

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

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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 th March 2020) Jessica Garbett (resigned 24 th September 2020) John Gardner (resigned 9 th 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

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

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Bankers	Royal Bank of Scotland London W9 3QR
	NatWest Bank 135 Bishopgate London EC2M 3UR
	Santander Bridle Road Bootle Merseyside G1R 0AA
Solicitors	Druces LLP Salisbury House London Wall London EC2M 5PS
Custodian Trustee	Jonathan Lawlor, Sue Williamson

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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
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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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TRUSTEES' REPORT
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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.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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 form 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.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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

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.

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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.

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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.

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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).

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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.

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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.

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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
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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.

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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

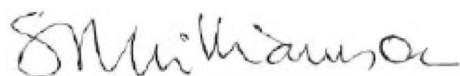
The core funding sources for Brent, Wandsworth and Westminster Mind are from contracts to deliver housing, health and wellbeing services for the Local Authority and NHS (via CCGs and Primary Care Networks (PCNs)). There are a number of services that are also purchased through client choice, using their 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

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2021

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:

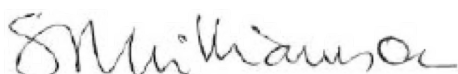
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

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

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

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.

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

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

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.

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

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

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.

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our 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 funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
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
Total income		5,053,788	173,126	5,226,914	3,570,633
Expenditure on:					
Raising funds	9	50,295	-	50,295	23,555
Charitable activities	10,11	4,388,006	204,515	4,592,521	3,855,941
Total expenditure		4,438,301	204,515	4,642,816	3,879,496
Net income/(expenditure)		615,487	(31,389)	584,098	(308,863)
Transfers between funds	20	(33,178)	33,178	-	-
Net movement in funds		582,309	1,789	584,098	(308,863)
Reconciliation of funds:					
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)
Total funds carried forward		3,051,051	1,789	3,052,840	2,468,742

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 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	15		1,077,217		1,109,884
Investment property	16		770,000		-
			1,847,217		1,109,884
Current assets					
Debtors	17	489,539		574,477	
Cash at bank and in hand	23	1,625,870		1,675,163	
		2,115,409		2,249,640	
Creditors: amounts falling due within one year	18	(660,881)		(568,715)	
Net current assets			1,454,528		1,680,925
Total assets less current liabilities			3,301,745		2,790,809
Creditors: amounts falling due after more than one year	19		(248,905)		(322,067)
Total net assets			3,052,840		2,468,742
Charity funds					
Restricted funds	20		1,789		-
Unrestricted funds	20		3,051,051		2,468,742
Total funds			3,052,840		2,468,742

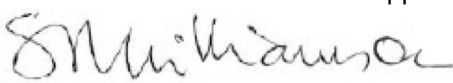
BRENT, WANDSWORTH AND WESTMINSTER MIND
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01796928

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

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.

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	22	(44,607)	(553,493)
Cash flows from investing activities			
Investment income	7	814	4,380
Proceeds from the sale of investment property		-	1,100,000
Proceeds from the sale of current assets held for sale		-	630,000
Purchase of tangible fixed assets	15	(5,500)	(12,379)
Net cash (used in)/provided by investing activities		(4,686)	1,722,001
Cash flows from financing activities			
Repayment of bank loan		-	(380,669)
Net cash used in financing activities		-	(380,669)
Change in cash and cash equivalents in the year		(49,293)	787,839
Cash and cash equivalents at the beginning of the year		1,675,163	887,324
Cash and cash equivalents at the end of the year	23	1,625,870	1,675,163

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.

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

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

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

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

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.

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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

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

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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4. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	15,626	15,732	31,358
Legacies	770,000	-	770,000
Coronavirus Job Retention Scheme	9,356	-	9,356
Total 2021	794,982	15,732	810,714

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	80,359	21,102	101,461

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.

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NOTES TO THE FINANCIAL STATEMENTS
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5. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
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
Total 2021	4,109,804	157,394	4,267,198
	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
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
Total 2020	3,299,321	89,633	3,388,954

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

6. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2021 £
Other income from trading activities	102,892	102,892
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Community trips	120	120
Other income from trading activities	25,147	25,147
<i>Total 2020</i>	<i>25,267</i>	<i>25,267</i>

7. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £
Bank interest receivable	814	814
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Bank interest receivable	4,380	4,380

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NOTES TO THE FINANCIAL STATEMENTS
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8. Other income

	Unrestricted funds 2021 £	Total funds 2021 £
Profit on the sale of current assets held for sale	45,296	45,296

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</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).

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

10. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
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
Total 2021	4,388,006	204,515	4,592,521
	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</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>	<i>3,745,206</i>	<i>110,735</i>	<i>3,855,941</i>

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NOTES TO THE FINANCIAL STATEMENTS
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11. Analysis of expenditure on charitable activities - by type

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
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
Total 2021	3,282,259	1,310,262	4,592,521

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
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
Total 2020	2,430,389	1,425,552	3,855,941

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NOTES TO THE FINANCIAL STATEMENTS
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11. Analysis of expenditure on charitable activities - by type (continued)

Analysis of support costs

	Total funds 2021 £	Total funds 2020 £
Staff costs	590,902	691,495
Depreciation	29,099	46,223
Premises costs	233,448	257,845
Overheads	384,859	298,585
Other staff costs	47,993	109,521
Governance costs	23,961	21,883
Total 2021	1,310,262	1,425,552

12. Governance costs

	2021 £	2020 £
Auditors' remuneration - Audit of the financial statements	17,160	16,800
Auditors' remuneration - Non-audit services	3,840	3,720
Committee expenses	2,961	1,363
	23,961	21,883

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NOTES TO THE FINANCIAL STATEMENTS
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13. Staff costs

	2021	2020
	£	£
Wages and salaries	2,509,471	1,806,865
Social security costs	228,242	135,153
Defined contribution pension costs	61,474	40,061
	2,799,187	1,982,079

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:

	2021	2020
	No.	No.
Psychological Therapies	15	10
Community Programmes	15	14
Portugal Prints (Work Groups)	4	4
Housing Services	27	16
Community Befriending Service	24	27
Central Services	15	12
Children and Young People's Service	16	6
	116	89

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13. Staff costs (continued)

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

	2021 No.	2020 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.

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NOTES TO THE FINANCIAL STATEMENTS
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15. Tangible fixed assets

	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation			
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	1,029,896	336,890	1,366,786
Depreciation			
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	27,614	261,955	289,569
Net book value			
At 31 March 2021	1,002,282	74,935	1,077,217
At 31 March 2020	1,009,149	100,735	1,109,884

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16. Investment property

	Freehold investment property £
Valuation	
Additions	770,000
At 31 March 2021	770,000

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

	2021 £	2020 £
Due within one year		
Trade debtors	293,046	442,569
Other debtors	108,197	49,470
Prepayments and accrued income	88,296	82,438
	489,539	574,477

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18. Creditors: Amounts falling due within one year

	2021	2020
	£	£
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
	660,881	568,715
	2021	2020
	£	£
Deferred income		
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)
Deferred income as at 31 March	210,171	205,691

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	2020
	£	£
Pension deficit liability	248,905	322,067

See Note 26 for further details.

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NOTES TO THE FINANCIAL STATEMENTS
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20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
Designated funds					
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>
General funds					
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>
Total Unrestricted funds	<u>2,468,742</u>	<u>5,053,788</u>	<u>(4,438,301)</u>	<u>(33,178)</u>	<u>3,051,051</u>
Restricted funds					
Community Programmes	-	154,237	(187,415)	33,178	-
Psychological Therapies (previously Talking Therapies 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>
Total of funds	<u>2,468,742</u>	<u>5,226,914</u>	<u>(4,642,816)</u>	<u>-</u>	<u>3,052,840</u>

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20. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2020 £</i>
Unrestricted funds					
Designated funds					
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>
General funds					
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>
Total Unrestricted funds	<u>2,777,605</u>	<u>3,459,898</u>	<u>(3,768,761)</u>	<u>-</u>	<u>2,468,742</u>
Restricted funds					
Community Programmes	<u>-</u>	<u>110,735</u>	<u>(110,735)</u>	<u>-</u>	<u>-</u>
Total of funds	<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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21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	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)
Total	3,051,051	1,789	3,052,840

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	1,109,884	<i>1,109,884</i>
Current assets	2,249,640	<i>2,249,640</i>
Creditors due within one year	(568,715)	<i>(568,715)</i>
Creditors due in more than one year	(322,067)	<i>(322,067)</i>
Total	2,468,742	2,468,742

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

		2021 £	2020 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)		584,098	(308,863)
Adjustments for:			
Depreciation charges	15	37,614	57,563
Investment income	7	(814)	(4,380)
Loss on the sale of tangible fixed assets		553	2,199
Profit on the sale of current assets held for sale		-	(50,571)
Decrease/(increase) in debtors	17	84,938	(104,283)
Increase/(decrease) in creditors	19,18	19,004	(133,748)
Costs of disposal		-	(11,410)
Legacy of investment property	16	(770,000)	-
Net cash used in operating activities		(44,607)	(553,493)

23. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	1,625,870	1,675,163
Total cash and cash equivalents	1,625,870	1,675,163

24. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	1,675,163	(49,293)	1,625,870
	1,675,163	(49,293)	1,625,870

NOTES TO THE FINANCIAL STATEMENTS
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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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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:

	2021	2020
	£	£
Not later than 1 year	116,731	178,335
Later than 1 year and not later than 5 years	34,115	81,133
	150,846	259,468

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

	2021	2020
	£	£
Operating lease rentals	269,816	172,072

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.

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

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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:

	Bought forward 2021 £	Expenditure 2021 £	Total funds 2021 £
Housing User Funds	761	(1,129)	(368)

	<i>Brought forward 2020 £</i>	<i>Income 2020 £</i>	<i>Expenditure 2020 £</i>	<i>Total funds 2020 £</i>
Housing User Funds	253	1,145	(637)	761