminster City Council (WCC) in distributing funds to the following projects. The income and expenditure relating to these projects is excluded from the Statement of Financial Activities.

There were no movements on the project balances for 2022-23. The movement on the project balances for 2021-22 were:

|                    | <i>Brought<br/>forward<br/>2022<br/>£</i> | <i>Income<br/>2022<br/>£</i> |
|--------------------|-------------------------------------------|------------------------------|
| Housing User Funds | (368)                                     | 368                          |

**ALLKIND MENTAL HEALTH AND WELLBEING**

England & Wales - Charity number 292708

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# Accounts

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Company Registered Number: 01796928  
Charity Registered Number: 292708

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
(A Company Limited by Guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**CONTENTS**

---

|                                                                                       | Page    |
|---------------------------------------------------------------------------------------|---------|
| <b>Reference and Administrative Details of the Charity, its Trustees and Advisers</b> | 1 - 2   |
| <b>Trustees' Report</b>                                                               | 3 - 20  |
| <b>Statement of Trustees' Responsibilities</b>                                        | 21      |
| <b>Independent Auditor's Report on the Financial Statements</b>                       | 22 - 25 |
| <b>Statement of Financial Activities</b>                                              | 26      |
| <b>Balance Sheet</b>                                                                  | 27 - 28 |
| <b>Statement of Cash Flows</b>                                                        | 29      |
| <b>Notes to the Financial Statements</b>                                              | 30 - 55 |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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|                                  |                                                                                                                                                                                         |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                  | Sue Williamson, Chair<br>Rosie Farrer, Vice Chair<br>Jonathan Lawlor, Treasurer<br>Momotaj Islam<br>Gail Wingham<br>Thomas Fitzgerald<br>Gavin McCabe<br>Darren Woolley<br>James Newman |
| <b>Company registered number</b> | 01796928                                                                                                                                                                                |
| <b>Charity registered number</b> | 292708                                                                                                                                                                                  |
| <b>Registered office</b>         | Hopkinson House<br>6 Osbert Street<br>London<br>SW1P 2QU                                                                                                                                |
| <b>Chief executive officer</b>   | Simon Thompson                                                                                                                                                                          |
| <b>Independent auditor</b>       | MHA MacIntyre Hudson<br>Chartered Accountants and Statutory Auditors<br>6th Floor<br>2 London Wall Place<br>London<br>EC2Y 5AU                                                          |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Bankers**                      Royal Bank of Scotland  
London  
W9 3QR

Santander  
Bridle Road  
Bootle  
Merseyside  
G1R 0AA

**Solicitors**                      Druces LLP  
Salisbury House  
London Wall  
London  
EC2M 5PS

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company'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 Republic of Ireland (FRS 102).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

**AIMS, OBJECTIVES AND ACTIVITIES**

**Our Strategic Context**  
**2022**

Over this financial year, we saw pandemic restrictions begin to lift, the vaccination programme roll out and a gradual return to normal life, albeit with significant long-term societal changes. Towards the end of the financial year, we have also seen additional pressures with the impact of Brexit, the fuel crisis, rising inflation and the war in Ukraine.

For Mind in Brent, Wandsworth and Westminster, the societal changes have implications for our sites and how we deliver our services. The additional pressures signal the ever more important need for mental health support as people face more stress and health inequalities are likely to deepen. We will also be affected by the growing financial pressure on the NHS and local authorities to deliver more services with less resources.

Over this year, much of the focus has been on the changes within NHS commissioning with the Integrated Care Systems achieving more dominance and beginning to gain more definition. The ICSs are also developing long-term partnerships with conglomerates of Voluntary and Community Sector (VCS) providers, which are likely to become supply chain managers of commissioned NHS services. We have also seen that the NHS is facing severe financial strain and recruitment problems, and there are likely to be further iterations of the ICSs. Within tenders, we see that recruiting and retaining well-qualified staff is increasingly an anxiety that we need to recognise.

These changes have meant that navigating commissioner relationships and developing long-term partnerships has become increasingly important. Across our Senior Management Team, we have been spending time attending key strategic provider meetings and building relationships and partnerships.

The pivot to hybrid working which was forced by the pandemic is now recognised as being a permanent change, increasingly expected by colleagues and acting as an important recruitment tool. Our resultant need for a reduced office footprint led us to explore options for a more streamlined space, enabling us to reduce costs and place more emphasis on the Wellbeing Hub aspect of our premises.

Towards the end of this financial year, we also received the news that two of our Councils, Wandsworth and Westminster, now have an elected Labour majority. We await to see if this will result in any changes in commissioning priorities or in our positioning as a provider of clinically informed community mental health services.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Our Objectives**

The objectives of the Charity are to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability, in association with national Mind. We are here for everyone with a mental health need, including those in the workplace.

**Our Vision**

We're here to make sure everyone with a mental health problem gets the support they need to recover. To achieve this vision, we work each and every day to:

- Improve our availability to local communities, utilising new and creative ways to enable access for people that don't meet criteria from our commissioned services. We will do this by developing a peer support service, and group counselling in partnership with Mind in the Royal Borough of Kensington and Chelsea.
- Be flexible and inclusive, combining professional know-how with the expertise from people with lived experience of mental health problems.
- Place excellent clinical and care governance at the centre of our services.
- Deliver integrated services for health and social care commissioners; patient support for GPs; public health programmes and in-work training and support for employers.
- Be financially robust and work across organisational boundaries, alongside our partners to get the best outcomes and value for money.
- Work collaboratively with other mental health charities and providers to enhance our own skills and provide more creative and innovative services.
- Seek opportunities to widen the services we offer, across our own boroughs and explore new services in neighbouring boroughs.
- Harness our collective expertise across KCW (Kensington, Chelsea & Westminster) boroughs.

**Our Core Values**

**OPEN:** Captures how we are inclusive, accessible, community focused and open to change.

**EXPERIENCED:** Our teams bring knowledge, expertise and lived experience. They capture reliability, history, and professionalism – both individually and as a collective.

**UNSTOPPABLE:** Our mindset is active, change-focused, and forward thinking. Whilst also showing us as the change makers, campaigners, and activists we are.

**TOGETHER:** We walk alongside the people we support. We're here to fight for everybody's mental health.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Brent, Wandsworth and Westminster Mind is a company limited by guarantee incorporated on 2 March 1984 and registered as a charity on 11 October 1985. The original charitable company was established under a memorandum of association, setting out the objects and powers of the charitable company which is governed under its articles of association. Our constitution was reviewed and updated according to best practice and current regulatory and legal compliance and the new and revised Articles of Association were approved by the Trustees of Brent, Wandsworth and Westminster Mind in July 2017.

**Organisational Structure**

Brent, Wandsworth and Westminster Mind has a Board of Trustees who meet bi-monthly and are responsible for the strategic direction and policy of the Charity. Trustee development is key to the role and the Board has strong representation across service users, finance, governance and clinical services.

There are 3 formal subcommittees of the Board:

- Finance and Services Committee
- Strategy and Growth Committee
- Quality and Performance Committee

The addition of these subcommittees enhance the existing strong governance, and enables attention, scrutiny and focus as the charity continues to grow and develop. It also enables all Trustees to play a lively and active part in the safety, compliance and innovation aligned to its core agenda.

We are passionate about continuously reviewing our governance, the quality of our services, people and ourselves. We have continued to focus on a deep analysis into our performance and did this against the Charity Governance Code which was formally adopted by the Board as a driver to apply recommended best practice. We, as a Board of Trustees, together with the Senior Management Team (SMT) held an away day to review performance and that of the SMT. We continue to have confidence in the quality of the people in post and the processes in situ.

A scheme of delegation is in place and the day to day responsibility for the provision of the Charity's services rests with the SMT, consisting of the Chief Executive (CEO) along with their Director team, of which there are the following post holders.

- Finance and Resources
- Service Delivery and Operational Standards
- Human Resources and Organisational Development
- Clinical Lead
- Business Development and Fundraising

The CEO is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Service Managers have responsibility for the day-to-day operational management of the services and individual supervision of the staff team. In September, the Head of Service Delivery and Operational Standards left the organisation. In response, the CEO took on this role temporarily to review and design a new operational management structure.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Members**

The Members of the Board, who served during the year and up to the date of this report are listed on page 1. All Members of the Board are Members of the Charity and guarantee to contribute to the assets of the Charity in the event of it being wound up such amounts as may be required, not exceeding £1, either as Members of the Charity or within twelve months of leaving membership. The total number of such guarantees at 31 March 2022 was 9. Members of the Board are Members of the Charity, but this entitles them only to voting rights.

**Recruitment and Appointment of Trustees**

Once the ideal skill experience profile has been identified, the vacancy is advertised on the Mind in Brent, Wandsworth & Westminster Website and social media platforms. Alternatively, we make direct approaches to professional bodies and other voluntary organisations. Preference should be given to these approaches as opposed to personal contacts as the intention is to promote diversity and avoid conflicts of interest. The Charity seeks to ensure diversity in its Board of Trustees and consideration is given to ways in which groups that are underrepresented might be reached and encouraged to apply. People enquiring to become Trustees are sent appropriate documentation about the charity and the role of a Trustee including a Trustee 'Job Description' and are asked to complete an application form. Application forms are considered and a vote taken at the following board meeting in accordance with the procedure for appointing Trustees detailed in the governing document.

**Trustee Induction and Training**

All new Trustees participate in an induction workshop with the SMT and are provided with core governance documents on the role and responsibilities of a Trustee. Ongoing training is through an annual facilitated strategy workshop and access to topical events of relevance to the Trustee role. Trustees who do not have a financial background, have had several training events with finance to ensure enhanced understanding of the financial budgeting and viability of the Charity. The annual strategy workshop addresses a Trustee skill review, identifying any training or development needs. All Trustees receive quarterly briefings on the services provided by Brent, Wandsworth and Westminster Mind and have the opportunity to visit services and participate in groups for service improvement and development.

The Charity has embarked on a new and exciting journey of offering more services to our beneficiaries. Through the Charity's governance structures and skills assessment of Board Members, identification of new talent and skills sets were identified, and individuals were specifically sought out to enhance the Board of Trustees. The Charity has also adopted the Charity Commission Governance Code of Conduct as a tool to support continuous improvement. Openness, Accountability and Diversity remained a key area of focus and improvement. This has enhanced our service user's representation, skills in corporate governance, communications and marketing and property management. These areas together with the existing competences provide continued sound performance and quality controls for moving forward.

Trustees receive regular briefings and presentations from service areas, which enables them to be fully aware and engaged with the services we run and opportunities and challenges they experience. This then informs key decision making, based on CEO recommendation, such as additional investment or change in direction. Briefings also enable Trustees to advise, from a strategic viewpoint, using their specialist areas of expertise, including service user experience, communications and organisational development. This informs key decision making, which allows them to have strong governance and insight of the organisation.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Remuneration Policy for Key Management Personnel**

The Trustees consider that the Board of Trustees and the SMT comprise the Key Management Personnel of the Charity. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in notes to the accounts. The Charity's SMT are all paid in accordance with a published scale of grades (or spot salaries) unique to Brent, Wandsworth and Westminster Mind. Any increases to these published grades are externally benchmarked and approved by the Board. An annual review of the existing pay scales used within the organisation is undertaken and a decision made as to whether or not the Charity implements an uplift. The criteria to establish whether or not an uplift should be implemented will include the financial stability of the Charity and its main income streams, the trend with regard to pay increases witnessed within the appropriate operating environment (e.g. trends within similar sized voluntary sector organisations) and the current national average pay increase levels. The financial performance and health of Brent, Wandsworth and Westminster Mind remains the determining factor in any remuneration progression.

**Principal Risks and Uncertainties**

The risk register includes a list of actions to be taken to manage the principal risks the Charity faces. As requested by the Board, the SMT reviews the register each month, and it is included as a permanent item at Board meetings.

As the pandemic has receded over this year, we are beginning to see the medium-term effects of this global event. Much of this is a change to normal working practices, an NHS recovering from two years of intense pressure on staff and budgets, and a world where people and organisations have taken this as an opportunity to re-evaluate their contribution and overall systems.

It has also become very clear that the main risk we currently face is financial, with massive uncertainties and shifts around the war in Ukraine, Brexit, fuel and businesses collapsing or contracting after the pandemic. We expect the financial crisis will force difficult decisions for our commissioning partners as well as increased health inequalities for the people we support.

The key risks to the Charity are considered to be:

- The impact and implications of the financial crisis on the Charity's income, the well-being of its staff/colleagues and the community as a whole.
- Difficulties in recruiting suitably qualified staff to enable us to deliver contracts and maintain our high levels of quality.
- Maintaining staff cohesion and organisational mission across a team where hybrid working is more prevalent.
- Working with people who present a greater level of complexity and need at a time when many mental health services are both changing and reducing.
- Cuts to public funding in health and social care requiring greater efficiencies in how services are delivered.
- Loss of major contracts as a consequence of competition and or changes to commissioning landscape.
- Change in funding landscape within Local Authorities and NHS.
- Managing our capital assets for optimum financial benefits for the Charity.
- Cyber-attack/hacks, financial and reputational risks and effects on business continuity.
- Any safeguarding risks to our beneficiaries.
- Increased inflation and pressure to increase salaries which will cause strain on existing and future budgets.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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To mitigate these risks, we have:

- A Business Plan, set annually from a three-year strategic plan and routinely monitored at Board level.
- Regular service quality reviews to further ensure safeguarding, duty of care, legislative compliance and service outcomes.
- The regular review and implementation of written procedures, for example financial procedures, HR policies and procedures.
- Investment in staff training and development.
- A framework to address the health, safety and security of staff and clients.
- Staff care and support, with a focus on wellbeing and vehicles to support staff cohesion.
- Reviewed our premises and made the strategic decision to relocate our main office to a site with a smaller staff footprint and improved community facilities.
- Embedded changes in working practice to enable staff safety and creative working solutions, and make more efficient use of our estates.
- Invested in Business Development, with a focus on streamlined processes and increased activity.
- Ensured that our delivery is aligned to the strategic health and social care priorities within each borough.
- Taken a proactive approach in communication with commissioners and preparation for potential tenders.
- Undertaken a review of our staffing structure to provide a consolidated approach to delivery that makes the best use of resources and creative solutions.
- Increased focus on our Marketing and Communications to increase our profile in a competitive marketplace.
- Continued to meet the needs of the people we support, adhering to safeguarding policies and procedures and working in partnership to address the full spectrum of mental health problems.
- Refined our bidding process, exploring partnerships and working with external consultants.
- Engaged specialist premises and legal expertise to manage our property assets.
- Appointed a new IT provider who will modernise our platform and ensure we have the best systems for effective hybrid working.
- To reduce financial strain on budgets, we find creative working solutions, have transparent conversations with commissioners and identify new ways to attract and retain talented staff.

**ACTIVITIES AND PERFORMANCES IN 2021/22 –**

**Volunteer Support for our Charitable Activities**

Brent, Wandsworth and Westminster Mind is supported by volunteers, which enables the Charity to achieve far more for beneficiaries.

In 2021/22 this essential contribution included:

- Providing warm and welcoming reception services at all locations.
- Providing support with administration and service delivery on key community programmes.
- Sharing lived experience and increasing wellbeing through peer coaching.
- Supporting meaningful activities in the community and in our wellbeing hubs.
- Engaging in client involvement and consultation activities.
- Supporting fundraising activities across all locations.
- Providing clinical interventions through our Student Counselling Service for LSBU Students.
- Ensuring Members of our Board of Trustees include people with lived experience.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Clinical Services**

Psychological Therapies Services

The Improving Access to Psychological Therapies (IAPT) Step 3 counselling provision in Westminster in Partnership with CNWL NHS Trust and HealthShare has been operating since April 2020. The fully NICE compliant service has been providing treatment to patients almost exclusively remotely via telephone and video platforms over the past 12 months due to the pandemic. The contract for this service has been extended until March 2023 and saw an increase of 8.5% in contractual value as part of this extension.

The service met its recovery rate target of 50% in 5 out of the 12 months during this period. We treated 917 patients, meeting both its waiting times for assessment and treatment every month.

The London Southbank University Counselling service continues to have trainee and qualified Honorary (Volunteer) Counsellors as its clinical team. Our range of integrative modalities means that we can offer a range of interventions and provide the best recommended treatment intervention for an individual. We exceeded the target of 1200 clinical hours for the year, which also resulted in an increase in income for this activity and for students to have support to maintain their education. The contract for the service is due to expire in August 2022 and an external competitive tender is expected to take place over the summer to decide who the future provider will be beyond then.

In 2020, we began delivering two new projects funded by South West London CCG and North West London CCG. These pilots have now become longer term contracted services, providing support for 155 people bereaved by suicide and put us at the forefront of a national agenda to better understand the issues surrounding suicide in order to prevent and reduce further deaths.

In July 2021, we started to deliver a two year project, funded by SWL CCG, to deliver a Suicide Prevention Project across six boroughs in South West London. This was focused on community and educational settings engagement. Utilising a Volunteer Community Champions approach, engagement with schools, educational institutions and young persons agencies has been high. In addition, we have a growing footprint in communities, working with local businesses and public settings.

In February 2021, we were commissioned by South West London CCG to conduct a consultation piece of research to engage with women who have experienced tokophobia (fear of giving birth), birth trauma or perinatal/neonatal loss and have been supported by existing services. This key exercise will help inform the CCG of their commissioning requirements in this area and what additional services would be helpful in the future to enable better, more tailored care. In October 2021, a comprehensive report was submitted to SWL CCG who have been using this research to help shape their future service model and commissioning intentions in this area.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Key highlights and outcomes include:

- 98% of patients waited less than 6 weeks for their first appointment, and 100% waited less than 18 weeks to start counselling, against national IAPT waiting time targets of 75% and 95% respectively.
- 50% of LSBU students who completed a course of treatment reported feeling significantly less anxious and depressed than at the start of the treatment. This outcome met the target of 50% for this performance indicator.
- Since April 2021 – March 2022, the Postvention Suicide support service in NWL and SWL boroughs received 456 referrals, a significant increase from 212 referrals in the previous year. 221 people took up some continued support following referral.
- Between July 2021 – March 2022, the Suicide Prevention services statistics are as followed:
  - Total number of sessions provided to Community services and agencies was 30.
  - Total number of sessions provided to CYP and educational settings was 13.
  - Total number of attendees across both areas was 689.
  - Total number of agencies and organisations engaged within the Community was 45.
  - Total number of agencies and educational institutions engaged was 30.

Children and Young People's Services (CYP Services)

The **Mental Health Support Team** (MHST) supports the mental health and wellbeing of children and young people with mild to moderate mental health problems. The service is based within 33 Westminster schools. We deliver evidence-based interventions (guided self-help based on cognitive behavioral therapy) and workshops to children, young people, parents and school staff. The service is funded by the NHS England and NorthWest London Central Commissioning Group (CCG).

During 2021-22, we delivered one-to-one support to 534 children, young people and their families. We delivered 390 psycho-educational workshops and assemblies to 9679 children, young people, parents and school staff.

During the year we finalised the Service Evaluation to determine the effectiveness of the service.

Overall, the results suggest that our MHST is providing a highly effective service for young people in Westminster. This is demonstrated through the ease of access to the service; the high uptake and completion of interventions; the successful improvement in symptom scores; positive service-user feedback; the representativeness of access to our service amongst a number of diversity and disadvantaged characteristics; and through the quick and effective way the service has dealt with any challenges faced. This is particularly impressive given this was during the ongoing Covid-19 pandemic.

Mental Health Youth Workers Service

This is a new pilot service that started in July 2021 funded by WCC. The service was set up to provide a preventative, early intervention service to the young people who access 5 youth hubs in Westminster. We have engaged in 1:1 and group emotional well-being sessions, supporting and empowering young people, their parents and families. We have worked with statutory and non-statutory services to provide a program of activities which are targeted at individuals in need of specific support.

Since July 2021, we have supported 265 young people and delivered 60 different workshops to young people and youth clubs' staff.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Mentally Healthy Universities (MHU)

We deliver a programme of workshops and training for students at the London School of Economics and Political Science. Over 130 students signed up for sessions and 53 students undertook hour-long workshops on mental health and wellbeing, designed specifically for their cohort following the Mentally Healthy Universities programme we delivered over the past two years. We also engaged with students through sharing of free resources and materials, including a stall during Mental Health Awareness Week.

**Non-Clinical Services**

Housing Services

Brent, Wandsworth and Westminster Mind continued to provide Housing Support services for Brent and Wandsworth Councils, increasing our contribution to the support we offered across two of our three diverse London boroughs. Unfortunately, in late 2021 we received confirmation that our submission for the tender for Housing-Related Support in Brent had not been successful.

Key highlights and outcomes include:

- We worked with a total of 292 clients in 3 boroughs in 2021/2022.
- Move on to more appropriate accommodation was achieved for 13 clients
- Utilisation of the service (housing management units and support spaces) across all 3 boroughs was 94.46%.

Wandsworth Floating Support Service of Mind in Brent, Wandsworth and Westminster continued to be the only floating support service in the London Borough of Wandsworth between April 2021 and March 2022. The support service delivered during the year comprised 34 Supported Housing Placement (Low Visiting Support) - 23% and 116 Floating Support - 77% to residents of Wandsworth Borough who already have temporary or permanent accommodations and only required the wrap around support we provide. They remained at full capacity usage throughout the year.

- ✓ The total number of service users we worked with in Wandsworth in the year between April 2021 and March 2022 is 219.
- ✓ The service remained at 150 total capacity at year end which was the same capacity we started with. However, as of the end of the year we had a composition of 33 Supported Housing (Low Visiting Support) and 117 Floating Support Service Users receiving support from the service.
- ✓ The total number of reported hospital admissions was 19. The number comprised service users who were both admitted to physical health hospitals and those that were sectioned and on admission at the mental health hospitals.
- ✓ Throughout the year, 3 serious untoward incidents were reported.
- ✓ Move On for service users throughout the year was achieved for 69 service users. Majority of the move ons were planned and were due to service users completing their support plans with us - 58 - 84% while the rest of the move ons within the period 11 – 16% was unplanned. The move ons for service users in our Supported Housing with low visiting support was mainly to accommodations with higher support provision and staff on site which we don't provide and the rest of move ons were case closures of service users receiving floating support.
- ✓ We worked with and provided support to a total number of 219 service users.
- ✓ The total number of complaints received during the year was 3 and all the complaints have now been resolved.
- ✓ Throughout the year, we raised/reported 10 safeguarding concerns.
- ✓ Floating Support Service Users who passed away during the year was 3 between April 2021 and March 2022 and were reported as part of the serious incidents figure provided above.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Training Programme

Our training programme continued to expand during 2021-2022.

- Our Training department delivered training sessions to over **6000 people globally** in 2021-2022.
- Sessions are being delivered **online, face-to-face** and in **hybrid** formats. The team are continuously developing the way they deliver sessions to reach maximum potential and increase impact.
- They have worked with over **80 new companies** this year.
- This year they formalised their **consultancy framework** to officially offer this as part of their service.
- They now offer 5 additional training modules: Burnout, Be Kind to Your Mind, Suicide Awareness and Prevention, Supporting Yourself and Others, and Coping with Loneliness.
- The team worked closely with the fundraising team to bring in more business by setting up **strategic partnerships** through training programmes (with a fundraising element) with corporate organisations.
- Two staff members achieved full accreditation as **National Mental Health First Aid Instructors** through MHFA England. This has meant that we can now deliver MHFA courses by in-house trainers.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Community Programmes**

The programme portfolio supports the whole spectrum of mental health recovery needs and provides services in the following categories: Active Wellbeing, Creative Wellbeing, Employment Skills Building, Hub Services and Life Skills. Key highlights and outcomes include:

Westminster:

Community Befriending is a service for people with moderate to high mental health needs and is mostly funded by Westminster City Council with the Personal Budgets of service users. In addition, some service users pay for the service themselves. It matches befrienders with people who often find it hard to cope, to manage day to day matters or to take an active part in community life. Our Community Befrienders help people develop self-management skills, confidence and self-esteem and to move towards independence and life beyond services. Service users are encouraged to develop their interests, connect with peers and become more active in the wider community.

*Key achievements:*

- An average of 68 service users were Community Befriending clients each quarter during 2021/22, with more than 64 receiving support within each quarter (cf 2020/21: 62 receiving support).
- A total of 6,187 service hours were delivered in 2021/22 (cf 2020/21: total of 5,617 service hours).
- 77% of clients reviewed reported better mental health and wellbeing (cf 2020/21: 70%).
- 68% of clients reviewed increased their engagement within the community and/or had greater self-confidence (cf 2020/21: 62%).
- 68% of clients reviewed were better able to maintain independent living skills (cf 2020/21: 69%).
- 70% of clients reviewed increased their social engagement (cf 2020/21: 70%).
- Through harnessing volunteer support, charitable funding and public body support, our Westminster Wellbeing Hub continued to deliver a wide range of free life skill services, including Music in Mind, gardening, yoga and non-contact boxing.
- Our Harmonious Choir continued to meet virtually and sing regularly.

Wandsworth Wellbeing Hub

In this reporting period April 2021 – March 2022:

**Attendance**

- Number of people supported: 40
- Number of participants involved in contact in 12-week period prior to end date of reporting period: 34 (85%)
- Number of contact hours (all sessions): 4,129.15

**Delivery**

- Average number of contact hours per participant: 103.13
- Number of sessions delivered: 758

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Demographic Gender:**

|        |    |     |
|--------|----|-----|
| Female | 18 | 45% |
| Male   | 22 | 55% |

**Demographic Ethnicity:**

|                               |    |       |
|-------------------------------|----|-------|
| White British                 | 18 | 45%   |
| Black Caribbean               | 8  | 20%   |
| Asian Indian                  | 4  | 10%   |
| White Irish                   | 4  | 10%   |
| White European                | 1  | 2.50% |
| White Other                   | 1  | 2.50% |
| Mixed White & Black Caribbean | 1  | 2.50% |
| Asian Pakistani               | 1  | 2.50% |
| Black African                 | 1  | 2.50% |
| Chinese                       | 1  | 2.50% |

Service User Involvement at the Wandsworth Wellbeing Hub remains at the forefront of our delivery with an emphasis on service user involvement. Service users continue to work in the kitchen, on reception, and facilitating groups. Fortnightly service users' meetings are led by service users, involving taking minutes, chairing meetings, and sourcing agenda items.

Active Wellbeing:

Our Active Wellbeing programme provides 1:1 physical activity support to individuals with diagnosis of severe mental illness (SMI) and continues to be cited as a model of best practice. Participants on the programme have 10 weeks of 1:1 exercise sessions for 1 hour per week. In the sessions they engage in a variety of activities including using equipment at local leisure centres, doing HIIT (high-intensity interval training) workouts in local parks, and engaging in yoga and jogging.

Throughout the programme we aim to support participants to improve their cardiovascular health, physical fitness, and mental wellbeing. We help them to set personalised and realistic goals to work on through their sessions. Measures are taken for both physical activity levels and mental wellbeing at the start of the programme, at the end of their 10 sessions, and at 6 and 12 month follow up.

Our data largely shows that participant scores for physical activity levels and mental wellbeing increase over the 10 weeks and these results are generally maintained at follow ups.

For financial year 2021-2022, 34% of participants scored very low or below average on the mental wellbeing measure at their initial assessment, and 83% then scored average or above average at 3 month follow up, and 95% at 12 month follow up. In the same period, 39% of participants scored low for physical activity levels at initial assessment, and 55% then scored moderate at 3 month follow up, and 65% scored moderate at 12 month follow up.

We also offer free workshops for participants to take part in alongside their 1:1 sessions. They are delivered by organisations in the borough, offering nutritional advice, general wellbeing tips, and information on diabetes prevention and awareness. Overall, Active Wellbeing supports participants to become more independent in looking after their health and improving their lifestyle.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Portugal Prints (Work Groups)

Our creative service worked with 45 artists in 2021/22 (compared to 39 in 2019/20). During this period, Portugal Prints completed its first-ever arts council funded project, which resulted in Portugal Prints holding an exhibition at the Zabłudowicz Collection: *Just... As an Artist?*

Portugal Prints has also collaborated with the Whitechapel Gallery to produce a resource that has sat in the gallery for members of the public to be able to use. Two Portugal Prints artists have been selected for the Royal Academy Summer Exhibition for the second year in a row. We continue to build partnerships within the arts and the broader community.

**Central Services**

Central Services are the core organisational functions that enable our colleagues to provide services for the people in our community that we support. This is delivered by ensuring we have well trained staff, our financial accounting is of a high quality, and we are seeking new service opportunities and/or fundraising to deliver more provision for our beneficiaries to access more services.

Our Central Services functions consist of Business Development, Finance, HR, Marketing, ICT, Facilities, Health and Safety and Governance. We have continued to provide the underlying systems, support and expertise to enable the Charity's effective delivery of services over the past year. Key highlights and outcomes include:

- Minimising disruption and supporting staff morale during the Coronavirus pandemic, whilst embedding long-term changes in working practices.
- Comprehensive review of our ICT provision and the undertaking of a procurement process for a new provider.
- Review of our estates and the strategic decision to relocate our Westminster office to reflect changes in working practice and improved service user facilities.
- The decision to increase focus on Business Development and reduce resource into Fundraising.
- Increased emphasis on delivering staff training through flexibility of our online platform.
- Supporting colleagues through the process of moving to a new provider after the loss of the Brent housing contract.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Future Plans**

It now feels like we are at the end of the global pandemic which lasted longer than anyone could foresee in March 2020. However we are now entering a new period of financial uncertainty caused by Brexit, fuel uncertainties, the seismic effect of the pandemic on businesses and the new threat of the war in Ukraine.

We are already seeing increased pressure on the budgets of Local Authorities and the NHS. The NHS now has longer waiting lists than any time in its history coupled with a crisis in recruitment. We are seeing that NHS commissioners are placing increased emphasis on partnerships within the Voluntary and Charity Sector and that the strength of our relationships is integral to our success and future growth plans. We also see increased competition across the provider network as charities and organisations assess the commissioning landscape and the funding decisions faced by our Local Authority and NHS partners.

The pandemic, Brexit and people's reassessment of their priorities has also meant that we face a recruitment crisis with increased difficulty, and expense, to secure suitably qualified staff. This recruitment crisis is being felt across the system and may lead to an increased pressure to increase wages, also felt as people cope with the increase in living.

We have focused on strengthening the Charity with improved governance, processes and opportunities to attract and retain talent, as well as decisions made to reduce our office footprint, modernise our ICT provision and to introduce a sleeker, more efficient staffing structure.

Our strategic focus has been on areas that are key to the wellbeing of society, during and post pandemic, and that will continue to require statutory funding. Our smaller operating costs and pension liabilities have allowed us to position ourselves as a responsive and cost effective solution for commissioners.

We continue to protect the financial viability of the Charity through always undertaking commissioned services that provide full cost recovery or a strategic benefit. We are cautiously optimistic that this continued path of robust management and controls, always with our beneficiaries at the centre of our work, will further growth and the provision of more services.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The key tenets of the future plan are:

- In partnership with Mind in the Royal Borough of Kensington and Chelsea, build a community-based program across our Mind associations, focusing on supporting more residents to have access to services and self-led groups and support.
- Continue to build and enhance our Training in mental health wellbeing for UK wide corporate companies, to enable them to become mental health champions, and enhance the quality of employees' lives, and tackle any remaining stigma associated with mental ill health.
- Work in partnership with South West London Minds to achieve the best outcomes for SWL residents.
- Build on the success of our Mental Health Support Teams in Westminster schools.
- Securing more clinically based Children & Young People (CYP) services and develop additional CYP services drawing on clinical expertise and insight.
- Working with commissioners to provide a wider community offer, including youth clubs, employability, and creative therapies.
- Increase the number of people accessing our Adult Services across clinical services and community wellbeing.
- Develop and strengthen strategic relationships and partnerships.
- Develop long-term Corporate Partnerships who can make financially significant contributions, and offer pro-bono support.
- Work creatively with community partners to find solutions to commissioner needs and pressures.
- Identify ways to increase the reach of Portugal Prints, developing new partnerships.
- Amplify our profile with a stronger online presence and more outward facing Communications.

In order to achieve this, in the context of a society and statutory health and social care systems coping with the financial impact of the Coronavirus pandemic and a cost of living crisis, we will face challenges. But, our work to modernise and streamline our systems and structures mean we are equipped to offer the best value to commissioners. In addition, although losing the Brent housing contract has reduced our immediate income, it has allowed us to fully align ourselves to the provision of clinically informed, community based interventions that support the NHS and other partners to attain their long term plans to improve mental health in our communities.

The Charity will focus on:

- Securing contracts by aligning the Charity to the Integrated Care Systems (ICS) within London, this may include partnership work with other local Minds.
- Developing new relationships across our community, with an emphasis on marginalised communities and those most affected by health inequalities.
- Explore future service delivery in partnership with other charities in North West London ICS area around new beneficiaries with complex mental health problems.
- Developing and investing in our training department, building on our increased profile across the business communities.
- Developing new Adult and CYP services, building out from our clinical provision.
- Continually reviewing cost-effectiveness and where necessary, amending the approach.
- Increasing our community profile and provision, including a new Westminster site.
- Refining our Business Development processes and expending less resource on community fundraising.
- Investing in our Marketing and Communications and articulation of our outcomes and lived experience voice.
- Demonstrating our quality and service user outcomes to illustrate what we do and our value for money, giving commissioners assurance not only on cost but the outcomes needed.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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We expect the coming year to be challenging, but we see our contribution of delivering quality mental health services as essential for a society coping with a cost in living crisis and the long-term impacts of the Coronavirus pandemic.

**FINANCIAL REVIEW**

**Treasurer Statement**

BWWM is a community mental health charity, and as such, is reliant on NHS funding, local authority contracts, business support and personal donations. The contribution to BWWM from the national charity Mind (Ref 219830/ Companies House 424348) – totalled just £11k (0.2% of revenues) in 2021/22. Aggregated revenues, at £5.1m, were down 2% on the prior year. The underlying deficit included a £171k pension liability write back in the 2021/22 period (following a Pensions Trust notification) while the prior year revenue total benefited from a £770k bequest.

Recently, it has proved hard to compete with much larger entities in retendering for local authority housing/supporting people contracts. In late 18/19 BWWM lost its Westminster housing services contract (annual revenues of £1.5m and a surplus contribution of £288k in the 2018/19 accounts). In the course of 2021/22, the Charity also surrendered its major housing contracts in Brent (revenues of £2.1m and surplus contribution of £455k in 2021/22). The key revenue impacts from this latest loss will now fall in the 2022/23 period of account.

The Charity is increasingly focused on its clinical operations. Accordingly, it now looks for growth and revenue diversification from the continued build out of psychological therapies, community programmes, Portugal Prints, Community Befriending and Children and Young People (CYP) services. All these services' revenues grew in the 2021/22 period and there have been some notable contract gains in 2022/23. The Charity has also entered a promising recent cooperation with Kensington and Chelsea Mind.

In 2021/22 aggregated costs rose to £5.19m, but contained one-off expenses totalling £206k. These non-recurring items included: restructuring costs following the loss of the Brent contract; investment in IT to enable future flexible and remote working; relocation of the office; refurbishment of the Badminton Road investment property ready for rental; an accrued holiday liability resulting from Covid; and council tax payable on 2 Brent properties.

Excluding all the non recurrent revenue and expense items suggests an implied underlying deficit of £56k in the year as compared to an underlying deficit of £185k in 2020/21.

The decline in net current assets to £1,087k is reflective of the operating loss, but also growth in deferred income and some accruals which will reverse out in 2022/23. Charity reserves declined 3% to £2,962k (2021 - £3,053k).

The main impact from Covid has been to delay many aspects of the planned reconfiguration of the NHS around new Integrated Care Systems/Partnerships (ICS/ ICPs). Despite ICS/ICP progress in this regard, over 21/22, many commissioning structures remain in hiatus. This has complicated and delayed our contract procurement processes.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Reserves Policy and Liquidity**

It is the policy of the Board to hold Cash reserves in order to:

- Comply with legislation, regulations and best practice
- Meet contractual liabilities should the organisation lose major income or need to close
- Replace equipment as it wears out and carry out repairs to buildings
- Provide working capital when funding is paid in arrears

The Board continues to take a prudent position based on the budget, risk register, growth plan, operating leases liabilities, staff costs and services continuity costs. To ensure sufficient finances in a worst case scenario, the Board believes, as a minimum position, free reserves (defined as unrestricted funds not held as fixed assets and excluding investment properties) should cover one year of operating leases liabilities, central services staff and service managers' one month of gross salary and potential redundancy costs. Prudently, as an upper range, free reserves should cover whatever is the larger of expected twelve month's net cash outflow or three months of current total expenditure. This approach suggests that under the resultant minimum and maximum ranges, the Charity should hold between £236,641 and £1,092,858 of free reserves.

As at 31 March 2022, free reserves stood at £1,146,443 (2021 - £1,539,519). As at 31 March 2022, net current assets stood at £1,086,638 (per Balance Sheet) (2021 - £1,454,528).

The Board will continue to explore strategic options for use of free reserves such as investing in owned office space, enhancement of fixed assets and reducing longer term operating costs. We are currently investing, as part of our strategic growth plan, into additional key areas of capacity across the Charity to support our transition into new areas of delivery. COVID-19 has both complicated and delayed our review of property options, notably looking at reducing rent liability and investing in property for our beneficiaries. In light of contractual volatility and the limited numbers of contracts we hold, we would anticipate continuing to retain reserves sufficient to help potential future transformation needs.

**Public Benefit Statement**

The Trustees confirm that they have complied with the Charity Commission's general guidance on public benefit in determining the objectives and the activities of the Charity. Brent, Wandsworth and Westminster Mind's charitable purpose is enshrined in its objectives 'to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability

Whilst following these objectives the public benefit principles are addressed. Clear benefits are delivered through the services described in the Activities section of this report and reflected in the disclosure of charitable expenditure in the Statement of Financial Activities.

The beneficiaries are people suffering from mental disability or disorder based in the boroughs of Westminster, Brent and Wandsworth. However, services are available to clients from other boroughs. A significant number of people participate in the activities. Charges are made for some services, but no individual is excluded by their ability to pay, due to the availability of statutory funding.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Going Concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity has future proofed itself as much as possible with its development of new services, and new approaches to Commissioners. Psychological work with adults and young people are very much part of the NHS mental health long term plan. It has undertaken a management restructuring to ensure we have the most effective framework to foster commissioner relationships and expand our service offer. We have invested in our Partnerships Directorate in recognition that developing long-term partnerships is increasingly the direction of travel for commissioning.

We have re-forecasted our growth ambitions down for 2022/23, however at the time of the accounts being submitted we have gained further contracts in Young People services and additions to our existing services in Suicide Prevention and Floating Support.

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.

**Principal Funding**

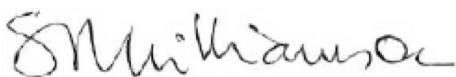
The core funding sources for Brent, Wandsworth and Westminster Mind are from contracts to deliver housing, health and wellbeing services for the Local Authority and NHS (via CCGs and Primary Care Networks (PCNs)). There are a number of services that are also purchased through client choice, using their social care personal budgets, or their own resources. In the year, Brent, Wandsworth and Westminster Mind also benefitted from grant-giving bodies, corporate and individual donations, supported by our website and premises subsidy income.

Mind in Brent, Wandsworth and Westminster takes our responsibility as a Charity with the ability to fundraise very seriously, we are registered with the Fundraising Regulator and are committed to follow the code of Fundraising Practice. In 2020/21, we did not employ any professional fundraiser or commercial participator for fundraising activities, we received no complaints about fundraising activities and we have not made any direct approaches to individuals for fundraising purposes.

**Preparation of the Report**

This report of the Board has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

This report was approved and authorised for issue by the Board on 6 October 2022 and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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:

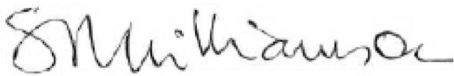
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

In so far as the Trustees are aware:

- there is no relevant audit information of which the Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

Date: 5.10.2122

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND**

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**Opinion**

We have audited the financial statements of Brent, Wandsworth and Westminster Mind (the 'Charity') for the year ended 31 March 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 March 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.

**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 Auditor's 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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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Auditor's responsibilities for the audit of the financial statements**

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 Auditor's 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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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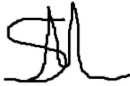
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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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 Auditor's Report.

**Use of our report**

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an Auditor's 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 Charity and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**

for and on behalf of

**MHA MacIntyre Hudson**

Statutory Auditor

London, United Kingdom

Date: 09/11/2022

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

|                                    | Note  | Unrestricted<br>funds<br>2022<br>£ | Restricted<br>funds<br>2022<br>£ | Total<br>funds<br>2022<br>£ | Total<br>funds<br>2021<br>£ |
|------------------------------------|-------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |       |                                    |                                  |                             |                             |
| Donations and legacies             | 4     | 85,576                             | -                                | 85,576                      | 810,714                     |
| Charitable activities              | 5     | 4,603,574                          | 245,720                          | 4,849,294                   | 4,267,198                   |
| Trading activities                 | 6     | 165,429                            | -                                | 165,429                     | 102,892                     |
| Investments                        | 7     | 378                                | -                                | 378                         | 814                         |
| Other income                       | 8     | -                                  | -                                | -                           | 45,296                      |
| <b>Total income</b>                |       | <b>4,854,957</b>                   | <b>245,720</b>                   | <b>5,100,677</b>            | <b>5,226,914</b>            |
| <b>Expenditure on:</b>             |       |                                    |                                  |                             |                             |
| Raising funds                      | 9     | 75,269                             | -                                | 75,269                      | 50,295                      |
| Charitable activities              | 10,11 | 4,869,066                          | 247,509                          | 5,116,575                   | 4,592,521                   |
| <b>Total expenditure</b>           |       | <b>4,944,335</b>                   | <b>247,509</b>                   | <b>5,191,844</b>            | <b>4,642,816</b>            |
| <b>Net movement in funds</b>       |       | <b>(89,378)</b>                    | <b>(1,789)</b>                   | <b>(91,167)</b>             | <b>584,098</b>              |
| <b>Reconciliation of funds:</b>    |       |                                    |                                  |                             |                             |
| Total funds brought forward        |       | 3,051,051                          | 1,789                            | 3,052,840                   | 2,468,742                   |
| Net movement in funds              |       | (89,378)                           | (1,789)                          | (91,167)                    | 584,098                     |
| <b>Total funds carried forward</b> |       | <b>2,961,673</b>                   | <b>-</b>                         | <b>2,961,673</b>            | <b>3,052,840</b>            |

All income and expenditure derive from continuing activities.

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

The notes on pages 30 to 55 form part of these financial statements.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

|                                                         | Note | 2022<br>£        | 2022<br>£               | 2021<br>£        | 2021<br>£               |
|---------------------------------------------------------|------|------------------|-------------------------|------------------|-------------------------|
| <b>Fixed assets</b>                                     |      |                  |                         |                  |                         |
| Tangible assets                                         | 15   |                  | 1,092,539               |                  | 1,077,217               |
| Investment property                                     | 16   |                  | 800,260                 |                  | 770,000                 |
|                                                         |      |                  | <u>1,892,799</u>        |                  | <u>1,847,217</u>        |
| <b>Current assets</b>                                   |      |                  |                         |                  |                         |
| Debtors: Amounts falling due within one year            | 17   | 601,786          |                         | 489,539          |                         |
| Cash at bank and in hand                                | 23   | 1,512,613        |                         | 1,625,870        |                         |
|                                                         |      | <u>2,114,399</u> |                         | <u>2,115,409</u> |                         |
| Creditors: Amounts falling due within one year          | 18   | (1,027,761)      |                         | (660,881)        |                         |
| <b>Net current assets</b>                               |      |                  | <u>1,086,638</u>        |                  | <u>1,454,528</u>        |
| <b>Total assets less current liabilities</b>            |      |                  | <u>2,979,437</u>        |                  | <u>3,301,745</u>        |
| Creditors: Amounts falling due after more than one year | 19   |                  | (17,764)                |                  | (248,905)               |
| <b>Total net assets</b>                                 |      |                  | <u><u>2,961,673</u></u> |                  | <u><u>3,052,840</u></u> |
| <b>Charity funds</b>                                    |      |                  |                         |                  |                         |
| Restricted funds                                        | 20   |                  | -                       |                  | 1,789                   |
| Unrestricted funds                                      | 20   |                  | 2,961,673               |                  | 3,051,051               |
| <b>Total funds</b>                                      |      |                  | <u><u>2,961,673</u></u> |                  | <u><u>3,052,840</u></u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

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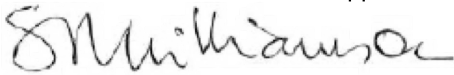
**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2022**

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The Trustees acknowledge their responsibilities for complying with the requirements of the Companies 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.

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



.....  
**Sue Williamson**  
Chair  
Date: 05.10.2122



.....  
**Jonathan Lawlor**  
Treasurer

The notes on pages 30 to 55 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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|                                                         | <b>Note</b> | <b>2022</b><br><b>£</b> | <b>2021</b><br><b>£</b> |
|---------------------------------------------------------|-------------|-------------------------|-------------------------|
| <b>Cash flows from operating activities</b>             |             |                         |                         |
| Net cash used in operating activities                   | 22          | <b>(48,725)</b>         | <b>(44,607)</b>         |
|                                                         |             | <hr/>                   | <hr/>                   |
| <b>Cash flows from investing activities</b>             |             |                         |                         |
| Investment income                                       | 7           | <b>378</b>              | <b>814</b>              |
| Purchase of investment property                         | 16          | <b>(30,260)</b>         | <b>-</b>                |
| Purchase of tangible fixed assets                       | 15          | <b>(34,456)</b>         | <b>(5,500)</b>          |
| Proceeds from sale of tangible fixed assets             |             | <b>(194)</b>            | <b>-</b>                |
|                                                         |             | <hr/>                   | <hr/>                   |
| <b>Net cash used in investing activities</b>            |             | <b>(64,532)</b>         | <b>(4,686)</b>          |
|                                                         |             | <hr/>                   | <hr/>                   |
| <b>Change in cash and cash equivalents in the year</b>  |             | <b>(113,257)</b>        | <b>(49,293)</b>         |
| Cash and cash equivalents at the beginning of the year  |             | <b>1,625,870</b>        | <b>1,675,163</b>        |
|                                                         |             | <hr/>                   | <hr/>                   |
| <b>Cash and cash equivalents at the end of the year</b> | 23          | <b>1,512,613</b>        | <b>1,625,870</b>        |
|                                                         |             | <hr/> <hr/>             | <hr/> <hr/>             |

As the Charity does not have any debt, an analysis of net debt has not been produced.

The notes on pages 30 to 55 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**1. General information**

Brent, Wandsworth and Westminster Mind is a charitable company and is registered with the Charity Commission (Charity Registered Number 292708) and Registrar of Companies (Company Registration Number 01796928) in England and Wales.

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of these financial statements.

The nature of the Charity's operations and principal activities are to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability, especially in the City of Westminster, Borough of Wandsworth and Borough of Brent, in association with National Mind.

**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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Brent, Wandsworth and Westminster Mind 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 which is the functional currency of the Charity and rounded to the nearest pound.

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

**2.2 Going concern**

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial statements.

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

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**2. Accounting policies (continued)**

**2.3 Income**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised, the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfillment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the Charity however it is not possible to measure reliably the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

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 Bank.

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.

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

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**2. Accounting policies (continued)**

**2.4 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. 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.

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

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs, administrative and payroll costs. They are incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources:

- Premises costs, overheads and other staff costs have been allocated based on the average staff FTE for the reporting period; and
- Project Management costs have been allocated based on 12% of project expenditure or as agreed with the funder.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. If the asset is made of more components each costing less than £1,000, the total asset cost will be considered when evaluating the cost of the asset (i.e. telephone system (or set of office furniture) is made of a number of units costing less than, but total value is above £1,000).

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.

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

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**2. Accounting policies (continued)**

**2.6 Tangible fixed assets and depreciation (continued)**

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 bases:

|                                       |                                    |
|---------------------------------------|------------------------------------|
| Long-term leasehold property          | - 149 years straight line          |
| Leasehold improvements                | - 20% straight line                |
| Fixtures and fittings (long term use) | - between 5% and 25% straight line |

**2.7 Investment properties**

Investment properties are measured at fair value at each reporting date with changes in fair value recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities.

Additions to investment properties are initially recognised at cost.

**2.8 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.

**2.9 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.

**2.10 Liabilities and provisions**

Liabilities 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 a finance cost.

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

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**2. Accounting policies (continued)**

**2.11 Financial instruments**

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 17. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals, other creditors, bank loans and pension deficit liability will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 18 and 19. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

**2.12 Operating leases**

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

**2.13 Pensions**

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution pension scheme and a defined benefit pension scheme. In the defined benefit scheme, the Charity participates in the Pension Trust's Growth Plan (Note 26). Due to certain guarantees included in the scheme there is an employer's debt which would become payable if the Charity left the scheme and this is explained in Note 25. As a multi-employer scheme within the definition of FRS 102, none of the assets or liabilities of the scheme are included on the Charity's Balance Sheet. The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

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

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**2. Accounting policies (continued)**

**2.14 Fund accounting**

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

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

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

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

**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.

Critical accounting estimates and assumptions:

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:

- Useful economic lives of assets
- Discount rate of 2.35% for long term pension scheme deficit reduction payments
- Allocation of support costs.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**4. Income from donations and legacies**

|                                  | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Restricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|----------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Donations                        | 85,051                                       | -                                          | <b>85,051</b>                         |
| Legacies                         | -                                            | -                                          | -                                     |
| Coronavirus Job Retention Scheme | 525                                          | -                                          | <b>525</b>                            |
| <b>Total 2022</b>                | <b>85,576</b>                                | <b>-</b>                                   | <b>85,576</b>                         |
|                                  | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Restricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
| Donations                        | 15,626                                       | 15,732                                     | 31,358                                |
| Legacies                         | 770,000                                      | -                                          | 770,000                               |
| Coronavirus Job Retention Scheme | 9,356                                        | -                                          | 9,356                                 |
| <i>Total 2021</i>                | <i>794,982</i>                               | <i>15,732</i>                              | <i>810,714</i>                        |

Income from government grants comprises grants received under the government Coronavirus Job Retention Scheme. There were no unfulfilled conditions or other contingencies attached to these government grants.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**5. Income from charitable activities**

|                                     | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Restricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 628,522                                      | 53,787                                     | <b>682,309</b>                        |
| Community Programmes                | 282,410                                      | 155,133                                    | <b>437,543</b>                        |
| Portugal Prints (Work Groups)       | 119,876                                      | -                                          | <b>119,876</b>                        |
| Housing Services                    | 2,472,736                                    | 36,800                                     | <b>2,509,536</b>                      |
| Community Befriending Service       | 110,419                                      | -                                          | <b>110,419</b>                        |
| Central Services                    | 2,656                                        | -                                          | <b>2,656</b>                          |
| Children and Young People's Service | 986,955                                      | -                                          | <b>986,955</b>                        |
| <b>Total 2022</b>                   | <b>4,603,574</b>                             | <b>245,720</b>                             | <b>4,849,294</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Restricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
| Psychological Therapies             | 547,401                                      | 3,157                                      | 550,558                               |
| Community Programmes                | 254,316                                      | 154,237                                    | 408,553                               |
| Portugal Prints (Work Groups)       | 105,009                                      | -                                          | 105,009                               |
| Housing Services                    | 2,189,108                                    | -                                          | 2,189,108                             |
| Community Befriending Service       | 95,000                                       | -                                          | 95,000                                |
| Central Services                    | 9,685                                        | -                                          | 9,685                                 |
| Children and Young People's Service | 909,285                                      | -                                          | 909,285                               |
| <i>Total 2021</i>                   | <b>4,109,804</b>                             | <b>157,394</b>                             | <b>4,267,198</b>                      |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**5. Income from charitable activities (continued)**

Included within income from charitable activities is income from government grants and contracts from the following sources:

- Psychological Therapies - £608,137 (2021 - £474,265) from NHS sources and £74,176 (2021 - £NIL) from Educational contracts
- Community Programmes - £202,236 (2021 - £151,835) from Central London Health Care (NHS), £224,156 (2021 - £171,766) from London Borough and City Councils, £60,117 (2021 - £NIL) from Educational Centres and £92,605 (2021 - £NIL) from Corporate Contracts.
- Portugal Prints (Work Groups) - £108,850 (2021 - £94,139) from London Borough and City Councils and £14,698 (2021 - £NIL) from Art Council.
- Housing Services - £2,504,198 (2021 - £2,184,407) from London Borough and City Councils.
- Community Befriending Service - £110,419 (2021 - £95,000) from London Borough and City Councils.
- Children and Young People's Service - £875,646 (2021 - £904,510) from Central London Health Care (NHS) and £41,339 (2021 - £NIL) from Local Authority.

**6. Income from other trading activities**

|                                      | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|--------------------------------------|----------------------------------------------|---------------------------------------|
| Other income from trading activities | 165,429                                      | <b>165,429</b>                        |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |
|                                      | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
| Other income from trading activities | 102,892                                      | 102,892                               |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**7. Investment income**

|                          | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|--------------------------|----------------------------------------------|---------------------------------------|
| Bank interest receivable | 378                                          | 378                                   |

|                          | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|--------------------------|----------------------------------------------|---------------------------------------|
| Bank interest receivable | 814                                          | 814                                   |

**8. Other income**

|                                                    | <b>Total<br/>funds<br/>2022<br/>£</b> |
|----------------------------------------------------|---------------------------------------|
| Profit on the sale of current assets held for sale | -                                     |

|                                                    | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|----------------------------------------------------|----------------------------------------------|---------------------------------------|
| Profit on the sale of current assets held for sale | 45,296                                       | 45,296                                |

**9. Expenditure on raising funds**

In 2022, there were unrestricted direct costs of £75,269 incurred as fundraising trading expenses (2021 - £50,295).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**10. Analysis of expenditure on charitable activities - by fund**

|                                     | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Restricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 650,093                                      | 53,787                                     | <b>703,880</b>                        |
| Community Programmes                | 488,472                                      | 155,133                                    | <b>643,605</b>                        |
| Portugal Prints (Work Groups)       | 212,574                                      | -                                          | <b>212,574</b>                        |
| Housing Services                    | 2,451,731                                    | 38,589                                     | <b>2,490,320</b>                      |
| Community Befriending Service       | 124,056                                      | -                                          | <b>124,056</b>                        |
| Children and Young People's Service | 942,140                                      | -                                          | <b>942,140</b>                        |
| <b>Total 2022</b>                   | <b>4,869,066</b>                             | <b>247,509</b>                             | <b>5,116,575</b>                      |

|                                     | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Restricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 577,634                                      | 3,157                                      | 580,791                               |
| Community Programmes                | 392,051                                      | 187,415                                    | 579,466                               |
| Portugal Prints (Work Groups)       | 159,313                                      | -                                          | 159,313                               |
| Housing Services                    | 2,228,810                                    | 13,943                                     | 2,242,753                             |
| Community Befriending Service       | 124,759                                      | -                                          | 124,759                               |
| Children and Young People's Service | 905,439                                      | -                                          | 905,439                               |
| <i>Total 2021</i>                   | <b>4,388,006</b>                             | <b>204,515</b>                             | <b>4,592,521</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**11. Analysis of expenditure on charitable activities - by type**

|                                     | <b>Activities<br/>undertaken<br/>directly<br/>2022<br/>£</b> | <b>Support<br/>costs<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 511,031                                                      | 192,849                                 | <b>703,880</b>                        |
| Community Programmes                | 420,333                                                      | 223,272                                 | <b>643,605</b>                        |
| Portugal Prints (Work Groups)       | 177,784                                                      | 34,790                                  | <b>212,574</b>                        |
| Housing Services                    | 1,943,568                                                    | 546,752                                 | <b>2,490,320</b>                      |
| Community Befriending Service       | 102,316                                                      | 21,740                                  | <b>124,056</b>                        |
| Children and Young People's Service | 749,390                                                      | 192,750                                 | <b>942,140</b>                        |
| <b>Total 2022</b>                   | <b>3,904,422</b>                                             | <b>1,212,153</b>                        | <b>5,116,575</b>                      |

|                                     | <i>Activities<br/>undertaken<br/>directly<br/>2021<br/>£</i> | <i>Support<br/>costs<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 384,899                                                      | 195,892                                 | 580,791                               |
| Community Programmes                | 397,481                                                      | 181,985                                 | 579,466                               |
| Portugal Prints (Work Groups)       | 126,182                                                      | 33,131                                  | 159,313                               |
| Housing Services                    | 1,650,077                                                    | 592,676                                 | 2,242,753                             |
| Community Befriending Service       | 98,007                                                       | 26,752                                  | 124,759                               |
| Children and Young People's Service | 625,613                                                      | 279,826                                 | 905,439                               |
| <i>Total 2021</i>                   | <b>3,282,259</b>                                             | <b>1,310,262</b>                        | <b>4,592,521</b>                      |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**11. Analysis of expenditure on charitable activities - by type (continued)**

**Analysis of support costs**

|                   | <b>Total<br/>funds<br/>2022<br/>£</b> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|-------------------|---------------------------------------|---------------------------------------|
| Staff costs       | <b>534,670</b>                        | 590,902                               |
| Depreciation      | <b>18,140</b>                         | 29,099                                |
| Premises costs    | <b>278,714</b>                        | 233,448                               |
| Overheads         | <b>298,575</b>                        | 384,859                               |
| Other staff costs | <b>59,060</b>                         | 47,993                                |
| Governance costs  | <b>22,994</b>                         | 23,961                                |
| <b>Total 2022</b> | <b>1,212,153</b>                      | <i>1,310,262</i>                      |

**12. Governance costs**

|                                                            | <b>2022<br/>£</b> | <i>2021<br/>£</i> |
|------------------------------------------------------------|-------------------|-------------------|
| Auditors' remuneration - Audit of the financial statements | <b>18,794</b>     | 17,160            |
| Auditors' remuneration - Non-audit services                | <b>4,200</b>      | 3,840             |
| Committee expenses                                         | <b>-</b>          | 2,961             |
|                                                            | <b>22,994</b>     | <i>23,961</i>     |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**13. Staff costs**

|                                    | <b>2022</b>      | <b>2021</b> |
|------------------------------------|------------------|-------------|
|                                    | <b>£</b>         | <b>£</b>    |
| Wages and salaries                 | <b>2,821,779</b> | 2,509,471   |
| Social security costs              | <b>267,707</b>   | 228,242     |
| Defined contribution pension costs | <b>72,514</b>    | 61,474      |
|                                    | <b>3,162,000</b> | 2,799,187   |

Wages and salaries includes termination benefits totalling £41,626 (2021 - £NIL).

£17,932 relates to statutory redundancy payments.

£23,694 relates to non-contractual redundancy payments, which are ex-gratia payments. They were made to employees to prevent a protracted management of change process/cost following the loss of the Brent Housing Contract. The Trustees deemed the payments as in the best interest of the Charity.

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

|                                     | <b>2022</b> | <b>2021</b> |
|-------------------------------------|-------------|-------------|
|                                     | <b>No.</b>  | <b>No.</b>  |
| Psychological Therapies             | <b>20</b>   | 15          |
| Community Programmes                | <b>14</b>   | 15          |
| Portugal Prints (Work Groups)       | <b>5</b>    | 4           |
| Housing Services                    | <b>30</b>   | 27          |
| Community Befriending Service       | <b>23</b>   | 24          |
| Central Services                    | <b>14</b>   | 15          |
| Children and Young People's Service | <b>20</b>   | 16          |
|                                     | <b>126</b>  | 116         |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**13. Staff costs (continued)**

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

|                                 | <b>2022</b> | <b>2021</b> |
|---------------------------------|-------------|-------------|
|                                 | <b>No.</b>  | <b>No.</b>  |
| In the band £70,001 - £80,000   | -           | 1           |
| In the band £100,001 - £110,000 | 1           | 1           |

Total amount of employee benefits (including employer's national insurance contributions and employer's pension contributions) received by Key Management Personnel is £375,432 (2021 - £409,177). The Charity considers its Key Management Personnel to comprise:

- Trustees
- Chief Executive Officer (CEO)
- Head of Operations
- Head of Finance, Administration & IT
- Head of Human Resources & Organisational Development
- Head of Business of Development & Fundraising
- Organisational Clinical Lead.

**14. Trustees' remuneration and expenses**

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

During the year ended 31 March 2022, expenses totaling £NIL (2021 - £861) were reimbursed or paid directly to no Trustees (2021 - 1 Trustee). The amounts reimbursed related to their travelling and other out of pocket expenses (where they were not claimable from another source).

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**15. Tangible fixed assets**

|                          | Long-term<br>leasehold<br>property<br>£ | Fixtures and<br>fittings<br>£ | Total<br>£       |
|--------------------------|-----------------------------------------|-------------------------------|------------------|
| <b>Cost or valuation</b> |                                         |                               |                  |
| At 1 April 2021          | 1,029,896                               | 336,890                       | 1,366,786        |
| Additions                | -                                       | 34,456                        | 34,456           |
| Disposals                | -                                       | (61,885)                      | (61,885)         |
| At 31 March 2022         | <u>1,029,896</u>                        | <u>309,461</u>                | <u>1,339,357</u> |
| <b>Depreciation</b>      |                                         |                               |                  |
| At 1 April 2021          | 27,614                                  | 261,955                       | 289,569          |
| Charge for the year      | 7,472                                   | 11,468                        | 18,940           |
| On disposals             | -                                       | (61,691)                      | (61,691)         |
| At 31 March 2022         | <u>35,086</u>                           | <u>211,732</u>                | <u>246,818</u>   |
| <b>Net book value</b>    |                                         |                               |                  |
| At 31 March 2022         | <u>994,810</u>                          | <u>97,729</u>                 | <u>1,092,539</u> |
| At 31 March 2021         | <u>1,002,282</u>                        | <u>74,935</u>                 | <u>1,077,217</u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**16. Investment property**

|                  | <b>Freehold<br/>investment<br/>property<br/>£</b> |
|------------------|---------------------------------------------------|
| <b>Valuation</b> |                                                   |
| At 1 April 2021  | <b>770,000</b>                                    |
| Additions        | <b>30,260</b>                                     |
| At 31 March 2022 | <b>800,260</b>                                    |

In 2022, the investment property balance related to the valuation of 20 Badminton Road.

The Charity own the freehold for both 19 and 20 Badminton Road. 19 Badminton Road had been leased for a period of 215 years up to September 2212. As a long term leasehold this is therefore not included in the Charity's accounts.

The Trustees and Treasurer's view is the property is going to be refurbished prior to obtaining a valuation.

**17. Debtors**

|                                | <b>2022</b>    | <b>2021</b> |
|--------------------------------|----------------|-------------|
|                                | <b>£</b>       | <b>£</b>    |
| <b>Due within one year</b>     |                |             |
| Trade debtors                  | <b>452,996</b> | 293,046     |
| Other debtors                  | <b>72,122</b>  | 108,197     |
| Prepayments and accrued income | <b>76,668</b>  | 88,296      |
|                                | <b>601,786</b> | 489,539     |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

|                                        | 2022<br>£        | 2021<br>£      |
|----------------------------------------|------------------|----------------|
| Trade creditors                        | 182,239          | 51,315         |
| Other taxation and social security     | 66,727           | 63,297         |
| Other creditors                        | 154,140          | 221,558        |
| Accruals and deferred income           | 624,655          | 324,711        |
|                                        | <u>1,027,761</u> | <u>660,881</u> |
|                                        | 2022<br>£        | 2021<br>£      |
| <b>Deferred income</b>                 |                  |                |
| Deferred income at 1 April             | 210,171          | 205,691        |
| Resources deferred during the year     | 313,153          | 210,171        |
| Amounts released from previous periods | (210,171)        | (205,691)      |
| <b>Deferred income as at 31 March</b>  | <u>313,153</u>   | <u>210,171</u> |

The deferred income balance relates to rental income received in advance and income received for projects taking place in the next financial year.

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

|                           | 2022<br>£ | 2021<br>£ |
|---------------------------|-----------|-----------|
| Pension deficit liability | 17,764    | 248,905   |

See Note 26 for further details.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**20. Statement of funds**

**Statement of funds - current year**

|                                 | Balance at 1<br>April 2021<br>£ | Income<br>£             | Expenditure<br>£          | Transfers<br>in/out<br>£ | Balance at<br>31 March<br>2022<br>£ |
|---------------------------------|---------------------------------|-------------------------|---------------------------|--------------------------|-------------------------------------|
| <b>Unrestricted funds</b>       |                                 |                         |                           |                          |                                     |
| <b>Designated funds</b>         |                                 |                         |                           |                          |                                     |
| Fixed asset fund                | 1,847,217                       | -                       | (18,940)                  | 64,716                   | 1,892,993                           |
| Pension deficit reserve         | (335,685)                       | -                       | -                         | 257,922                  | (77,763)                            |
|                                 | <u>1,511,532</u>                | <u>-</u>                | <u>(18,940)</u>           | <u>322,638</u>           | <u>1,815,230</u>                    |
| <b>General funds</b>            |                                 |                         |                           |                          |                                     |
| General Funds                   | <u>1,539,519</u>                | <u>4,854,957</u>        | <u>(4,925,395)</u>        | <u>(322,638)</u>         | <u>1,146,443</u>                    |
| <b>Total Unrestricted funds</b> | <u>3,051,051</u>                | <u>4,854,957</u>        | <u>(4,944,335)</u>        | <u>-</u>                 | <u>2,961,673</u>                    |
| <b>Restricted funds</b>         |                                 |                         |                           |                          |                                     |
| Community Programmes            | -                               | 155,133                 | (155,133)                 | -                        | -                                   |
| Psychological Therapies         | -                               | 53,787                  | (53,787)                  | -                        | -                                   |
| Fundraising                     | 1,789                           | -                       | (1,789)                   | -                        | -                                   |
| Housing services                | -                               | 36,800                  | (36,800)                  | -                        | -                                   |
|                                 | <u>1,789</u>                    | <u>245,720</u>          | <u>(247,509)</u>          | <u>-</u>                 | <u>-</u>                            |
| <b>Total of funds</b>           | <u><u>3,052,840</u></u>         | <u><u>5,100,677</u></u> | <u><u>(5,191,844)</u></u> | <u><u>-</u></u>          | <u><u>2,961,673</u></u>             |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

**Statement of funds - prior year**

|                                 | <i>Balance at<br/>1 April 2020</i> | <i>Income</i>           | <i>Expenditure</i>        | <i>Transfers<br/>in/out</i> | <i>Balance at<br/>31 March<br/>2021</i> |
|---------------------------------|------------------------------------|-------------------------|---------------------------|-----------------------------|-----------------------------------------|
|                                 | £                                  | £                       | £                         | £                           | £                                       |
| <b>Unrestricted funds</b>       |                                    |                         |                           |                             |                                         |
| <b>Designated funds</b>         |                                    |                         |                           |                             |                                         |
| Fixed asset fund                | 1,109,884                          | -                       | (37,614)                  | 774,947                     | 1,847,217                               |
| Pension deficit reserve         | (406,320)                          | -                       | -                         | 70,635                      | (335,685)                               |
|                                 | <u>703,564</u>                     | <u>-</u>                | <u>(37,614)</u>           | <u>845,582</u>              | <u>1,511,532</u>                        |
| <b>General funds</b>            |                                    |                         |                           |                             |                                         |
| General Funds                   | <u>1,765,178</u>                   | <u>5,053,788</u>        | <u>(4,400,687)</u>        | <u>(878,760)</u>            | <u>1,539,519</u>                        |
| <b>Total Unrestricted funds</b> | <u>2,468,742</u>                   | <u>5,053,788</u>        | <u>(4,438,301)</u>        | <u>(33,178)</u>             | <u>3,051,051</u>                        |
| <b>Restricted funds</b>         |                                    |                         |                           |                             |                                         |
| Community Programmes            | -                                  | 154,237                 | (187,415)                 | 33,178                      | -                                       |
| Psychological Therapies         | -                                  | 3,157                   | (3,157)                   | -                           | -                                       |
| Fundraising                     | -                                  | 15,732                  | (13,943)                  | -                           | 1,789                                   |
|                                 | <u>-</u>                           | <u>173,126</u>          | <u>(204,515)</u>          | <u>33,178</u>               | <u>1,789</u>                            |
| <b>Total of funds</b>           | <u><u>2,468,742</u></u>            | <u><u>5,226,914</u></u> | <u><u>(4,642,816)</u></u> | <u><u>-</u></u>             | <u><u>3,052,840</u></u>                 |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

**Unrestricted Funds - Designated Funds**

The Fixed asset fund represents long leasehold property, computers and furniture and equipment purchased by using unrestricted funds or restricted funds where there is no continuing restriction as to use. The balance carried forward is equal to the net book value of the related assets. The transfer in of £64,716 represents the net of capital additions and capital disposals.

The Pension deficit reserve is held as a negative designated fund in order to recognise the long term nature of the Pension liability out of free reserves. This fund value will replicate the value of the liability as it decreases. The transfer into this fund of £257,922 represents the movement in the pension deficit liability in the year.

**Restricted Funds**

Community Programmes represents funding received for the Support for Volunteering, Enable Leisure, MH Maternity Project and the grant received from Westminster City Council for COVID expenses.

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

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

|                                     | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|-------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets               | 1,092,539                                    | <b>1,092,539</b>                      |
| Investment property                 | 800,260                                      | <b>800,260</b>                        |
| Current assets                      | 2,114,399                                    | <b>2,114,399</b>                      |
| Creditors due within one year       | (1,027,761)                                  | <b>(1,027,761)</b>                    |
| Creditors due in more than one year | (17,764)                                     | <b>(17,764)</b>                       |
| <b>Total</b>                        | <u>2,961,673</u>                             | <u><b>2,961,673</b></u>               |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

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

|                                     | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Restricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Tangible fixed assets               | 1,077,217                                    | -                                          | 1,077,217                             |
| Investment property                 | 770,000                                      | -                                          | 770,000                               |
| Current assets                      | 2,113,620                                    | 1,789                                      | 2,115,409                             |
| Creditors due within one year       | (660,881)                                    | -                                          | (660,881)                             |
| Creditors due in more than one year | (248,905)                                    | -                                          | (248,905)                             |
| <b>Total</b>                        | <u>3,051,051</u>                             | <u>1,789</u>                               | <u>3,052,840</u>                      |

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

|                                                                                  | <b>2022<br/>£</b> | <b>2021<br/>£</b> |
|----------------------------------------------------------------------------------|-------------------|-------------------|
| Net income/(expenditure) for the year (as per Statement of Financial Activities) | <u>(91,167)</u>   | <u>584,098</u>    |
| <b>Adjustments for:</b>                                                          |                   |                   |
| Depreciation charges                                                             | 15                | 19,134            |
| Investment income                                                                | 7                 | (378)             |
| Loss on the sale of tangible fixed assets                                        |                   | 194               |
| (Increase)/decrease in debtors                                                   | 17                | (112,247)         |
| Increase in creditors                                                            | 19,18             | 135,739           |
| Legacy of investment property                                                    | 16                | -                 |
| <b>Net cash used in operating activities</b>                                     | <u>(48,725)</u>   | <u>(44,607)</u>   |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**23. Analysis of cash and cash equivalents**

|                                        | 2022<br>£        | 2021<br>£        |
|----------------------------------------|------------------|------------------|
| Cash in hand                           | 1,512,613        | 1,625,870        |
| <b>Total cash and cash equivalents</b> | <b>1,512,613</b> | <b>1,625,870</b> |

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

|                          | At 1 April<br>2021<br>£ | Cash flows<br>£  | At 31 March<br>2022<br>£ |
|--------------------------|-------------------------|------------------|--------------------------|
| Cash at bank and in hand | 1,625,870               | (113,257)        | 1,512,613                |
|                          | <b>1,625,870</b>        | <b>(113,257)</b> | <b>1,512,613</b>         |

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

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**25. Contingent liabilities**

The Charity participates in the Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted out of the state scheme. It is a multi-employer pension plan and it is not possible in the normal course of events to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS 102 represents the employer contribution payable. While the Plan is primarily a defined contribution scheme, it has inherent guarantees that means that the Charity may need to make further contributions to meet deficits. Further generic information about the Plan following the latest three-yearly actuarial valuation at 30 September 2017 is available on the Pensions Trust website at <http://tinyurl.com/q2h4p42>.

Following a change in legislation in September 2005 there is a potential debt on the Charity that could be levied by the Trustee of the Plan and The Pensions Act 2011 has more recently altered the definition of Series 3 of the Growth Plan so that a liability arises to employers from membership of any Series except Series 4. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up. The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buy-out basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Plan's liability attributable to employment with the leaving employer compared to the total amount of the Plan's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. Therefore, the amounts of debt can be volatile over time.

On the 18 October 2017 Wandsworth and Westminster Mind acquired the assets and liabilities of Brent Mind. Brent mind also participates in the Pensions Trusts' Growth Plan. In consultation with the Pension Trust it was agreed to amalgamate both entities into the same scheme. As such the liabilities of Brent Mind are viewed alongside those of Wandsworth and Westminster Mind.

The Charity has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2018. As of this date the estimated employer debt for the Charity was £864,512 including Series 3. A liability is not recognised in the accounts as the Charity remains an active member of the scheme, should the Charity withdraw from the scheme this amount would fall due for payment.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**26. Pension commitments**

The Charity operates a defined contribution scheme and a defined benefit scheme with the Pensions Trust which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £72,514 (2021 - £61,474), the deficit reduction payments made of £257,922 (2021 - £84,252) have been recognised. At the year end, there were outstanding contributions of £77,763 (2021 - £335,685), the liability is shown as £59,999 due within one year (Note 18) and £17,764 due after one year (Note 19).

The Charity was informed in 2014 that additional contributions were payable to the scheme over a 10 year period since this time the Charity has been notified that combined additional contributions are payable annually. The annual amount payable in 2021 and beyond is expected to be £87k per annum rising by 3% a year ending in 2025. In accordance with the Charity's accounting policy, this expenditure has been recognised in the accounts as the contributions become payable.

**27. Operating lease commitments**

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

|                                              | <b>2022</b>    | 2021    |
|----------------------------------------------|----------------|---------|
|                                              | £              | £       |
| Not later than 1 year                        | <b>182,167</b> | 116,731 |
| Later than 1 year and not later than 5 years | <b>581,130</b> | 34,115  |
| Later than 5 years                           | <b>10,165</b>  | -       |
|                                              | <b>773,462</b> | 150,846 |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | <b>2022</b>    | 2021    |
|-------------------------|----------------|---------|
|                         | £              | £       |
| Operating lease rentals | <b>364,019</b> | 269,816 |

**28. Related party transactions**

In 2022, payments of £NIL (2021 - £79,734) for consultancy services was made to Aviso Services Limited, a company with both John Gardner, Trustee and Mark Prior, Key Management Personnel, serving as Directors.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**29. Funds dispersed as an agent of WCC**

The Charity acted as an agent for Westminster City Council (WCC) in distributing funds to the following projects. The income and expenditure relating to these projects is excluded from the Statement of Financial Activities.

Movement on the project balances for 2021-22 were:

|                    | <b>Brought<br/>forward<br/>2022<br/>£</b> | <b>Income<br/>2022<br/>£</b> |
|--------------------|-------------------------------------------|------------------------------|
| Housing User Funds | (368)                                     | 368                          |
|                    | <u>          </u>                         | <u>          </u>            |

|                    | <i>Brought<br/>forward<br/>2021<br/>£</i> | <i>Expenditure<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|--------------------|-------------------------------------------|-----------------------------------|---------------------------------------|
| Housing User Funds | 761                                       | (1,129)                           | (368)                                 |
|                    | <u>          </u>                         | <u>          </u>                 | <u>          </u>                     |

**ALLKIND MENTAL HEALTH AND WELLBEING**

England & Wales - Charity number 292708

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# Accounts

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Company Registered Number: 01796928  
Charity Registered Number: 292708

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
(A Company Limited by Guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**CONTENTS**

---

|                                                                                       | Page    |
|---------------------------------------------------------------------------------------|---------|
| <b>Reference and Administrative Details of the Charity, its Trustees and Advisers</b> | 1 - 2   |
| <b>Trustees' Report</b>                                                               | 3 - 19  |
| <b>Statement of Trustees' Responsibilities</b>                                        | 20      |
| <b>Independent Auditor's Report on the Financial Statements</b>                       | 21 - 24 |
| <b>Statement of Financial Activities</b>                                              | 25      |
| <b>Balance Sheet</b>                                                                  | 26 - 27 |
| <b>Statement of Cash Flows</b>                                                        | 28      |
| <b>Notes to the Financial Statements</b>                                              | 29 - 53 |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**Trustees** Sue Williamson, Chair  
Rosie Farrer, Vice Chair  
Jonathan Lawlor, Treasurer  
Momotaj Islam  
Gail Wingham  
Thomas Fitzgerald  
Gavin McCabe  
Darren Woolley  
James Newman (appointed 18<sup>th</sup> March 2020)  
Jessica Garbett (resigned 24<sup>th</sup> September 2020)  
John Gardner (resigned 9<sup>th</sup> December 2020)

**Company registered number** 01796928

**Charity registered number** 292708

**Registered office** Hopkinson House  
5 Osbert Street  
London  
SW1P 2QU

**Chief executive officer** Simon Thompson

**Independent auditor** MHA MacIntyre Hudson  
Chartered Accountants and Statutory Auditor  
6th Floor  
2 London Wall Place  
London  
EC2Y 5AU

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**(CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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|                          |                                                                    |
|--------------------------|--------------------------------------------------------------------|
| <b>Bankers</b>           | Royal Bank of Scotland<br>London<br>W9 3QR                         |
|                          | NatWest Bank<br>135 Bishopgate<br>London<br>EC2M 3UR               |
|                          | Santander<br>Bridle Road<br>Bootle<br>Merseyside<br>G1R 0AA        |
| <b>Solicitors</b>        | Druces LLP<br>Salisbury House<br>London Wall<br>London<br>EC2M 5PS |
| <b>Custodian Trustee</b> | Jonathan Lawlor, Sue Williamson                                    |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2021. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company'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 Republic of Ireland (FRS 102).

Since the Charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

**AIMS, OBJECTIVES AND ACTIVITIES**

**Our Strategic Context**  
**2021**

In a year which has been dominated by the Coronavirus pandemic, Mind in Brent, Wandsworth & Westminster has focused on supporting our service users and investing in infrastructure through improved staff development and governance processes. This investment is part of our continual processes of improvement and underpins our ambitions for growth and identifying additional ways to support our communities.

We have strengthened our commissioning relationships, including across the Strategic Transformative Partnerships (STPs), and have gained several smaller contracts. The commissioning landscape continues to challenge, with variations of approach across our delivery areas and the consequences of NHS England coping with a one-year budget from the Treasury. The transformation within the NHS and local authorities, drives us to continue to innovate and find sustainable solutions to the market. Over this year, we have also been evaluating strategic partnerships as part of successful contract delivery.

Throughout this financial year, we have seen the effects of COVID-19. These will be wide ranging and will include consequences for the economy, for commissioning, for fundraising, as well as wider societal changes including changes in working practices. We anticipate that one of the most severe effects will be increased budget restraints for local authority commissioning as they cope with a drop in business rate income and increased Social Care costs.

As a consequence, we took the opportunity to further enhance our already strong governance, by establishing two new subcommittees to the Board of Trustees. The Quality & Performance subcommittee, which first met in February 2021, leads on continuous improvement and service user voice. The subcommittee is led by the Vice-Chair, our Clinical Lead and Trustees with a clinical and quality assurance background or service user experience. The Strategy and Growth subcommittee has been meeting since November 2019 but has become more embedded over 2020-21, it leads on growth and is led by Trustees with commercial and sector experience and the Head of Business Development and Fundraising. This enabled us to further harness the expertise of Trustees, the management team and our clinical expertise. We have enhanced our financial, strategic growth and quality agendas into work plans to reflect the future needs, demands and challenges.

The pandemic has accelerated the employment of technological solutions to provide a greater digital presence across all aspects of the charity. This includes new and unexpected opportunities for global training as well increased access to commissioners, changes to working across teams and new ways to support our service users.

**Our Objectives**

The objectives of the Charity are to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability, in association with national Mind. We are here for everyone with a mental health need, including those in the workplace.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Our Vision**

We're here to make sure everyone with a mental health problem gets the support they need to recover.

To achieve this vision, we work each and every day to:

- Improve our accessibility to local communities, utilising new and creative ways to enable access for people that don't meet criteria from our commissioned services, we will do this by developing a peer support service, and group counselling in partnership with Mind in the Royal Borough of Kensington and Chelsea.
- To be flexible and inclusive, combining professional know how with the expertise from people with lived experience of mental health problems.
- To place excellent clinical and care governance at the centre of our services.
- To deliver integrated services for health and social care commissioners; patient support for GPs; public health programmes and in-work training and support for employers.
- To be financially robust and work across organisational boundaries, alongside our partners to get the best outcomes and value for money.
- To work collaboratively with other mental health charities and providers to enhance our own skills and provide more creative and innovative services.
- To seek opportunities to widen the services we offer, across our own boroughs and explore new services in neighbouring boroughs.
- In partnership with Royal Borough of Kensington and Chelsea harness our collective expertise across KCW (Kensington, Chelsea & Westminster) boroughs.

**Our Core Values**

- We reach out to anyone who needs us because our roots are with the communities we serve.
- We work as a team and believe we are stronger in partnership.
- We work to keep learning and to innovate. We listen before we act.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Brent, Wandsworth and Westminster Mind is a company limited by guarantee incorporated on 2 March 1984 and registered as a Charity on 11 October 1985. The original charitable company was established under a memorandum of association, setting out the objects and powers of the charitable company which is governed under its articles of association. Our constitution was reviewed and updated according to best practice and current regulatory and legal compliance and the new framework and revised Articles of Association were approved by the Trustees of Brent, Wandsworth and Westminster Mind in July 2017.

**Organisational Structure**

Brent, Wandsworth and Westminster Mind has a Board of Trustees who meet bi-monthly and are responsible for the strategic direction and policy of the Charity. Trustee development is key to the role and the Board has strong representation across service users, finance, governance and clinical services.

There are 3 formal subcommittees of the Board:

- Finance and Services Committee
- Strategy and Growth Committee
- Quality and Performance Committee

The addition of these subcommittees enhance the existing strong governance, and enables attention, scrutiny and focus as the Charity continues to grow and develop. It also enables all Trustees to play a lively and active part in the safety, compliance and innovation aligned to its core agenda.

We are passionate about continuously reviewing our governance, the quality of our services, people and developing ourselves. This year we focused on a deep analysis into our performance and did this against the Charity Governance Code which was formally adopted by the Board as a driver to apply recommended best practice. We, as a Board of Trustees, together with the Senior Management Team (SMT) held an away day to review performance and that of the SMT. We continue to have confidence in the quality of the people in post and the processes in situ.

A scheme of delegation is in place and the day to day responsibility for the provision of the Charity's services rests with the SMT, consisting of the Chief Executive (CEO) along with his Director team.

- Finance and Resources
- Service Delivery and Operational Standards
- Human Resources and Organisational Development
- Clinical Lead
- Business Development and Fundraising

The CEO is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Service Managers have responsibility for the day-to-day operational management of the services and individual supervision of the staff team. The CEO reviewed the SMT structure and roles and responsibilities following two members of team leaving in December 2019/January 2020, the Finance and Operational lead roles were recruited to internally to maintain continuity and acknowledge the tremendous hard work those deputies had played in our development.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Members**

The Members of the Board, who served during the year and up to the date of this report are listed on page 1. All Members of the Board are Members of the Charity and guarantee to contribute to the assets of the Charity in the event of it being wound up such amounts as may be required, not exceeding £1, either as Members of the Charity or within twelve months of leaving membership. The total number of such guarantees at 31 March 2021 was 9. Members of the Board are Members of the Charity, but this entitles them only to voting rights.

**Recruitment and Appointment of Trustees**

Once the ideal skill experience profile has been identified, the vacancy will be advertised on the Mind in Brent, Wandsworth & Westminster Website, social media platforms or we will make direct approaches to professional bodies and other voluntary organisations. Preference should be given to these approaches as opposed to personal contacts as the intention is to promote diversity and avoid conflicts of interest. The Charity seeks to ensure diversity in its Board of Trustees and consideration will be given to ways in which groups that are underrepresented might be reached and encouraged to apply. People enquiring to become Trustees will be sent appropriate documentation about the charity and the role of a Trustee including a Trustee 'Job Description' and will be asked to complete an application form. Application forms will be considered and a vote taken at the following board meeting in accordance with the procedure for appointing Trustees detailed in the governing document.

**Trustee Induction and Training**

All new Trustees participate in an induction workshop with the SMT and are provided with core governance documents on the role and responsibilities of a Trustee. Ongoing training is through an annual facilitated strategy workshop and access to topical events of relevance to the Trustee role. Trustees who do not have a financial background, have had several training events with finance to ensure enhanced understanding of the financial budgeting and viability of the Charity. The annual strategy workshop addresses a Trustee skill review, identifying any training or development needs. All Trustees receive quarterly briefings on the services provided by Brent, Wandsworth and Westminster Mind and have the opportunity to visit services and participate in task and finish groups for service improvement and development.

As the Charity has embarked on a new and exciting journey of offering more services to our beneficiaries, which through the Charities governance structures and skills assessment of Board Members, identification of new talent and skills sets were identified, and individuals were specifically sort out to enhance the Board of Trustees. The Charity has also adopted the Charity Commission Governance Code of Conduct as a tool to support continuous improvement following a Board and SMT Away Day to look at the seven principles of the Code, there was an agreement that more work could be done to improve Openness and Accountability and Diversity with a set of identified actions and timeline for this work.

This has enhanced our service user's representation, and skills in corporate governance, communications and marketing and property management. These areas together with the existing competences will provide continued sound performance and quality controls moving forward.

Trustees receive regular briefings and presentations from service areas, which enables them to be fully aware and engaged with the services we run, opportunities and challenges they experience, that informs key decision making.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Remuneration Policy for Key Management Personnel**

The Trustees consider that the Board of Trustees and the SMT comprise the Key Management Personnel of the Charity. All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in notes to the accounts. The Charity's SMT are all paid in accordance with a published scale of grades (or spot salaries) unique to Brent, Wandsworth and Westminster Mind. Any increases to these published grades are externally benchmarked and approved by the Board. An annual review of the existing pay scales used within the organisation is undertaken and a decision made as to whether or not the Charity implements an uplift. The criteria to establish whether or not an uplift should be implemented will include the financial stability of the Charity and its main income streams, the trend with regard to pay increases witnessed within the appropriate operating environment (e.g. trends within similar sized voluntary sector organisations) and the current national average pay increase levels. The financial performance and health of Brent, Wandsworth and Westminster Mind remains the determining factor in any remuneration progression.

**Principal Risks and Uncertainties**

The risk register includes a list of actions to be taken to manage the principal risks the Charity faces. As requested by the Board, the SMT reviews the register each month, and it is included as a permanent item at Board meetings.

The pandemic has and will continue to have a significant impact now and into the future, and whilst we can see already the implications on people and society through loss of life and economic uncertainty, we must brace ourselves for what is believed to be a mental health pandemic across the population. We have yet to see how this will be managed and if government funding follows this dramatic increase in need when compared to other key health and social care priorities.

In March 2020, we established a separate pandemic risk register and, as the consequences and effects of COVID-19 have become part of daily life and business considerations, we have combined this into the main risk register. The consequences and associated risks of COVID-19 need to be considered across all areas of the Charity.

The key risks to the Charity are considered to be:

- The impact and implications of the pandemic, on the Charity's income, the well-being of its staff/colleagues and the community as a whole.
- Working with people who present a greater level of complexity and need at a time when many mental health services are both changing and reducing.
- Maintaining contact and services to our beneficiaries during any lockdowns and ensuring safe systems and processes for our workforce.
- Cuts to public funding in health and social care requiring greater efficiencies in how services are delivered.
- Loss of major contracts as a consequence of competition and or changes to commissioning landscape
- Change in funding landscape within Local Authorities and NHS.
- Managing our capital assets for optimum financial benefits for the Charity.
- Cyber-attack/Hacks, financial and reputational risks and effects on business continuity.
- Any safeguarding risks to our beneficiaries.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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To mitigate these risks, we have:

- A Business Plan, set annually from a three-year strategic plan and routinely monitored at Board level.
- Introduction of new service quality reviews to further ensure safeguarding, duty of care, legislative compliance and service outcomes.
- The regular review and implementation of written procedures, for example financial procedures, HR policies and procedures.
- Investment in staff training and development.
- A framework to address the health, safety and security of staff and clients.
- Staff care and support, re focus on wellbeing.
- Reviewed, assessed, planned and implemented a whole pandemic response, with focused support to front line staff. This plan can be flexed according to the levels of lockdown.
- Implemented flexible working protocol to enable staff safety and creative working solutions, looking ahead to changes in working practice and making more efficient use of our estates.
- Diversified our activities and funding streams, ensuring that our delivery is aligned to the strategic health and social care priorities within each borough.
- Increased our fundraising and corporate partnerships to raise funds to support our objectives.
- Taken a proactive approach in communication with commissioners and preparation for potential tenders.
- Re-modelled services where appropriate and sourced new funding opportunities.
- Revised and promoted our services through our website and online channels.
- Continued to meet the needs of the people we support, adhering to safeguarding policies and procedures and working in partnership to address the full spectrum of mental health problems.
- Refined our bidding process, exploring partnerships and working with external consultants
- Engaged specialist premises and legal expertise to manage our property assets.
- Undertaken a full IT review that enhances creative and flexible working, whilst maintaining and enhancing security.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**ACTIVITIES AND PERFORMANCES IN 2020/21**

**Volunteer Support for our Charitable Activities**

Brent, Wandsworth and Westminster Mind is supported by volunteers, which enables the Charity to achieve far more for beneficiaries.

In 2020/21 this essential contribution included:

- Providing warm and welcoming reception services at all locations.
- Providing support with administration and service delivery on key community programmes.
- Sharing lived experience and increasing wellbeing through peer coaching.
- Supporting meaningful activities in the community and in our wellbeing hubs.
- Engaging in client involvement and consultation activities.
- Supporting fundraising activities across all locations.
- Being Members of our Board of Trustees to include people with lived experience.
- Given the high value our volunteers provide, in 2021 we will create a leadership post to continue to enhance and develop a wider volunteer and peer support network.

**Clinical Services**

**Psychological Therapies Services (previously Talking Therapies)**

We undertook a rebrand of the Department in June 2020, to become Psychological Therapies to help align our growth ambitions for this area of work.

The Improving Access to Psychological Therapies (IAPT) Step 3 counselling we deliver in Westminster in Partnership with CNWL NHS Trust and HealthShare undertook a significant transformation in early 2020. This resulted in us being awarded a significant increase in funding to deliver counselling in GP Practices in Westminster, and the need to recruitment of a new team of accredited Counsellors and ensured that we were meeting full IAPT compliance. Due to the pandemic, from March 2020 we were required to move all clinical counselling sessions to video platform via Zoom or via telephone.

The London Southbank University Counselling service continues to have trainee and qualified Honorary (Volunteer) Counsellors as its clinical Team. Our range of integrative modalities means that we can offer a range of interventions and provide the best recommended treatment intervention for an individual. We exceeded the number of clinical hours of support provided to students in 2020, providing over 100 hours more than in 2018-2019, which also resulted in an increase in income for this activity and for students to have support to maintain their education.

In 2020 we began delivering two new projects funded by South West London CCG and North West London CCG. These pilot services provide support for people bereaved by suicide and put us at the forefront of a national agenda to better understand the issues surrounding suicide in order to prevent and reduce further deaths.

We have recently successfully acquired funding to grow our suicide support work, by being funded by SWL CCG, to deliver a Suicide Prevention Project across six boroughs in South West London, focusing on community and educational settings engagement. This Project will commence from July 2021.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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In February 2021, we were commissioned by South West London CCG to conduct a consultation piece of research to engage with women who have experienced tokophobia (fear of giving birth), birth trauma or perinatal/neonatal loss have been supported by existing services. This key exercise will help inform the CCG of their commissioning requirements in this area and what additional services would be helpful in future to enable better, more tailored care. We recruited a researcher who is currently undertaking this work and will report their findings back to the CCG in September 2021.

Key highlights and outcomes include:

- 98% of patients waited less than 6 weeks for their first appointment, and 100% waited less than 18 weeks to start counselling, against national IAPT waiting time targets of 75% and 95% respectively.
- Only 5% of appointments were non attended without notice, significantly below the national threshold of 10% and lower than 7% in 2019/20.
- LSBU students on average waited less than 2 weeks for an assessment and less than 25 days to access treatment. This compares to 2.5 weeks for an assessment and 30 days to access treatment in 2019/20.
- 50% of students who completed a course of treatment reported feeling significantly less anxious and depressed than at the start of the treatment. This outcome met the target of 50% for this performance indicator.
- Since June 2020 – January 2021, the Postvention Suicide support service in NWL and SWL boroughs, received 212 referrals, with 100% of people who asked for support, stating they would do so again if they required in the future.

**Children and Young People's Services (CYP Services)**

The **Mental Health Support Team (MHST)** entered its' first full year of service supporting the mental health and wellbeing of children and young people with mild to moderate mental health problems. The service is based within Westminster schools and complements their existing provision, supporting a Whole School Approach to mental health. MHST delivers evidence-based interventions (such as referrals to CYP IAPT service) and the work is funded by and accountable to the NHS England and Central London Central Commissioning Group (CCG).

During 2020-21, we delivered one-to-one support to 520 children, young people and their families and delivered psycho-educational workshops and assemblies to 5726 children, young people, parents and school staff.

We collected data on children and young people who completed their treatment and our analysis of this data, using the Revised Child Anxiety and Depression Scale (RCADS) outcome measure, shows significant improvements on all subscales.

**Mentally Healthy Universities (MHU)** - We collaborated with national Mind and the London School of Economics and Political Science (LSE) on the Mentally Healthy Universities pilot. The programme aims to equip staff and students at higher education institutions with tools to support their mental health and wellbeing. In 2020-21 we delivered training to 175 young people, as well as anti-stigma and peer support training to 43 LSE staff members.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Non-Clinical Services**

**Housing Services**

Brent, Wandsworth and Westminster Mind continued to provide Housing Support services for Brent and Wandsworth Councils, increasing our contribution to the support we offered across two of our three diverse London boroughs. We noticed and experienced an increase level of need, due to new services coming onboard, it has been more difficult to assess previous data set comparisons, but our colleagues have recorded service users experiencing higher levels of anxiety and stress due to the restrictions of lockdown.

Key highlights and outcomes include:

- We worked with a total of 320 clients in 3 boroughs in 2020/2021. This is an increase of 46% on 2019/2020.
- The total capacity at year end was 297 spaces (Housing Management & support units). We started 2020/2021 with 153 spaces, so that is an increase in capacity of 94% in 2020/2021.
- Total hospital admissions were 33 out of 320 total clients we worked with = rate of 10.3% (5% in 19/20). This has been high, but this is understandable due to the ongoing pandemic.
- Total number of incidents was 40 out of 320 total clients we worked with = rate of 12.5% or 0.125 incidents per client (17 out of 219 clients in 19/20 = rate of 7.8% or 0.078 incidents per client in 19/20).
- Move on to more appropriate accommodation was achieved for 20 clients = rate of 6.25% (5% in 19/20).
- We supported 29 clients who were signed up new to the service in 20/21 (26 in 19/20). This does not include the increase in our capacity due to an additional 118 clients we inherited when we took on the Wandsworth Floating Support Service in November 2020 and 31 new Housing Management tenants, we inherited in Brent from 2 Housing Associations in May 2020 and October 2020.
- Altogether we have worked with a total of **178** clients who are new to us in 2020/2021.
- Utilisation of the service (housing management units and support spaces) across all 3 boroughs was 95.13% in 20/21 (92.56% in 19/20).
- Complaints were 9 in 20/21 = rate of 2.81% (4 complaints or rate of 1.8% in 19/20).
- Safeguarding issues in 20/21 = 15 (16 in 19/20).
- Arrears at year end in 20/21 = 2.21% (1.73% in 19/20).
- Void Loss for 20/21 = 6.81% (8.38% in 19/20).

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Training Programme**

Our training programme expanded significantly during 2020-2021

- Our training programme reached **5,632 people** (vs. **246** in 2018/19 and **488** in 2019/2020) which is a **1,126.4%** greater impact from last year.
- All of our training sessions are currently being delivered online. Since the lockdown in March 2020, the team very quickly adapted to the virtual environment to carry out the work. As a department, the training team are continuously developing the way they deliver sessions to reach maximum potential in this new way of working.
- The team continue to work on building strong relationships with organisations with the aim to create bespoke workplace wellbeing programmes. Through this, they have managed to secure long term contracts which is greatly beneficial for the financial sustainability of the Training department.
  - After successfully delivering a 6-month pilot training programme at Playtech (October 2019 – April 2020), we secured a further 12-month contract to continue expanding on the pilot programme.
  - Furthermore, we successfully delivered a 12-month training programme to Finastra. We are currently putting together a training proposal for phase II for 2021-2022.
  - We continue to deliver a 12-month (July 2020 – August 2021) training programme to Department of Education (DfE). After working closely with DfE for several months on developing and delivering mental health support to their staff through training, DfE were nominated for an internal award for the best mental health programme.
- The training team met in April 2021 to review growth strategy to expand our client base and business scope. We are also creating a consultancy framework for the department to formalise this process as part of our work with organisations.
- The team works closely with the fundraising team to bring in more business by setting up strategic partnerships through training programmes (with a fundraising element) with corporate organisations.
- We are developing a portfolio of new online workshops on a number of topics including psychosocial themes through the lens of mental health and intersectionality.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Community Programmes**

The programme portfolio supports the whole spectrum of mental health recovery needs and provides services in the following categories: Active Wellbeing, Creative Wellbeing, Employment Skills Building, Hub Services and Life Skills. Key highlights and outcomes include:

**Westminster:**

- Westminster Building Employment Skills and Training (BEST) for the year 2020/2021 supported 51 clients compared to 120 clients for 2019/2020. With 5 clients finding work, 13 supported to sustain work, 6 supported to find a Volunteering opportunity and 7 supported to sustain their Volunteering. 5 service users were supported to obtain accredited training. This was less than we achieved in 2019/20 following the limited services offered as a result of COVID-19 pandemic.
- Our Community Befrienders service delivered a total of 5,252 hours support in 2020/2021 (vs 6,835 in 2019/20) with 79% of clients reporting better mental health and wellbeing (vs. 2019/20: 80%) and 71% of clients reviewed increasing their social engagement (vs. 2019/20: 63%).
- Through harnessing volunteer support, charitable funding and public body support, our Westminster Wellbeing Hub continued to deliver a wide range of free life skill services, including Music in Mind, gardening, yoga and non-contact boxing.
- Our Harmonious Choir continues to meet virtually and sing regularly but is planning to return to face-to-face sessions, working alongside COVID-19 guidelines

**Wandsworth Hub:**

- Number of people seen - 38 compared to 43 in 2019/2020.
- Number of sessions – Over 2020/21, we have had 16 weeks of Face-to- Face service. During this time there have been approximately 304 hours of group sessions and 570 hours of 1:2:1 session.
- Staff have supported service users via phone and zoom with an approximate figure of 40 contact hours per week. This has been shared between 2-3 members of staff at any one time.

**Active Wellbeing:**

Our Active Wellbeing programme provides 1:1 physical activity support to individuals with diagnosis of severe mental illness (SMI) and continues to be cited as a model of best practice. Participants on the programme have 10 weeks of 1:1 exercise sessions for 1 hour per week. In the sessions they engage in a variety of activities including using equipment at local leisure centres, doing HIIT workouts in local parks, and engaging in yoga and jogging. Throughout the programme we aim to support participants to improve their cardiovascular health, physical fitness, and mental wellbeing. We help them to set personalised and realistic goals to work on through their sessions and scores are taken for their physical activity levels and mental wellbeing at the start of the programme, at the end of their 10 sessions, and at 6 and 12 month follow up. Our data largely shows that participant scores for physical activity levels and mental wellbeing increase over the 10 weeks and these results are generally maintained at follow ups. Overall, Active Wellbeing supports participants to become more independent in looking after their health and improving their lifestyle to be more active.

**Portugal Prints:**

Our creative therapies service, for people with severe mental illness, worked with 39 artists in 2020/21 (compared to 45 in 2019/20). The Portugal Prints team offered Art History lessons over Zoom during the pandemic and phone support, however artists were very happy to return to face-to-face support in the calm and safe environment of the studio. Two Portugal Prints artists have been selected for the Royal Academy Summer Exhibition and we continue to build partnerships in the artistic community.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Central Services**

Central Services are the core organisational functions that enable our colleagues to provide services for the people in our community who we support. This is delivered through ensuring we have well trained staff, our financial accounting is of a high quality, and we are seeking new service opportunities and/or fundraising to deliver more provision for our beneficiaries to access more services.

Our Central Services functions consist of Business Development, Finance, HR, Marketing, ICT, Facilities, Health and Safety and Governance. We have continued to provide the underlying systems, support and expertise to enable the Charity's effective delivery of services over the past year. Key highlights and outcomes include:

- Minimising disruption and supporting staff morale during the Coronavirus pandemic.
- Funding PPE, Laptops, phones, desks and chairs
- Developing an achievable growth plan and building the resource, governance and tools required to deliver.
- Effective management of change during key personnel changes.
- Continue to efficiently coordinate all other functions of the organisation.
- Training opportunities.
- Providing digital training solutions.
- Providing a staff relief fund.
- New strategy and investment in Learning and Development to improve staff capability and increase organisational effectiveness and outcomes.
- Recruiting a Fundraising and Marketing Team, consisting of a Community & Digital Fundraiser, Corporate and Trusts Fundraiser and Marketing Executive.
- Setting up project management training and creation of a project management methodology.
- Initiated project to capture and develop ongoing impact measurement tools. This information will inform the management decision making progress and is a key component of the marketing and fundraising strategy.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**FUTURE PLANS**

**2021**

We are coming through a pandemic, which has had a significant and life-changing impact on many families across the world, UK and our boroughs. We are hopeful that the pandemic is abating and society may return to some normality, we are yet to see what the new norm will look like.

We expect as a result of the pandemic there to be increased pressure on the budgets of Local Authorities and the NHS, the NHS now has longer waiting lists than any time in its history coupled with an expensive high turnover of staff. The new changes across the health and social care landscape are expected to lead to more direct commissioning from state funded services which could well lead inadvertently to increased competition within the charity sector competing to be trusted providers.

What is certain is that the UK economy has been severely impacted by the pandemic. This can be seen in increased public sector spend against reduced income. The impact of Brexit is yet to be seen or to be defined separately from the impact of Covid, but adds an additional uncertainty of national economic performance going forward.

We have focused on strengthening the Charity with improved governance, processes and opportunities to attract and retain talent. Our strategic focus has been on areas that are key to the wellbeing of society, during and post pandemic, and that will continue to require statutory funding. Our smaller operating costs and pension liabilities have allowed us to position ourselves as a responsive and cost effective solution for commissioners.

We continue to protect the financial viability of the Charity through always undertaking commissioned services that provide full cost recovery or a strategic benefit. We are cautiously optimistic that this continued path of robust management and controls, always with our beneficiaries at the centre of our work, will further growth and the provision of more services.

The key tenets of the future plan are:

- In partnership with Mind in the Royal Borough of Kensington and Chelsea build a community-based program across our Mind associations, focusing on supporting more residents to have access to services and self-led groups and support.
- Continue to build and enhance our Training in mental health wellbeing for UK wide corporate companies, to enable them to become mental health champions, and enhance the quality of employees' lives, and tackle any remaining stigma associated with mental ill health.
- To increase the number of people accessing mental health training and support in the workplace.
- To build strong and sustainable relationships, with other mental health organisations, who we can learn from and share best practice.
- To strengthen links with the community and to offer increased peer support and psychological well-being services.
- To increase opportunities for Service User voice as part of decision making.
- To increase the number of people accessing psychological interventions to improve emotional wellbeing.
- To increase housing and support services for beneficiaries, with a focus on seldom heard communities.
- To develop meaningful and sustainable corporate donors, through supporting wellbeing at work initiatives.
- To develop and enhance our Arts for Mental Health initiatives e.g. Portugal Prints, Music in Mind.
- To further develop Children and Young People services, and those in transition between the ages of 16-24.
- Explore new London Boroughs in partnership with other local Mind Associations, or where there is no Mind currently operating.
- Our Community and Corporate fundraising team, to be fully embedded and enhance our profile and income to enable us to fund new and innovative services in the community.
- To amplify our profile with a stronger online presence and more outward facing Communications.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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In order to achieve this, in the context of a society and statutory health and social care systems coping with the financial impact of Coronavirus pandemic, whilst this will undoubtedly be a challenging time for the Charity, its strategic alignment with young people's mental health, psychological therapies and supporting families affected by suicide, have demonstrated new competencies, and direction of key interventions within the NHS long term plan for mental health. The Charity will focus on:

- Securing contracts by aligning the Charity to the Integrated Care Systems (ICS) within London, this may include partnership work with other local Minds.
- Explore future service delivery in partnership with other charities in North West London ICS area around new beneficiaries with complex mental health problems.
- Developing and investing in our training department, capitalising on the opportunities offered by the increased use of digital technology.
- Utilising our clinical teams to inform the design of new service models.
- Supporting people who have had their mental health adversely affected by the Coronavirus pandemic.
- Continually reviewing cost-effectiveness and where necessary, amending the approach.
- Using our estates in a more intelligent fashion, reflecting the rise in homeworking.
- Demonstrating our quality and service user outcomes to demonstrate what we do and our value for money, giving commissioners assurance not only on cost but the outcomes needed.
- Utilising our outcomes and lived experience voice to share what we do, providing a narrative that we can discuss new opportunities to commissioners.

We expect the coming year to be challenging, but we see our contribution of delivering quality mental health services as essential for a society coping with the consequences of the Coronavirus pandemic.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**FINANCIAL REVIEW**

**Treasurer Statement**

The Charity has continued to pursue a path of strategic reconfiguration dictated by the loss of its principal Westminster Housing Services contract back in February 2019. This was the Charity's principal revenue source and had comprised a multi-year contract that generated annual revenues of £1.5m and a material surplus contribution of 288k in the 2018/19. Its loss led to a deficit of £309k in 2019/20 and demanded a major change of strategy aimed at both growing and diversifying services.

In 2020/21, despite COVID-19, the new strategic path delivered substantial revenue growth of charitable activities to £4,267k representing an increase of £878k (+26%) year on year. Key growth contributions came from development of Children and Young Peoples services, Housing, and Psychological Therapies services.

However, there was significant cost growth in Charitable services too. This was associated with building out the Charity's capacity in service areas and clinical provision. 2020/21 should, therefore, be regarded very much as a transitional year for the strategy rather than its culmination.

The 2020/21 surplus of £584k represents a massive uplift from the prior year deficit of £309k. However, at an underlying level, excluding a big windfall gain of £770k deriving from a bequest, this turnaround was much more graduated. Excluding the windfall, the Charity would have generated an operating loss of £186k in 2020/21 (comprising a more modest £123k improvement on the prior year loss). In light of this underlying picture, the Board continues to target development of a bigger and broader operating platform and one capable of delivering breakeven or better over the medium term.

The decline in net current assets to £1,455k in 2020/21 from £1,681k is reflective of underlying operating losses but given the substantial overall surplus generated in the period, reserve levels increased to £3,053k in 2020/21 (£2,468k 2019/20).

It is important to note that negative COVID-19 related financial impacts were felt only indirectly and remained modest relative to much of the Charity sector. This is because as a community mental health Charity our main sources of operating revenue derived from pre-existing NHS and local authority contracts rather than voluntary income. While we do intend to develop our voluntary income streams in years to come, COVID-19 related impacts on voluntary income in 2020/21 were subsequently of minimal economic consequence.

In some instances COVID-19 did delay the process of contract signing and settlement. Furthermore, COVID-19 pushed back many aspects of the planned reconfiguration of the NHS around Integrated Care Partnerships leaving many commissioning structures in hiatus. This may complicate aspects of future contract procurement.

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Reserves Policy and Liquidity**

It is the policy of the Board to hold Cash reserves in order to:

- Comply with legislation, regulations and best practice
- Meet contractual liabilities should the organisation lose major income or need to close
- Replace equipment as it wears out and carry out repairs to buildings
- Provide working capital when funding is paid in arrears

The Board continues to take a prudent position based on the budget, risk register, growth plan, operating leases liabilities, staff costs and services continuity costs. To ensure sufficient finances in a worst case scenario, the Board believes, as a minimum position, free reserves (defined as unrestricted funds not held as fixed assets and excluding investment properties) should cover one year of operating leases liabilities, central services staff and service managers' one month of gross salary and potential redundancy costs. Prudently, as an upper range, free reserves should cover whatever is the larger of expected twelve month's net cash outflow or three months of current total expenditure. This approach suggests that under the resultant minimum and maximum ranges, the Charity should hold between £219,995 and £1,389,583 of free reserves.

As at 31 March 2021, free reserves stood at £1,539,519 (2020: £1,765,178). As at 31 March 2021, net current assets stood at £1,454,528 (per Balance Sheet) (2020: £1,680,925).

The Board will continue to explore strategic options for use of free reserves such as investing in owned office space, enhancement of fixed assets and reducing longer term operating costs. We are currently investing, as part of our strategic growth plan, into additional key areas of capacity across the Charity to support our transition into new areas of delivery. COVID-19 has both complicated and delayed our review of property options, notably looking at reducing rent liability and investing in property for our beneficiaries. In light of contractual volatility and the limited numbers of contracts we hold, we would anticipate continuing to retain reserves sufficient to help potential future transformation needs.

**Public Benefit Statement**

The Trustees confirm that they have complied with the Charity Commission's general guidance on public benefit in determining the objectives and the activities of the Charity. Brent, Wandsworth and Westminster Mind's charitable purpose is enshrined in its objectives 'to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability'.

Whilst following these objectives the public benefit principles are addressed. Clear benefits are delivered through the services described in the Activities section of this report and reflected in the disclosure of charitable expenditure in the Statement of Financial Activities.

The beneficiaries are people suffering from mental disability or disorder based in the boroughs of Westminster, Brent and Wandsworth. However, services are available to clients from other boroughs. A significant number of people participate in the activities. Charges are made for some services, but no individual is excluded by their ability to pay, due to the availability of statutory funding

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Going Concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity has future proofed itself as much as possible with its development of new services, and new approaches to Commissioners. Psychological work with adults and young people are very much part of the NHS mental health long term plan. It has utilised its financial resources to enable this transition. It has established new corporate relationships and has invested in training department to support companies, Charities and government departments in supporting wellness in the workplace.

We have re-forecasted our growth ambitions down for 2021/22, however at the time of the accounts being submitted, we have gained further contracts in Housing and training.

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.

**Principal Funding**

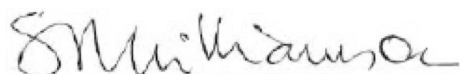
The core funding sources for Brent, Wandsworth and Westminster Mind are from contracts to deliver housing, health and wellbeing services for the Local Authority and NHS (via CCGs and Primary Care Networks (PCNs)). There are a number of services that are also purchased through client choice, using their social care personal budgets, or their own resources. In the year, Brent, Wandsworth and Westminster Mind also benefitted from grant-giving bodies, corporate and individual donations, supported by our website and premises subsidy income.

Mind in Brent, Wandsworth and Westminster takes our responsibility as a Charity with the ability to fundraise very seriously, we are registered with the Fundraising Regulator and are committed to follow the code of Fundraising Practice. In 2020/21, we did not employ any professional fundraiser or commercial participator for fundraising activities, we received no complaints about fundraising activities and we have not made any direct approaches to individuals for fundraising purposes.

**Preparation of the Report**

This report of the Board has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006

This report was approved and authorised for issue by the Board on 6 October 2021 and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the Charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by order of the members of the Board of Trustees and signed on its behalf by:



.....  
**Sue Williamson**  
Chair

Date: 06/10/21

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND**

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**Opinion**

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

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**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 Auditor's 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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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Auditor's responsibilities for the audit of the financial statements**

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 Auditor's 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:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRENT, WANDSWORTH AND WESTMINSTER MIND (CONTINUED)**

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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 Auditor's Report.

**Use of our report**

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an Auditor's 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 Charity and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA (Senior Statutory Auditor)**

for and on behalf of

**MHA MacIntyre Hudson**

Statutory Auditor

London, United Kingdom

Date: 11/11/2021

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

|                                    | Note  | Unrestricted<br>funds<br>2021<br>£ | Restricted<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | Total<br>funds<br>2020<br>£ |
|------------------------------------|-------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |       |                                    |                                  |                             |                             |
| Donations and legacies             | 4     | 794,982                            | 15,732                           | 810,714                     | 101,461                     |
| Charitable activities              | 5     | 4,109,804                          | 157,394                          | 4,267,198                   | 3,388,954                   |
| Trading activities                 | 6     | 102,892                            | -                                | 102,892                     | 25,267                      |
| Investments                        | 7     | 814                                | -                                | 814                         | 4,380                       |
| Other income                       | 8     | 45,296                             | -                                | 45,296                      | 50,571                      |
| <b>Total income</b>                |       | <b>5,053,788</b>                   | <b>173,126</b>                   | <b>5,226,914</b>            | <b>3,570,633</b>            |
| <b>Expenditure on:</b>             |       |                                    |                                  |                             |                             |
| Raising funds                      | 9     | 50,295                             | -                                | 50,295                      | 23,555                      |
| Charitable activities              | 10,11 | 4,388,006                          | 204,515                          | 4,592,521                   | 3,855,941                   |
| <b>Total expenditure</b>           |       | <b>4,438,301</b>                   | <b>204,515</b>                   | <b>4,642,816</b>            | <b>3,879,496</b>            |
| <b>Net income/(expenditure)</b>    |       |                                    |                                  |                             |                             |
| Transfers between funds            | 20    | 615,487<br>(33,178)                | (31,389)<br>33,178               | 584,098<br>-                | (308,863)<br>-              |
| <b>Net movement in funds</b>       |       | <b>582,309</b>                     | <b>1,789</b>                     | <b>584,098</b>              | <b>(308,863)</b>            |
| <b>Reconciliation of funds:</b>    |       |                                    |                                  |                             |                             |
| Total funds brought forward        |       | 2,468,742                          | -                                | 2,468,742                   | 2,777,605                   |
| Net movement in funds              |       | 582,309                            | 1,789                            | 584,098                     | (308,863)                   |
| <b>Total funds carried forward</b> |       | <b>3,051,051</b>                   | <b>1,789</b>                     | <b>3,052,840</b>            | <b>2,468,742</b>            |

All income and expenditure derive from continuing activities.

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

The notes on pages 29 to 53 form part of these financial statements.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

|                                                         | Note | 2021<br>£ | 2021<br>£        | 2020<br>£        | 2020<br>£        |
|---------------------------------------------------------|------|-----------|------------------|------------------|------------------|
| <b>Fixed assets</b>                                     |      |           |                  |                  |                  |
| Tangible assets                                         | 15   |           | 1,077,217        |                  | 1,109,884        |
| Investment property                                     | 16   |           | 770,000          |                  | -                |
|                                                         |      |           | <u>1,847,217</u> |                  | <u>1,109,884</u> |
| <b>Current assets</b>                                   |      |           |                  |                  |                  |
| Debtors                                                 | 17   | 489,539   |                  | 574,477          |                  |
| Cash at bank and in hand                                | 23   | 1,625,870 |                  | 1,675,163        |                  |
|                                                         |      |           | <u>2,115,409</u> | <u>2,249,640</u> |                  |
| Creditors: amounts falling due within one year          | 18   | (660,881) |                  | (568,715)        |                  |
|                                                         |      |           | <u>1,454,528</u> | <u>1,680,925</u> |                  |
| <b>Net current assets</b>                               |      |           | <u>1,454,528</u> |                  | <u>1,680,925</u> |
| <b>Total assets less current liabilities</b>            |      |           | <u>3,301,745</u> |                  | <u>2,790,809</u> |
| Creditors: amounts falling due after more than one year | 19   | (248,905) |                  | (322,067)        |                  |
| <b>Total net assets</b>                                 |      |           | <u>3,052,840</u> |                  | <u>2,468,742</u> |
| <b>Charity funds</b>                                    |      |           |                  |                  |                  |
| Restricted funds                                        | 20   |           | 1,789            |                  | -                |
| Unrestricted funds                                      | 20   |           | 3,051,051        |                  | 2,468,742        |
| <b>Total funds</b>                                      |      |           | <u>3,052,840</u> |                  | <u>2,468,742</u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 01796928**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2021**

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The Trustees acknowledge their responsibilities for complying with the requirements of the Companies 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.

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



.....  
**Sue Williamson**  
Chair  
Date:06/10/21



.....  
**Jonathan Lawlor**  
Treasurer

The notes on pages 29 to 53 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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|                                                            | <b>Note</b> | <b>2021</b><br>£ | <b>2020</b><br>£ |
|------------------------------------------------------------|-------------|------------------|------------------|
| <b>Cash flows from operating activities</b>                |             |                  |                  |
| Net cash used in operating activities                      | 22          | <b>(44,607)</b>  | <i>(553,493)</i> |
| <b>Cash flows from investing activities</b>                |             |                  |                  |
| Investment income                                          | 7           | <b>814</b>       | <i>4,380</i>     |
| Proceeds from the sale of investment property              |             | -                | <i>1,100,000</i> |
| Proceeds from the sale of current assets held for sale     |             | -                | <i>630,000</i>   |
| Purchase of tangible fixed assets                          | 15          | <b>(5,500)</b>   | <i>(12,379)</i>  |
| <b>Net cash (used in)/provided by investing activities</b> |             | <b>(4,686)</b>   | <i>1,722,001</i> |
| <b>Cash flows from financing activities</b>                |             |                  |                  |
| Repayment of bank loan                                     |             | -                | <i>(380,669)</i> |
| <b>Net cash used in financing activities</b>               |             | -                | <i>(380,669)</i> |
| <b>Change in cash and cash equivalents in the year</b>     |             | <b>(49,293)</b>  | <i>787,839</i>   |
| Cash and cash equivalents at the beginning of the year     |             | <b>1,675,163</b> | <i>887,324</i>   |
| <b>Cash and cash equivalents at the end of the year</b>    | 23          | <b>1,625,870</b> | <i>1,675,163</i> |

As the Charity does not have any debt, an analysis of net debt has not been produced.

The notes on pages 29 to 53 form part of these financial statements.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**1. General information**

Brent, Wandsworth and Westminster Mind is a charitable company and is registered with the Charity Commission (Charity Registered Number 292708) and Registrar of Companies (Company Registration Number 01796928) in England and Wales.

In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The address of the registered office is given in the Charity information on page 1 of these financial statements.

The nature of the Charity's operations and principal activities are to promote the preservation and safeguarding of mental health, and the relief of persons suffering from mental disorder or disability, especially in the City of Westminster, Borough of Wandsworth and Borough of Brent, in association with National Mind.

**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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Brent, Wandsworth and Westminster Mind 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 which is the functional currency of the Charity and rounded to the nearest pound.

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

**2.2 Going concern**

The Trustees have assessed the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern including the impact of Covid-19. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. The Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing these financial statements.

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

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**2. Accounting policies (continued)**

**2.3 Income**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfillment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

For legacies, entitlement is the earlier of the Charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the Charity however it is not possible to measure reliably the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The Charity receives government grants in respect of furthering its charitable objectives. Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

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 Bank.

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.

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

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**2. Accounting policies (continued)**

**2.4 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. 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.

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

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs, administrative and payroll costs. They are incurred directly in support of expenditure on the objects of the Charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources:

- Premises costs, overheads and other staff costs have been allocated based on the average staff FTE for the reporting period; and
- Project Management costs have been allocated based on 12% of project expenditure or as agreed with the funder.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. If the asset is made of more components each costing less than £1,000, the total asset cost will be considered when evaluating the cost of the asset (i.e. telephone system (or set of office furniture) is made of number of units costing less than, but total value is above £1,000).

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.

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

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**2. Accounting policies (continued)**

**2.6 Tangible fixed assets and depreciation (continued)**

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 bases:

|                                       |                                    |
|---------------------------------------|------------------------------------|
| Long-term leasehold property          | - 149 years straight line          |
| Leasehold improvements                | - 20% straight line                |
| Fixtures and fittings (long term use) | - between 5% and 25% straight line |

**2.7 Investment properties**

Investment properties are measured at fair value at each reporting date with changes in fair value recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities.

**2.8 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.

**2.9 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.

**2.10 Liabilities and provisions**

Liabilities 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 a finance cost.

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

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**2. Accounting policies (continued)**

**2.11 Financial instruments**

The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 17. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals, other creditors, bank loans and pension deficit liability will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 18 and 19. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

**2.12 Operating leases**

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

**2.13 Pensions**

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution pension scheme and a defined benefit pension scheme. In the defined benefit scheme, the Charity participates in the Pension Trust's Growth Plan (Note 26). Due to certain guarantees included in the scheme there is an employer's debt which would become payable if the Charity left the scheme and this is explained in Note 28. As a multi-employer scheme within the definition of FRS 102, none of the assets or liabilities of the scheme are included on the Charity's Balance Sheet. The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

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

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**2. Accounting policies (continued)**

**2.14 Fund accounting**

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

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

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

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

**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.

Critical accounting estimates and assumptions:

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:

- Useful economic lives of assets
- Discount rate of 1.8% for long term pension scheme deficit reduction payments
- Allocation of support costs.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**4. Income from donations and legacies**

|                                  | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Restricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|----------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Donations                        | 15,626                                       | 15,732                                     | <b>31,358</b>                         |
| Legacies                         | 770,000                                      | -                                          | <b>770,000</b>                        |
| Coronavirus Job Retention Scheme | 9,356                                        | -                                          | <b>9,356</b>                          |
| <b>Total 2021</b>                | <u>794,982</u>                               | <u>15,732</u>                              | <u><b>810,714</b></u>                 |
|                                  | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Restricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
| Donations                        | <u>80,359</u>                                | <u>21,102</u>                              | <u>101,461</u>                        |

Income from government grants comprises grants received under the government Coronavirus Job Retention Scheme. There were no unfulfilled conditions or other contingencies attached to these government grants.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**5. Income from charitable activities**

|                                     | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Restricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 547,401                                      | 3,157                                      | <b>550,558</b>                        |
| Community Programmes                | 254,316                                      | 154,237                                    | <b>408,553</b>                        |
| Portugal Prints (Work Groups)       | 105,009                                      | -                                          | <b>105,009</b>                        |
| Housing Services                    | 2,189,108                                    | -                                          | <b>2,189,108</b>                      |
| Community Befriending Service       | 95,000                                       | -                                          | <b>95,000</b>                         |
| Central Services                    | 9,685                                        | -                                          | <b>9,685</b>                          |
| Children and Young People's Service | 909,285                                      | -                                          | <b>909,285</b>                        |
| <b>Total 2021</b>                   | <b>4,109,804</b>                             | <b>157,394</b>                             | <b>4,267,198</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Restricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
| Psychological Therapies             | 278,447                                      | -                                          | 278,447                               |
| Community Programmes                | 326,045                                      | 89,633                                     | 415,678                               |
| Portugal Prints (Work Groups)       | 148,916                                      | -                                          | 148,916                               |
| Housing Services                    | 1,907,572                                    | -                                          | 1,907,572                             |
| Community Befriending Service       | 121,724                                      | -                                          | 121,724                               |
| Children and Young People's Service | 516,617                                      | -                                          | 516,617                               |
| <i>Total 2020</i>                   | <b>3,299,321</b>                             | <b>89,633</b>                              | <b>3,388,954</b>                      |

Included within income from charitable activities is income from government grants and contracts from the following sources:

- Psychological Therapies - £474,265 (2020 - £250,517) from NHS sources.
- Community Programmes - £151,835 (2020 - £53,102) from Central London Health Care (NHS) and £171,766 (2020 - £180,811) from London Borough and City Councils.
- Portugal Prints (Work Groups) - £94,139 (2020 - £131,986) from London Borough and City Councils.
- Housing Services - £2,184,407 (2020 - £503,865) from London Borough and City Councils.
- Community Befriending Service - £95,000 (2020 - £121,724) from London Borough and City Councils.
- Children and Young People's Service - £904,510 (2020 - £516,617) from Central London Health Care (NHS).

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**6. Income from other trading activities**

|                                      | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|--------------------------------------|----------------------------------------------|---------------------------------------|
| Other income from trading activities | 102,892                                      | <b>102,892</b>                        |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |
|                                      | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
| Community trips                      | 120                                          | 120                                   |
| Other income from trading activities | 25,147                                       | 25,147                                |
|                                      | <hr/> <hr/>                                  | <hr/> <hr/>                           |
| <i>Total 2020</i>                    | <i>25,267</i>                                | <i>25,267</i>                         |

**7. Investment income**

|                          | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|--------------------------|----------------------------------------------|---------------------------------------|
| Bank interest receivable | 814                                          | <b>814</b>                            |
|                          | <hr/> <hr/>                                  | <hr/> <hr/>                           |
|                          | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
| Bank interest receivable | 4,380                                        | 4,380                                 |
|                          | <hr/> <hr/>                                  | <hr/> <hr/>                           |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**8. Other income**

|                                                    | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|----------------------------------------------------|----------------------------------------------|---------------------------------------|
| Profit on the sale of current assets held for sale | 45,296                                       | <b>45,296</b>                         |

|                                                    | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|----------------------------------------------------|----------------------------------------------|---------------------------------------|
| Profit on the sale of current assets held for sale | 50,571                                       | 50,571                                |

**9. Expenditure on raising funds**

In 2021, there were unrestricted direct costs of £50,295 incurred as fundraising trading expenses (2020 - £23,555).

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**10. Analysis of expenditure on charitable activities - by fund**

|                                     | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Restricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Psychological Therapies             | 577,634                                      | 3,157                                      | <b>580,791</b>                        |
| Community Programmes                | 392,051                                      | 187,415                                    | <b>579,466</b>                        |
| Portugal Prints (Work Groups)       | 159,313                                      | -                                          | <b>159,313</b>                        |
| Housing Services                    | 2,228,810                                    | 13,943                                     | <b>2,242,753</b>                      |
| Community Befriending Service       | 124,759                                      | -                                          | <b>124,759</b>                        |
| Children and Young People's Service | 905,439                                      | -                                          | <b>905,439</b>                        |
| <b>Total 2021</b>                   | <b>4,388,006</b>                             | <b>204,515</b>                             | <b>4,592,521</b>                      |
|                                     | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Restricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
| Psychological Therapies             | 408,871                                      | -                                          | 408,871                               |
| Community Programmes                | 499,078                                      | 110,735                                    | 609,813                               |
| Portugal Prints (Work Groups)       | 174,611                                      | -                                          | 174,611                               |
| Housing Services                    | 2,062,843                                    | -                                          | 2,062,843                             |
| Community Befriending Service       | 159,665                                      | -                                          | 159,665                               |
| Children and Young People's Service | 440,138                                      | -                                          | 440,138                               |
| <i>Total 2020</i>                   | <b>3,745,206</b>                             | <b>110,735</b>                             | <b>3,855,941</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**11. Analysis of expenditure on charitable activities - by type**

|                                     | <b>Activities<br/>undertaken<br/>directly<br/>2021<br/>£</b> | <b>Support<br/>costs<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 384,899                                                      | 195,892                                 | <b>580,791</b>                        |
| Community Programmes                | 397,481                                                      | 181,985                                 | <b>579,466</b>                        |
| Portugal Prints (Work Groups)       | 126,182                                                      | 33,131                                  | <b>159,313</b>                        |
| Housing Services                    | 1,650,077                                                    | 592,676                                 | <b>2,242,753</b>                      |
| Community Befriending Service       | 98,007                                                       | 26,752                                  | <b>124,759</b>                        |
| Children and Young People's Service | 625,613                                                      | 279,826                                 | <b>905,439</b>                        |
| <b>Total 2021</b>                   | <b>3,282,259</b>                                             | <b>1,310,262</b>                        | <b>4,592,521</b>                      |

|                                     | <i>Activities<br/>undertaken<br/>directly<br/>2020<br/>£</i> | <i>Support<br/>costs<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|-------------------------------------|--------------------------------------------------------------|-----------------------------------------|---------------------------------------|
| Psychological Therapies             | 246,291                                                      | 162,580                                 | 408,871                               |
| Community Programmes                | 367,939                                                      | 241,874                                 | 609,813                               |
| Portugal Prints (Work Groups)       | 110,609                                                      | 64,002                                  | 174,611                               |
| Housing Services                    | 1,361,434                                                    | 701,409                                 | 2,062,843                             |
| Community Befriending Service       | 111,960                                                      | 47,705                                  | 159,665                               |
| Children and Young People's Service | 232,156                                                      | 207,982                                 | 440,138                               |
| <i>Total 2020</i>                   | <b>2,430,389</b>                                             | <b>1,425,552</b>                        | <b>3,855,941</b>                      |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**11. Analysis of expenditure on charitable activities - by type (continued)**

**Analysis of support costs**

|                   | <b>Total<br/>funds<br/>2021<br/>£</b> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|-------------------|---------------------------------------|---------------------------------------|
| Staff costs       | <b>590,902</b>                        | 691,495                               |
| Depreciation      | <b>29,099</b>                         | 46,223                                |
| Premises costs    | <b>233,448</b>                        | 257,845                               |
| Overheads         | <b>384,859</b>                        | 298,585                               |
| Other staff costs | <b>47,993</b>                         | 109,521                               |
| Governance costs  | <b>23,961</b>                         | 21,883                                |
| <b>Total 2021</b> | <b>1,310,262</b>                      | <i>1,425,552</i>                      |

**12. Governance costs**

|                                                            | <b>2021<br/>£</b> | <i>2020<br/>£</i> |
|------------------------------------------------------------|-------------------|-------------------|
| Auditors' remuneration - Audit of the financial statements | <b>17,160</b>     | 16,800            |
| Auditors' remuneration - Non-audit services                | <b>3,840</b>      | 3,720             |
| Committee expenses                                         | <b>2,961</b>      | 1,363             |
|                                                            | <b>23,961</b>     | <i>21,883</i>     |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**13. Staff costs**

|                                    | <b>2021</b>             | <i>2020</i>             |
|------------------------------------|-------------------------|-------------------------|
|                                    | <b>£</b>                | <b>£</b>                |
| Wages and salaries                 | <b>2,509,471</b>        | <i>1,806,865</i>        |
| Social security costs              | <b>228,242</b>          | <i>135,153</i>          |
| Defined contribution pension costs | <b>61,474</b>           | <i>40,061</i>           |
|                                    | <b><u>2,799,187</u></b> | <i><u>1,982,079</u></i> |

No redundancy / termination payments were made during the year (2020 - £27,929).

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

|                                     | <b>2021</b>       | <i>2020</i>      |
|-------------------------------------|-------------------|------------------|
|                                     | <b>No.</b>        | <b>No.</b>       |
| Psychological Therapies             | <b>15</b>         | <i>10</i>        |
| Community Programmes                | <b>15</b>         | <i>14</i>        |
| Portugal Prints (Work Groups)       | <b>4</b>          | <i>4</i>         |
| Housing Services                    | <b>27</b>         | <i>16</i>        |
| Community Befriending Service       | <b>24</b>         | <i>27</i>        |
| Central Services                    | <b>15</b>         | <i>12</i>        |
| Children and Young People's Service | <b>16</b>         | <i>6</i>         |
|                                     | <b><u>116</u></b> | <i><u>89</u></i> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**13. Staff costs (continued)**

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

|                                 | <b>2021</b> | 2020 |
|---------------------------------|-------------|------|
|                                 | <b>No.</b>  | No.  |
| In the band £60,001 - £70,000   | -           | 1    |
| In the band £70,001 - £80,000   | 1           | -    |
| In the band £100,001 - £110,000 | 1           | -    |
| In the band £170,001 - £180,000 | -           | 1    |

Total amount of employee benefits (including employer's national insurance contributions and employer's pension contributions) received by Key Management Personnel is £409,177 (2020 - £409,294). The Charity considers its Key Management Personnel to comprise;

- Trustees
- Chief Executive (CEO)
- Head of Service Delivery and Operational Standards
- Head of Finance, Administration & IT
- Head of Human Resources & Organisational Development
- Head of Business of Development & Fundraising
- Organisational Clinical Lead.

**14. Trustees' remuneration and expenses**

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

During the year ended 31 March 2021, expenses totaling £861 (2020 - £75) were reimbursed or paid directly to 1 Trustee (2020 - 1 Trustee). The amounts reimbursed related to their travelling and other out of pocket expenses (where they were not claimable from another source) in both years.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**15. Tangible fixed assets**

|                          | Long-term<br>leasehold<br>property<br>£ | Fixtures and<br>fittings<br>£ | Total<br>£       |
|--------------------------|-----------------------------------------|-------------------------------|------------------|
| <b>Cost or valuation</b> |                                         |                               |                  |
| At 1 April 2020          | 1,029,896                               | 344,808                       | 1,374,704        |
| Additions                | -                                       | 5,500                         | 5,500            |
| Disposals                | -                                       | (13,418)                      | (13,418)         |
| At 31 March 2021         | <u>1,029,896</u>                        | <u>336,890</u>                | <u>1,366,786</u> |
| <b>Depreciation</b>      |                                         |                               |                  |
| At 1 April 2020          | 20,747                                  | 244,073                       | 264,820          |
| Charge for the year      | 6,867                                   | 30,747                        | 37,614           |
| On disposals             | -                                       | (12,865)                      | (12,865)         |
| At 31 March 2021         | <u>27,614</u>                           | <u>261,955</u>                | <u>289,569</u>   |
| <b>Net book value</b>    |                                         |                               |                  |
| At 31 March 2021         | <u>1,002,282</u>                        | <u>74,935</u>                 | <u>1,077,217</u> |
| <i>At 31 March 2020</i>  | <u>1,009,149</u>                        | <u>100,735</u>                | <u>1,109,884</u> |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**16. Investment property**

|                  | <b>Freehold<br/>investment<br/>property<br/>£</b> |
|------------------|---------------------------------------------------|
| <b>Valuation</b> |                                                   |
| Additions        | <b>770,000</b>                                    |
| At 31 March 2021 | <b>770,000</b>                                    |

In 2021, the investment property balance related to the valuation of 20 Badminton Road.

The Trustees consulted with local property agents through an interim consultant, Joanna Morgan, to obtain a range of estimations on the property's value on 15 March 2021. An average of these estimates was taken and used for the valuation above. The Trustees believe this is a fair reflection of the price they would receive was the property listed for sale.

**17. Debtors**

|                                | <b>2021<br/>£</b> | <b>2020<br/>£</b> |
|--------------------------------|-------------------|-------------------|
| <b>Due within one year</b>     |                   |                   |
| Trade debtors                  | <b>293,046</b>    | 442,569           |
| Other debtors                  | <b>108,197</b>    | 49,470            |
| Prepayments and accrued income | <b>88,296</b>     | 82,438            |
|                                | <b>489,539</b>    | 574,477           |

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

---

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

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

|                                        | 2021<br>£      | 2020<br>£      |
|----------------------------------------|----------------|----------------|
| Pension deficit liability              | -              | 84,253         |
| Trade creditors                        | 51,315         | 50,710         |
| Other taxation and social security     | 63,297         | 42,751         |
| Other creditors                        | 221,558        | 87,171         |
| Accruals and deferred income           | 324,711        | 303,830        |
|                                        | <u>660,881</u> | <u>568,715</u> |
|                                        | 2021<br>£      | 2020<br>£      |
| <b>Deferred income</b>                 |                |                |
| Deferred income at 1 April             | 205,691        | 168,424        |
| Resources deferred during the year     | 210,171        | 205,691        |
| Amounts released from previous periods | (205,691)      | (168,424)      |
| <b>Deferred income as at 31 March</b>  | <u>210,171</u> | <u>205,691</u> |

The deferred income balance relates to rental income received in advance and income received for projects taking place in the next financial year.

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

|                           | 2021<br>£ | 2020<br>£ |
|---------------------------|-----------|-----------|
| Pension deficit liability | 248,905   | 322,067   |

See Note 26 for further details.

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

**20. Statement of funds**

**Statement of funds - current year**

|                                                                                     | Balance at 1<br>April 2020<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>in/out<br>£ | Balance at<br>31 March<br>2021<br>£ |
|-------------------------------------------------------------------------------------|---------------------------------|------------------|--------------------|--------------------------|-------------------------------------|
| <b>Unrestricted funds</b>                                                           |                                 |                  |                    |                          |                                     |
| <b>Designated funds</b>                                                             |                                 |                  |                    |                          |                                     |
| Fixed asset fund                                                                    | 1,109,884                       | -                | (37,614)           | 774,947                  | 1,847,217                           |
| Pension deficit reserve                                                             | (406,320)                       | -                | -                  | 70,635                   | (335,685)                           |
|                                                                                     | <u>703,564</u>                  | <u>-</u>         | <u>(37,614)</u>    | <u>845,582</u>           | <u>1,511,532</u>                    |
| <b>General funds</b>                                                                |                                 |                  |                    |                          |                                     |
| General Funds                                                                       | <u>1,765,178</u>                | <u>5,053,788</u> | <u>(4,400,687)</u> | <u>(878,760)</u>         | <u>1,539,519</u>                    |
| <b>Total Unrestricted funds</b>                                                     | <u>2,468,742</u>                | <u>5,053,788</u> | <u>(4,438,301)</u> | <u>(33,178)</u>          | <u>3,051,051</u>                    |
| <b>Restricted funds</b>                                                             |                                 |                  |                    |                          |                                     |
| Community Programmes                                                                | -                               | 154,237          | (187,415)          | 33,178                   | -                                   |
| Psychological Therapies<br>(previously Talking Therapies<br>and Wellbeing Services) | -                               | 3,157            | (3,157)            | -                        | -                                   |
| Fundraising                                                                         | -                               | 15,732           | (13,943)           | -                        | 1,789                               |
|                                                                                     | <u>-</u>                        | <u>173,126</u>   | <u>(204,515)</u>   | <u>33,178</u>            | <u>1,789</u>                        |
| <b>Total of funds</b>                                                               | <u>2,468,742</u>                | <u>5,226,914</u> | <u>(4,642,816)</u> | <u>-</u>                 | <u>3,052,840</u>                    |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

**Statement of funds - prior year**

|                                 | <i>Balance at<br/>1 April 2019<br/>£</i> | <i>Income<br/>£</i>     | <i>Expenditure<br/>£</i>  | <i>Transfers<br/>in/out<br/>£</i> | <i>Balance at<br/>31 March<br/>2020<br/>£</i> |
|---------------------------------|------------------------------------------|-------------------------|---------------------------|-----------------------------------|-----------------------------------------------|
| <b>Unrestricted funds</b>       |                                          |                         |                           |                                   |                                               |
| <b>Designated funds</b>         |                                          |                         |                           |                                   |                                               |
| Fixed asset fund                | 2,825,286                                | -                       | (57,563)                  | (1,657,839)                       | 1,109,884                                     |
| Pension deficit reserve         | (493,195)                                | -                       | -                         | 86,875                            | (406,320)                                     |
|                                 | <u>2,332,091</u>                         | <u>-</u>                | <u>(57,563)</u>           | <u>(1,570,964)</u>                | <u>703,564</u>                                |
| <b>General funds</b>            |                                          |                         |                           |                                   |                                               |
| General Funds                   | <u>445,514</u>                           | <u>3,459,898</u>        | <u>(3,711,198)</u>        | <u>1,570,964</u>                  | <u>1,765,178</u>                              |
| <b>Total Unrestricted funds</b> | <u>2,777,605</u>                         | <u>3,459,898</u>        | <u>(3,768,761)</u>        | <u>-</u>                          | <u>2,468,742</u>                              |
| <b>Restricted funds</b>         |                                          |                         |                           |                                   |                                               |
| Community Programmes            | <u>-</u>                                 | <u>110,735</u>          | <u>(110,735)</u>          | <u>-</u>                          | <u>-</u>                                      |
| <b>Total of funds</b>           | <u><u>2,777,605</u></u>                  | <u><u>3,570,633</u></u> | <u><u>(3,879,496)</u></u> | <u><u>-</u></u>                   | <u><u>2,468,742</u></u>                       |

**Unrestricted Funds - Designated Funds**

The Fixed asset fund represents long leasehold property, computers and furniture and equipment purchased by using unrestricted funds or restricted funds where there is no continuing restriction as to use. The balance carried forward is equal to the net book value of the related assets. The transfer out of £774,947 represents the net of capital additions and capital disposals.

The Pension deficit reserve is held as a negative designated fund in order to recognise the long term nature of the Pension liability out of free reserves. This fund value will replicate the value of the liability as it decreases. The transfer out of this fund £70,635 represents the movement in the pension deficit liability in the year.

**Restricted Funds**

Community Programmes represents funding received for the Support for Volunteering, Enable Leisure, MH Maternity Project and the grant received from Westminster City Council for COVID expenses.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

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

|                                     | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Restricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|-------------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------|
| Tangible fixed assets               | 1,077,217                                    | -                                          | <b>1,077,217</b>                      |
| Investment property                 | 770,000                                      | -                                          | <b>770,000</b>                        |
| Current assets                      | 2,113,620                                    | 1,789                                      | <b>2,115,409</b>                      |
| Creditors due within one year       | (660,881)                                    | -                                          | <b>(660,881)</b>                      |
| Creditors due in more than one year | (248,905)                                    | -                                          | <b>(248,905)</b>                      |
| <b>Total</b>                        | <b>3,051,051</b>                             | <b>1,789</b>                               | <b>3,052,840</b>                      |

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

|                                     | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|-------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets               | 1,109,884                                    | <b>1,109,884</b>                      |
| Current assets                      | 2,249,640                                    | <b>2,249,640</b>                      |
| Creditors due within one year       | (568,715)                                    | <b>(568,715)</b>                      |
| Creditors due in more than one year | (322,067)                                    | <b>(322,067)</b>                      |
| <b>Total</b>                        | <b>2,468,742</b>                             | <b>2,468,742</b>                      |

**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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

|                                                                                  | 2021<br>£           | 2020<br>£        |
|----------------------------------------------------------------------------------|---------------------|------------------|
| Net income/(expenditure) for the year (as per Statement of Financial Activities) | <b>584,098</b>      | <b>(308,863)</b> |
| <b>Adjustments for:</b>                                                          |                     |                  |
| Depreciation charges                                                             | 15 <b>37,614</b>    | 57,563           |
| Investment income                                                                | 7 <b>(814)</b>      | (4,380)          |
| Loss on the sale of tangible fixed assets                                        | <b>553</b>          | 2,199            |
| Profit on the sale of current assets held for sale                               | -                   | (50,571)         |
| Decrease/(increase) in debtors                                                   | 17 <b>84,938</b>    | (104,283)        |
| Increase/(decrease) in creditors                                                 | 19,18 <b>19,004</b> | (133,748)        |
| Costs of disposal                                                                | -                   | (11,410)         |
| Legacy of investment property                                                    | 16 <b>(770,000)</b> | -                |
| <b>Net cash used in operating activities</b>                                     | <b>(44,607)</b>     | <b>(553,493)</b> |

**23. Analysis of cash and cash equivalents**

|                                        | 2021<br>£        | 2020<br>£ |
|----------------------------------------|------------------|-----------|
| Cash in hand                           | <b>1,625,870</b> | 1,675,163 |
| <b>Total cash and cash equivalents</b> | <b>1,625,870</b> | 1,675,163 |

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

|                          | At 1 April<br>2020<br>£ | Cash flows<br>£ | At 31 March<br>2021<br>£ |
|--------------------------|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 1,675,163               | (49,293)        | 1,625,870                |
|                          | <b>1,675,163</b>        | <b>(49,293)</b> | <b>1,625,870</b>         |

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

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**25. Contingent liabilities**

The Charity participates in the Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted out of the state scheme. It is a multi-employer pension plan and it is not possible in the normal course of events to identify on a reasonable and consistent basis the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the Plan, the accounting charge for the period under FRS 102 represents the employer contribution payable. While the Plan is primarily a defined contribution scheme it has inherent guarantees that means that the Charity may need to make further contributions to meet deficits. Further generic information about the Plan following the latest three-yearly actuarial valuation at 30 September 2017 is available on the Pensions Trust website at <http://tinyurl.com/q2h4p42>.

Following a change in legislation in September 2005 there is a potential debt on the Charity that could be levied by the Trustee of the Plan and The Pensions Act 2011 has more recently altered the definition of Series 3 of the Growth Plan so that a liability arises to employers from membership of any Series except Series 4. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up. The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buy-out basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Plan's liability attributable to employment with the leaving employer compared to the total amount of the Plan's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. Therefore, the amounts of debt can be volatile over time.

On the 18 October 2017 Wandsworth and Westminster Mind acquired the assets and liabilities of Brent Mind, Brent mind also participates in the Pensions Trusts' Growth Pan. In consultation with the Pension Trust it was agreed to amalgamate both entities into the same scheme. As such the liabilities of Brent Mind are viewed alongside those of Wandsworth and Westminster Mind.

The Charity has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2018. As of this date the estimated employer debt for the Charity was £864,512 including Series 3. A liability is not recognised in the accounts as the Charity remains an active member of the scheme, should the Charity withdraw from the scheme this amount would fall due for payment.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

---

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

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**26. Pension commitments**

The Charity operates a defined contribution scheme and a defined benefit scheme with the Pensions Trust which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £61,474 (2020 - £40,061), the deficit reduction payments made of £84,252 (2020 - £86,875) have been recognised. At the year end, there were outstanding contributions of £335,685 (2020 - £406,320), the liability is shown as £86,780 due within one year (Note 18) and £248,905 due after one year (Note 19).

The Charity was informed in 2014 that additional contributions were payable to the scheme over a 10 year period since this time the Charity has been notified that combined additional contributions are payable annually. The annual amount payable in 2021 and beyond is expected to be £87k per annum rising by 3% a year ending in 2025. In accordance with the Charity's accounting policy, this expenditure has been recognised in the accounts as the contributions become payable.

**27. Operating lease commitments**

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

|                                              | <b>2021</b>           | <b>2020</b>           |
|----------------------------------------------|-----------------------|-----------------------|
|                                              | <b>£</b>              | <b>£</b>              |
| Not later than 1 year                        | <b>116,731</b>        | <b>178,335</b>        |
| Later than 1 year and not later than 5 years | <b>34,115</b>         | <b>81,133</b>         |
|                                              | <b><u>150,846</u></b> | <b><u>259,468</u></b> |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | <b>2021</b>           | <b>2020</b>           |
|-------------------------|-----------------------|-----------------------|
|                         | <b>£</b>              | <b>£</b>              |
| Operating lease rentals | <b><u>269,816</u></b> | <b><u>172,072</u></b> |

**28. Related party transactions**

In 2020, there was a non-contractual payment of £12,000 to Anna Ware, a Key Management Personnel who left in the year. No similar payments were made in 2021.

In 2021, payments of £79,734 (2020 - £45,303) for consultancy services was made to to Aviso Services Limited, a company with both John Gardner, Trustee and Mark Prior, Key Management Personnel, serving as Directors.

No Trustees have been a beneficiary of the Charity (2020 - 1) and have therefore transacted with the Charity.

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**BRENT, WANDSWORTH AND WESTMINSTER MIND**  
**(A Company Limited by Guarantee)**

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

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**29. Funds dispersed as an agent of WCC**

The Charity acted as an agent for Westminster City Council (WCC) in distributing funds to the following projects. The income and expenditure relating to these projects is excluded from the Statement of Financial Activities.

Movement on the project balances for 2020-21 were:

|                    | <b>Bought<br/>forward<br/>2021<br/>£</b>  | <b>Expenditure<br/>2021<br/>£</b>     | <b>Total<br/>funds<br/>2021<br/>£</b> |
|--------------------|-------------------------------------------|---------------------------------------|---------------------------------------|
| Housing User Funds | 761                                       | (1,129)                               | <b>(368)</b>                          |
|                    | <i>Brought<br/>forward<br/>2020<br/>£</i> | <i>Income<br/>2020<br/>£</i>          | <i>Expenditure<br/>2020<br/>£</i>     |
| Housing User Funds | 253                                       | 1,145                                 | (637)                                 |
|                    | <i>Total<br/>funds<br/>2020<br/>£</i>     | <i>Total<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|                    | 761                                       | 1,145                                 | 761                                   |