

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

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

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 2022**

Trustees	Sue Williamson, Chair Rosie Farrer, Vice Chair Jonathan Lawlor, Treasurer Momotaj Islam Gail Wingham Thomas Fitzgerald Gavin McCabe Darren Woolley James Newman
Company registered number	01796928
Charity registered number	292708
Registered office	Hopkinson House 6 Osbert Street London SW1P 2QU
Chief executive officer	Simon Thompson
Independent auditor	MHA MacIntyre Hudson Chartered Accountants and Statutory Auditors 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 2022

Bankers Royal Bank of Scotland
 London
 W9 3QR

Santander
Bridle Road
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Merseyside
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Solicitors Druces LLP
 Salisbury House
 London Wall
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

AIMS, OBJECTIVES AND ACTIVITIES

Our Strategic Context
2022

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

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

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Our Objectives

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

Our Vision

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

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

Our Core Values

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

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

Organisational Structure

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

There are 3 formal subcommittees of the Board:

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

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

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Members

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

Recruitment and Appointment of Trustees

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

Trustee Induction and Training

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Remuneration Policy for Key Management Personnel

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

Principal Risks and Uncertainties

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

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

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

The key risks to the Charity are considered to be:

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

To mitigate these risks, we have:

- A Business Plan, set annually from a three-year strategic plan and routinely monitored at Board level.
- Regular service quality reviews to further ensure safeguarding, duty of care, legislative compliance and service outcomes.
- The regular review and implementation of written procedures, for example financial procedures, HR policies and procedures.
- Investment in staff training and development.
- A framework to address the health, safety and security of staff and clients.
- Staff care and support, with a focus on wellbeing and vehicles to support staff cohesion.
- Reviewed our premises and made the strategic decision to relocate our main office to a site with a smaller staff footprint and improved community facilities.
- Embedded changes in working practice to enable staff safety and creative working solutions, and make more efficient use of our estates.
- Invested in Business Development, with a focus on streamlined processes and increased activity.
- Ensured that our delivery is aligned to the strategic health and social care priorities within each borough.
- Taken a proactive approach in communication with commissioners and preparation for potential tenders.
- Undertaken a review of our staffing structure to provide a consolidated approach to delivery that makes the best use of resources and creative solutions.
- Increased focus on our Marketing and Communications to increase our profile in a competitive marketplace.
- Continued to meet the needs of the people we support, adhering to safeguarding policies and procedures and working in partnership to address the full spectrum of mental health problems.
- Refined our bidding process, exploring partnerships and working with external consultants.
- Engaged specialist premises and legal expertise to manage our property assets.
- Appointed a new IT provider who will modernise our platform and ensure we have the best systems for effective hybrid working.
- To reduce financial strain on budgets, we find creative working solutions, have transparent conversations with commissioners and identify new ways to attract and retain talented staff.

ACTIVITIES AND PERFORMANCES IN 2021/22 –

Volunteer Support for our Charitable Activities

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

In 2021/22 this essential contribution included:

- Providing warm and welcoming reception services at all locations.
- Providing support with administration and service delivery on key community programmes.
- Sharing lived experience and increasing wellbeing through peer coaching.
- Supporting meaningful activities in the community and in our wellbeing hubs.
- Engaging in client involvement and consultation activities.
- Supporting fundraising activities across all locations.
- Providing clinical interventions through our Student Counselling Service for LSBU Students.
- Ensuring Members of our Board of Trustees include people with lived experience.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Clinical Services

Psychological Therapies Services

The Improving Access to Psychological Therapies (IAPT) Step 3 counselling provision in Westminster in Partnership with CNWL NHS Trust and HealthShare has been operating since April 2020. The fully NICE compliant service has been providing treatment to patients almost exclusively remotely via telephone and video platforms over the past 12 months due to the pandemic. The contract for this service has been extended until March 2023 and saw an increase of 8.5% in contractual value as part of this extension.

The service met its recovery rate target of 50% in 5 out of the 12 months during this period. We treated 917 patients, meeting both its waiting times for assessment and treatment every month.

The London Southbank University Counselling service continues to have trainee and qualified Honorary (Volunteer) Counsellors as its clinical team. Our range of integrative modalities means that we can offer a range of interventions and provide the best recommended treatment intervention for an individual. We exceeded the target of 1200 clinical hours for the year, which also resulted in an increase in income for this activity and for students to have support to maintain their education. The contract for the service is due to expire in August 2022 and an external competitive tender is expected to take place over the summer to decide who the future provider will be beyond then.

In 2020, we began delivering two new projects funded by South West London CCG and North West London CCG. These pilots have now become longer term contracted services, providing support for 155 people bereaved by suicide and put us at the forefront of a national agenda to better understand the issues surrounding suicide in order to prevent and reduce further deaths.

In July 2021, we started to deliver a two year project, funded by SWL CCG, to deliver a Suicide Prevention Project across six boroughs in South West London. This was focused on community and educational settings engagement. Utilising a Volunteer Community Champions approach, engagement with schools, educational institutions and young persons agencies has been high. In addition, we have a growing footprint in communities, working with local businesses and public settings.

In February 2021, we were commissioned by South West London CCG to conduct a consultation piece of research to engage with women who have experienced tokophobia (fear of giving birth), birth trauma or perinatal/neonatal loss and have been supported by existing services. This key exercise will help inform the CCG of their commissioning requirements in this area and what additional services would be helpful in the future to enable better, more tailored care. In October 2021, a comprehensive report was submitted to SWL CCG who have been using this research to help shape their future service model and commissioning intentions in this area.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Key highlights and outcomes include:

- 98% of patients waited less than 6 weeks for their first appointment, and 100% waited less than 18 weeks to start counselling, against national IAPT waiting time targets of 75% and 95% respectively.
- 50% of LSBU students who completed a course of treatment reported feeling significantly less anxious and depressed than at the start of the treatment. This outcome met the target of 50% for this performance indicator.
- Since April 2021 – March 2022, the Postvention Suicide support service in NWL and SWL boroughs received 456 referrals, a significant increase from 212 referrals in the previous year. 221 people took up some continued support following referral.
- Between July 2021 – March 2022, the Suicide Prevention services statistics are as followed:
 - Total number of sessions provided to Community services and agencies was 30.
 - Total number of sessions provided to CYP and educational settings was 13.
 - Total number of attendees across both areas was 689.
 - Total number of agencies and organisations engaged within the Community was 45.
 - Total number of agencies and educational institutions engaged was 30.

Children and Young People's Services (CYP Services)

The **Mental Health Support Team** (MHST) supports the mental health and wellbeing of children and young people with mild to moderate mental health problems. The service is based within 33 Westminster schools. We deliver evidence-based interventions (guided self-help based on cognitive behavioral therapy) and workshops to children, young people, parents and school staff. The service is funded by the NHS England and NorthWest London Central Commissioning Group (CCG).

During 2021-22, we delivered one-to-one support to 534 children, young people and their families. We delivered 390 psycho-educational workshops and assemblies to 9679 children, young people, parents and school staff.

During the year we finalised the Service Evaluation to determine the effectiveness of the service.

Overall, the results suggest that our MHST is providing a highly effective service for young people in Westminster. This is demonstrated through the ease of access to the service; the high uptake and completion of interventions; the successful improvement in symptom scores; positive service-user feedback; the representativeness of access to our service amongst a number of diversity and disadvantaged characteristics; and through the quick and effective way the service has dealt with any challenges faced. This is particularly impressive given this was during the ongoing Covid-19 pandemic.

Mental Health Youth Workers Service

This is a new pilot service that started in July 2021 funded by WCC. The service was set up to provide a preventative, early intervention service to the young people who access 5 youth hubs in Westminster. We have engaged in 1:1 and group emotional well-being sessions, supporting and empowering young people, their parents and families. We have worked with statutory and non-statutory services to provide a program of activities which are targeted at individuals in need of specific support.

Since July 2021, we have supported 265 young people and delivered 60 different workshops to young people and youth clubs' staff.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Mentally Healthy Universities (MHU)

We deliver a programme of workshops and training for students at the London School of Economics and Political Science. Over 130 students signed up for sessions and 53 students undertook hour-long workshops on mental health and wellbeing, designed specifically for their cohort following the Mentally Healthy Universities programme we delivered over the past two years. We also engaged with students through sharing of free resources and materials, including a stall during Mental Health Awareness Week.

Non-Clinical Services

Housing Services

Brent, Wandsworth and Westminster Mind continued to provide Housing Support services for Brent and Wandsworth Councils, increasing our contribution to the support we offered across two of our three diverse London boroughs. Unfortunately, in late 2021 we received confirmation that our submission for the tender for Housing-Related Support in Brent had not been successful.

Key highlights and outcomes include:

- We worked with a total of 292 clients in 3 boroughs in 2021/2022.
- Move on to more appropriate accommodation was achieved for 13 clients
- Utilisation of the service (housing management units and support spaces) across all 3 boroughs was 94.46%.

Wandsworth Floating Support Service of Mind in Brent, Wandsworth and Westminster continued to be the only floating support service in the London Borough of Wandsworth between April 2021 and March 2022. The support service delivered during the year comprised 34 Supported Housing Placement (Low Visiting Support) - 23% and 116 Floating Support - 77% to residents of Wandsworth Borough who already have temporary or permanent accommodations and only required the wrap around support we provide. They remained at full capacity usage throughout the year.

- ✓ The total number of service users we worked with in Wandsworth in the year between April 2021 and March 2022 is 219.
- ✓ The service remained at 150 total capacity at year end which was the same capacity we started with. However, as of the end of the year we had a composition of 33 Supported Housing (Low Visiting Support) and 117 Floating Support Service Users receiving support from the service.
- ✓ The total number of reported hospital admissions was 19. The number comprised service users who were both admitted to physical health hospitals and those that were sectioned and on admission at the mental health hospitals.
- ✓ Throughout the year, 3 serious untoward incidents were reported.
- ✓ Move On for service users throughout the year was achieved for 69 service users. Majority of the move ons were planned and were due to service users completing their support plans with us - 58 - 84% while the rest of the move ons within the period 11 – 16% was unplanned. The move ons for service users in our Supported Housing with low visiting support was mainly to accommodations with higher support provision and staff on site which we don't provide and the rest of move ons were case closures of service users receiving floating support.
- ✓ We worked with and provided support to a total number of 219 service users.
- ✓ The total number of complaints received during the year was 3 and all the complaints have now been resolved.
- ✓ Throughout the year, we raised/reported 10 safeguarding concerns.
- ✓ Floating Support Service Users who passed away during the year was 3 between April 2021 and March 2022 and were reported as part of the serious incidents figure provided above.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Training Programme

Our training programme continued to expand during 2021-2022.

- Our Training department delivered training sessions to over **6000 people globally** in 2021-2022.
- Sessions are being delivered **online, face-to-face** and in **hybrid** formats. The team are continuously developing the way they deliver sessions to reach maximum potential and increase impact.
- They have worked with over **80 new companies** this year.
- This year they formalised their **consultancy framework** to officially offer this as part of their service.
- They now offer 5 additional training modules: Burnout, Be Kind to Your Mind, Suicide Awareness and Prevention, Supporting Yourself and Others, and Coping with Loneliness.
- The team worked closely with the fundraising team to bring in more business by setting up **strategic partnerships** through training programmes (with a fundraising element) with corporate organisations.
- Two staff members achieved full accreditation as **National Mental Health First Aid Instructors** through MHFA England. This has meant that we can now deliver MHFA courses by in-house trainers.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Community Programmes

The programme portfolio supports the whole spectrum of mental health recovery needs and provides services in the following categories: Active Wellbeing, Creative Wellbeing, Employment Skills Building, Hub Services and Life Skills. Key highlights and outcomes include:

Westminster:

Community Befriending is a service for people with moderate to high mental health needs and is mostly funded by Westminster City Council with the Personal Budgets of service users. In addition, some service users pay for the service themselves. It matches befrienders with people who often find it hard to cope, to manage day to day matters or to take an active part in community life. Our Community Befrienders help people develop self-management skills, confidence and self-esteem and to move towards independence and life beyond services. Service users are encouraged to develop their interests, connect with peers and become more active in the wider community.

Key achievements:

- An average of 68 service users were Community Befriending clients each quarter during 2021/22, with more than 64 receiving support within each quarter (cf 2020/21: 62 receiving support).
- A total of 6,187 service hours were delivered in 2021/22 (cf 2020/21: total of 5,617 service hours).
- 77% of clients reviewed reported better mental health and wellbeing (cf 2020/21: 70%).
- 68% of clients reviewed increased their engagement within the community and/or had greater self-confidence (cf 2020/21: 62%).
- 68% of clients reviewed were better able to maintain independent living skills (cf 2020/21: 69%).
- 70% of clients reviewed increased their social engagement (cf 2020/21: 70%).
- Through harnessing volunteer support, charitable funding and public body support, our Westminster Wellbeing Hub continued to deliver a wide range of free life skill services, including Music in Mind, gardening, yoga and non-contact boxing.
- Our Harmonious Choir continued to meet virtually and sing regularly.

Wandsworth Wellbeing Hub

In this reporting period April 2021 – March 2022:

Attendance

- Number of people supported: 40
- Number of participants involved in contact in 12-week period prior to end date of reporting period: 34 (85%)
- Number of contact hours (all sessions): 4,129.15

Delivery

- Average number of contact hours per participant: 103.13
- Number of sessions delivered: 758

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Demographic Gender:

Female	18	45%
Male	22	55%

Demographic Ethnicity:

White British	18	45%
Black Caribbean	8	20%
Asian Indian	4	10%
White Irish	4	10%
White European	1	2.50%
White Other	1	2.50%
Mixed White & Black Caribbean	1	2.50%
Asian Pakistani	1	2.50%
Black African	1	2.50%
Chinese	1	2.50%

Service User Involvement at the Wandsworth Wellbeing Hub remains at the forefront of our delivery with an emphasis on service user involvement. Service users continue to work in the kitchen, on reception, and facilitating groups. Fortnightly service users' meetings are led by service users, involving taking minutes, chairing meetings, and sourcing agenda items.

Active Wellbeing:

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

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

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

For financial year 2021-2022, 34% of participants scored very low or below average on the mental wellbeing measure at their initial assessment, and 83% then scored average or above average at 3 month follow up, and 95% at 12 month follow up. In the same period, 39% of participants scored low for physical activity levels at initial assessment, and 55% then scored moderate at 3 month follow up, and 65% scored moderate at 12 month follow up.

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

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FOR THE YEAR ENDED 31 MARCH 2022

Portugal Prints (Work Groups)

Our creative service worked with 45 artists in 2021/22 (compared to 39 in 2019/20). During this period, Portugal Prints completed its first-ever arts council funded project, which resulted in Portugal Prints holding an exhibition at the Zabłudowicz Collection: *Just... As an Artist?*

Portugal Prints has also collaborated with the Whitechapel Gallery to produce a resource that has sat in the gallery for members of the public to be able to use. Two Portugal Prints artists have been selected for the Royal Academy Summer Exhibition for the second year in a row. We continue to build partnerships within the arts and the broader community.

Central Services

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

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

- Minimising disruption and supporting staff morale during the Coronavirus pandemic, whilst embedding long-term changes in working practices.
- Comprehensive review of our ICT provision and the undertaking of a procurement process for a new provider.
- Review of our estates and the strategic decision to relocate our Westminster office to reflect changes in working practice and improved service user facilities.
- The decision to increase focus on Business Development and reduce resource into Fundraising.
- Increased emphasis on delivering staff training through flexibility of our online platform.
- Supporting colleagues through the process of moving to a new provider after the loss of the Brent housing contract.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Future Plans

It now feels like we are at the end of the global pandemic which lasted longer than anyone could foresee in March 2020. However we are now entering a new period of financial uncertainty caused by Brexit, fuel uncertainties, the seismic effect of the pandemic on businesses and the new threat of the war in Ukraine.

We are already seeing increased pressure on the budgets of Local Authorities and the NHS. The NHS now has longer waiting lists than any time in its history coupled with a crisis in recruitment. We are seeing that NHS commissioners are placing increased emphasis on partnerships within the Voluntary and Charity Sector and that the strength of our relationships is integral to our success and future growth plans. We also see increased competition across the provider network as charities and organisations assess the commissioning landscape and the funding decisions faced by our Local Authority and NHS partners.

The pandemic, Brexit and people's reassessment of their priorities has also meant that we face a recruitment crisis with increased difficulty, and expense, to secure suitably qualified staff. This recruitment crisis is being felt across the system and may lead to an increased pressure to increase wages, also felt as people cope with the increase in living.

We have focused on strengthening the Charity with improved governance, processes and opportunities to attract and retain talent, as well as decisions made to reduce our office footprint, modernise our ICT provision and to introduce a sleeker, more efficient staffing structure.

Our strategic focus has been on areas that are key to the wellbeing of society, during and post pandemic, and that will continue to require statutory funding. Our smaller operating costs and pension liabilities have allowed us to position ourselves as a responsive and cost effective solution for commissioners.

We continue to protect the financial viability of the Charity through always undertaking commissioned services that provide full cost recovery or a strategic benefit. We are cautiously optimistic that this continued path of robust management and controls, always with our beneficiaries at the centre of our work, will further growth and the provision of more services.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The key tenets of the future plan are:

- In partnership with Mind in the Royal Borough of Kensington and Chelsea, build a community-based program across our Mind associations, focusing on supporting more residents to have access to services and self-led groups and support.
- Continue to build and enhance our Training in mental health wellbeing for UK wide corporate companies, to enable them to become mental health champions, and enhance the quality of employees' lives, and tackle any remaining stigma associated with mental ill health.
- Work in partnership with South West London Minds to achieve the best outcomes for SWL residents.
- Build on the success of our Mental Health Support Teams in Westminster schools.
- Securing more clinically based Children & Young People (CYP) services and develop additional CYP services drawing on clinical expertise and insight.
- Working with commissioners to provide a wider community offer, including youth clubs, employability, and creative therapies.
- Increase the number of people accessing our Adult Services across clinical services and community wellbeing.
- Develop and strengthen strategic relationships and partnerships.
- Develop long-term Corporate Partnerships who can make financially significant contributions, and offer pro-bono support.
- Work creatively with community partners to find solutions to commissioner needs and pressures.
- Identify ways to increase the reach of Portugal Prints, developing new partnerships.
- Amplify our profile with a stronger online presence and more outward facing Communications.

In order to achieve this, in the context of a society and statutory health and social care systems coping with the financial impact of the Coronavirus pandemic and a cost of living crisis, we will face challenges. But, our work to modernise and streamline our systems and structures mean we are equipped to offer the best value to commissioners. In addition, although losing the Brent housing contract has reduced our immediate income, it has allowed us to fully align ourselves to the provision of clinically informed, community based interventions that support the NHS and other partners to attain their long term plans to improve mental health in our communities.

The Charity will focus on:

- Securing contracts by aligning the Charity to the Integrated Care Systems (ICS) within London, this may include partnership work with other local Minds.
- Developing new relationships across our community, with an emphasis on marginalised communities and those most affected by health inequalities.
- Explore future service delivery in partnership with other charities in North West London ICS area around new beneficiaries with complex mental health problems.
- Developing and investing in our training department, building on our increased profile across the business communities.
- Developing new Adult and CYP services, building out from our clinical provision.
- Continually reviewing cost-effectiveness and where necessary, amending the approach.
- Increasing our community profile and provision, including a new Westminster site.
- Refining our Business Development processes and expending less resource on community fundraising.
- Investing in our Marketing and Communications and articulation of our outcomes and lived experience voice.
- Demonstrating our quality and service user outcomes to illustrate what we do and our value for money, giving commissioners assurance not only on cost but the outcomes needed.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

We expect the coming year to be challenging, but we see our contribution of delivering quality mental health services as essential for a society coping with a cost in living crisis and the long-term impacts of the Coronavirus pandemic.

FINANCIAL REVIEW

Treasurer Statement

BWWM is a community mental health charity, and as such, is reliant on NHS funding, local authority contracts, business support and personal donations. The contribution to BWWM from the national charity Mind (Ref 219830/ Companies House 424348) – totalled just £11k (0.2% of revenues) in 2021/22. Aggregated revenues, at £5.1m, were down 2% on the prior year. The underlying deficit included a £171k pension liability write back in the 2021/22 period (following a Pensions Trust notification) while the prior year revenue total benefited from a £770k bequest.

Recently, it has proved hard to compete with much larger entities in retendering for local authority housing/supporting people contracts. In late 18/19 BWWM lost its Westminster housing services contract (annual revenues of £1.5m and a surplus contribution of £288k in the 2018/19 accounts). In the course of 2021/22, the Charity also surrendered its major housing contracts in Brent (revenues of £2.1m and surplus contribution of £455k in 2021/22). The key revenue impacts from this latest loss will now fall in the 2022/23 period of account.

The Charity is increasingly focused on its clinical operations. Accordingly, it now looks for growth and revenue diversification from the continued build out of psychological therapies, community programmes, Portugal Prints, Community Befriending and Children and Young People (CYP) services. All these services' revenues grew in the 2021/22 period and there have been some notable contract gains in 2022/23. The Charity has also entered a promising recent cooperation with Kensington and Chelsea Mind.

In 2021/22 aggregated costs rose to £5.19m, but contained one-off expenses totalling £206k. These non-recurring items included: restructuring costs following the loss of the Brent contract; investment in IT to enable future flexible and remote working; relocation of the office; refurbishment of the Badminton Road investment property ready for rental; an accrued holiday liability resulting from Covid; and council tax payable on 2 Brent properties.

Excluding all the non recurrent revenue and expense items suggests an implied underlying deficit of £56k in the year as compared to an underlying deficit of £185k in 2020/21.

The decline in net current assets to £1,087k is reflective of the operating loss, but also growth in deferred income and some accruals which will reverse out in 2022/23. Charity reserves declined 3% to £2,962k (2021 - £3,053k).

The main impact from Covid has been to delay many aspects of the planned reconfiguration of the NHS around new Integrated Care Systems/Partnerships (ICS/ ICPs). Despite ICS/ICP progress in this regard, over 21/22, many commissioning structures remain in hiatus. This has complicated and delayed our contract procurement processes.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Reserves Policy and Liquidity

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

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

The Board continues to take a prudent position based on the budget, risk register, growth plan, operating leases liabilities, staff costs and services continuity costs. To ensure sufficient finances in a worst case scenario, the Board believes, as a minimum position, free reserves (defined as unrestricted funds not held as fixed assets and excluding investment properties) should cover one year of operating leases liabilities, central services staff and service managers' one month of gross salary and potential redundancy costs. Prudently, as an upper range, free reserves should cover whatever is the larger of expected twelve month's net cash outflow or three months of current total expenditure. This approach suggests that under the resultant minimum and maximum ranges, the Charity should hold between £236,641 and £1,092,858 of free reserves.

As at 31 March 2022, free reserves stood at £1,146,443 (2021 - £1,539,519). As at 31 March 2022, net current assets stood at £1,086,638 (per Balance Sheet) (2021 - £1,454,528).

The Board will continue to explore strategic options for use of free reserves such as investing in owned office space, enhancement of fixed assets and reducing longer term operating costs. We are currently investing, as part of our strategic growth plan, into additional key areas of capacity across the Charity to support our transition into new areas of delivery. COVID-19 has both complicated and delayed our review of property options, notably looking at reducing rent liability and investing in property for our beneficiaries. In light of contractual volatility and the limited numbers of contracts we hold, we would anticipate continuing to retain reserves sufficient to help potential future transformation needs.

Public Benefit Statement

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Going Concern

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

We have re-forecasted our growth ambitions down for 2022/23, however at the time of the accounts being submitted we have gained further contracts in Young People services and additions to our existing services in Suicide Prevention and Floating Support.

For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal Funding

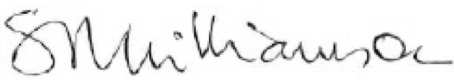
The core funding sources for Brent, Wandsworth and Westminster Mind are from contracts to deliver housing, health and wellbeing services for the Local Authority and NHS (via CCGs and Primary Care Networks (PCNs)). There are a number of services that are also purchased through client choice, using their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

Mind in Brent, Wandsworth and Westminster takes our responsibility as a Charity with the ability to fundraise very seriously, we are registered with the Fundraising Regulator and are committed to follow the code of Fundraising Practice. In 2020/21, we did not employ any professional fundraiser or commercial participator for fundraising activities, we received no complaints about fundraising activities and we have not made any direct approaches to individuals for fundraising purposes.

Preparation of the Report

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

This report was approved and authorised for issue by the Board on 6 October 2022 and signed on its behalf by:



.....
Sue Williamson
Chair

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2022

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

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

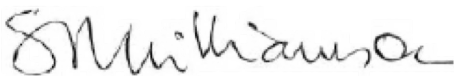
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

In so far as the Trustees are aware:

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

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



.....
Sue Williamson
Chair

Date: 5.10.2122

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 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

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

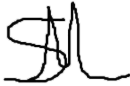
BRENT, WANDSWORTH AND WESTMINSTER MIND
(A Company Limited by Guarantee)

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: 09/11/2022

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

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4	85,576	-	85,576	810,714
Charitable activities	5	4,603,574	245,720	4,849,294	4,267,198
Trading activities	6	165,429	-	165,429	102,892
Investments	7	378	-	378	814
Other income	8	-	-	-	45,296
Total income		4,854,957	245,720	5,100,677	5,226,914
Expenditure on:					
Raising funds	9	75,269	-	75,269	50,295
Charitable activities	10,11	4,869,066	247,509	5,116,575	4,592,521
Total expenditure		4,944,335	247,509	5,191,844	4,642,816
Net movement in funds		(89,378)	(1,789)	(91,167)	584,098
Reconciliation of funds:					
Total funds brought forward		3,051,051	1,789	3,052,840	2,468,742
Net movement in funds		(89,378)	(1,789)	(91,167)	584,098
Total funds carried forward		2,961,673	-	2,961,673	3,052,840

All income and expenditure derive from continuing activities.

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

The notes on pages 30 to 55 form part of these financial statements.

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

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	15		1,092,539		1,077,217
Investment property	16		800,260		770,000
			<u>1,892,799</u>		<u>1,847,217</u>
Current assets					
Debtors: Amounts falling due within one year	17	601,786		489,539	
Cash at bank and in hand	23	1,512,613		1,625,870	
		<u>2,114,399</u>		<u>2,115,409</u>	
Creditors: Amounts falling due within one year	18	(1,027,761)		(660,881)	
Net current assets			<u>1,086,638</u>		<u>1,454,528</u>
Total assets less current liabilities			<u>2,979,437</u>		<u>3,301,745</u>
Creditors: Amounts falling due after more than one year	19		(17,764)		(248,905)
Total net assets			<u><u>2,961,673</u></u>		<u><u>3,052,840</u></u>
Charity funds					
Restricted funds	20		-		1,789
Unrestricted funds	20		2,961,673		3,051,051
Total funds			<u><u>2,961,673</u></u>		<u><u>3,052,840</u></u>

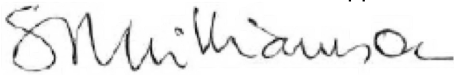
BRENT, WANDSWORTH AND WESTMINSTER MIND
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01796928

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

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

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

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



.....
Sue Williamson
Chair
Date: 05.10.2122



.....
Jonathan Lawlor
Treasurer

The notes on pages 30 to 55 form part of these financial statements.

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	22	(48,725)	(44,607)
Cash flows from investing activities			
Investment income	7	378	814
Purchase of investment property	16	(30,260)	-
Purchase of tangible fixed assets	15	(34,456)	(5,500)
Proceeds from sale of tangible fixed assets		(194)	-
Net cash used in investing activities		(64,532)	(4,686)
Change in cash and cash equivalents in the year		(113,257)	(49,293)
Cash and cash equivalents at the beginning of the year		1,625,870	1,675,163
Cash and cash equivalents at the end of the year	23	1,512,613	1,625,870

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

The notes on pages 30 to 55 form part of these financial statements.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

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

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

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

Brent, Wandsworth and Westminster Mind meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in sterling which is the functional currency of the Charity and rounded to the nearest pound.

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

2.2 Going concern

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.3 Income

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

For donations to be recognised, the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfillment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Taxation

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

2.6 Tangible fixed assets and depreciation

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

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

Depreciation is provided on the following bases:

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

2.7 Investment properties

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

Additions to investment properties are initially recognised at cost.

2.8 Debtors

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

2.9 Cash at bank and in hand

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

2.10 Liabilities and provisions

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.11 Financial instruments

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

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 17. Prepayments are not financial instruments.

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

Liabilities – trade creditors, accruals, other creditors, bank loans and pension deficit liability will be classified as financial instruments, and are measured at amortised cost as detailed in Notes 18 and 19. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

2.12 Operating leases

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

2.13 Pensions

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

The Charity operates a defined contribution pension scheme and a defined benefit pension scheme. In the defined benefit scheme, the Charity participates in the Pension Trust's Growth Plan (Note 26). Due to certain guarantees included in the scheme there is an employer's debt which would become payable if the Charity left the scheme and this is explained in Note 25. As a multi-employer scheme within the definition of FRS 102, none of the assets or liabilities of the scheme are included on the Charity's Balance Sheet. The pension charge represents the amounts payable by the Charity to each scheme in respect of the year. Contributions are expensed as they become payable.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.14 Fund accounting

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

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

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

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

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

- Useful economic lives of assets
- Discount rate of 2.35% for long term pension scheme deficit reduction payments
- Allocation of support costs.

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NOTES TO THE FINANCIAL STATEMENTS
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4. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Donations	85,051	-	85,051
Legacies	-	-	-
Coronavirus Job Retention Scheme	525	-	525
Total 2022	85,576	-	85,576
	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	15,626	15,732	31,358
Legacies	770,000	-	770,000
Coronavirus Job Retention Scheme	9,356	-	9,356
<i>Total 2021</i>	<i>794,982</i>	<i>15,732</i>	<i>810,714</i>

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

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NOTES TO THE FINANCIAL STATEMENTS
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5. Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Psychological Therapies	628,522	53,787	682,309
Community Programmes	282,410	155,133	437,543
Portugal Prints (Work Groups)	119,876	-	119,876
Housing Services	2,472,736	36,800	2,509,536
Community Befriending Service	110,419	-	110,419
Central Services	2,656	-	2,656
Children and Young People's Service	986,955	-	986,955
Total 2022	4,603,574	245,720	4,849,294
	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Psychological Therapies	547,401	3,157	550,558
Community Programmes	254,316	154,237	408,553
Portugal Prints (Work Groups)	105,009	-	105,009
Housing Services	2,189,108	-	2,189,108
Community Befriending Service	95,000	-	95,000
Central Services	9,685	-	9,685
Children and Young People's Service	909,285	-	909,285
<i>Total 2021</i>	<i>4,109,804</i>	<i>157,394</i>	<i>4,267,198</i>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Income from charitable activities (continued)

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

- Psychological Therapies - £608,137 (2021 - £474,265) from NHS sources and £74,176 (2021 - £NIL) from Educational contracts
- Community Programmes - £202,236 (2021 - £151,835) from Central London Health Care (NHS), £224,156 (2021 - £171,766) from London Borough and City Councils, £60,117 (2021 - £NIL) from Educational Centres and £92,605 (2021 - £NIL) from Corporate Contracts.
- Portugal Prints (Work Groups) - £108,850 (2021 - £94,139) from London Borough and City Councils and £14,698 (2021 - £NIL) from Art Council.
- Housing Services - £2,504,198 (2021 - £2,184,407) from London Borough and City Councils.
- Community Befriending Service - £110,419 (2021 - £95,000) from London Borough and City Councils.
- Children and Young People's Service - £875,646 (2021 - £904,510) from Central London Health Care (NHS) and £41,339 (2021 - £NIL) from Local Authority.

6. Income from other trading activities

	Unrestricted funds 2022 £	Total funds 2022 £
Other income from trading activities	165,429	165,429

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Other income from trading activities	102,892	102,892

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NOTES TO THE FINANCIAL STATEMENTS
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7. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Bank interest receivable	378	378
	<u> </u>	<u> </u>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Bank interest receivable	814	814
	<u> </u>	<u> </u>

8. Other income

	Total funds 2022 £
Profit on the sale of current assets held for sale	-
	<u> </u>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Profit on the sale of current assets held for sale	45,296	45,296
	<u> </u>	<u> </u>

9. Expenditure on raising funds

In 2022, there were unrestricted direct costs of £75,269 incurred as fundraising trading expenses (2021 - £50,295).

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NOTES TO THE FINANCIAL STATEMENTS
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10. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Psychological Therapies	650,093	53,787	703,880
Community Programmes	488,472	155,133	643,605
Portugal Prints (Work Groups)	212,574	-	212,574
Housing Services	2,451,731	38,589	2,490,320
Community Befriending Service	124,056	-	124,056
Children and Young People's Service	942,140	-	942,140
Total 2022	4,869,066	247,509	5,116,575
	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Psychological Therapies	577,634	3,157	580,791
Community Programmes	392,051	187,415	579,466
Portugal Prints (Work Groups)	159,313	-	159,313
Housing Services	2,228,810	13,943	2,242,753
Community Befriending Service	124,759	-	124,759
Children and Young People's Service	905,439	-	905,439
<i>Total 2021</i>	<i>4,388,006</i>	<i>204,515</i>	<i>4,592,521</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 2022 £	Support costs 2022 £	Total funds 2022 £
Psychological Therapies	511,031	192,849	703,880
Community Programmes	420,333	223,272	643,605
Portugal Prints (Work Groups)	177,784	34,790	212,574
Housing Services	1,943,568	546,752	2,490,320
Community Befriending Service	102,316	21,740	124,056
Children and Young People's Service	749,390	192,750	942,140
Total 2022	3,904,422	1,212,153	5,116,575

	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Psychological Therapies	384,899	195,892	580,791
Community Programmes	397,481	181,985	579,466
Portugal Prints (Work Groups)	126,182	33,131	159,313
Housing Services	1,650,077	592,676	2,242,753
Community Befriending Service	98,007	26,752	124,759
Children and Young People's Service	625,613	279,826	905,439
<i>Total 2021</i>	<i>3,282,259</i>	<i>1,310,262</i>	<i>4,592,521</i>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

Analysis of support costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	534,670	590,902
Depreciation	18,140	29,099
Premises costs	278,714	233,448
Overheads	298,575	384,859
Other staff costs	59,060	47,993
Governance costs	22,994	23,961
Total 2022	1,212,153	1,310,262

12. Governance costs

	2022 £	<i>2021 £</i>
Auditors' remuneration - Audit of the financial statements	18,794	17,160
Auditors' remuneration - Non-audit services	4,200	3,840
Committee expenses	-	2,961
	22,994	23,961

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13. Staff costs

	2022	2021
	£	£
Wages and salaries	2,821,779	2,509,471
Social security costs	267,707	228,242
Defined contribution pension costs	72,514	61,474
	3,162,000	2,799,187

Wages and salaries includes termination benefits totalling £41,626 (2021 - £NIL).

£17,932 relates to statutory redundancy payments.

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

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

	2022	2021
	No.	No.
Psychological Therapies	20	15
Community Programmes	14	15
Portugal Prints (Work Groups)	5	4
Housing Services	30	27
Community Befriending Service	23	24
Central Services	14	15
Children and Young People's Service	20	16
	126	116

NOTES TO THE FINANCIAL STATEMENTS
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13. Staff costs (continued)

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

	2022 No.	2021 No.
In the band £70,001 - £80,000	-	1
In the band £100,001 - £110,000	1	1

Total amount of employee benefits (including employer's national insurance contributions and employer's pension contributions) received by Key Management Personnel is £375,432 (2021 - £409,177). The Charity considers its Key Management Personnel to comprise:

- Trustees
- Chief Executive Officer (CEO)
- Head of Operations
- Head of Finance, Administration & IT
- Head of Human Resources & Organisational Development
- Head of Business of Development & Fundraising
- Organisational Clinical Lead.

14. Trustees' remuneration and expenses

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

During the year ended 31 March 2022, expenses totaling £NIL (2021 - £861) were reimbursed or paid directly to no Trustees (2021 - 1 *Trustee*). The amounts reimbursed related to their travelling and other out of pocket expenses (where they were not claimable from another source).

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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 2021	1,029,896	336,890	1,366,786
Additions	-	34,456	34,456
Disposals	-	(61,885)	(61,885)
At 31 March 2022	1,029,896	309,461	1,339,357
Depreciation			
At 1 April 2021	27,614	261,955	289,569
Charge for the year	7,472	11,468	18,940
On disposals	-	(61,691)	(61,691)
At 31 March 2022	35,086	211,732	246,818
Net book value			
At 31 March 2022	994,810	97,729	1,092,539
At 31 March 2021	1,002,282	74,935	1,077,217

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NOTES TO THE FINANCIAL STATEMENTS
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16. Investment property

	Freehold investment property £
Valuation	
At 1 April 2021	770,000
Additions	30,260
At 31 March 2022	<u>800,260</u>

In 2022, the investment property balance related to the valuation of 20 Badminton Road.

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

The Trustees and Treasurer's view is the property is going to be refurbished prior to obtaining a valuation.

17. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	452,996	293,046
Other debtors	72,122	108,197
Prepayments and accrued income	76,668	88,296
	<u>601,786</u>	<u>489,539</u>

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NOTES TO THE FINANCIAL STATEMENTS
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18. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	182,239	51,315
Other taxation and social security	66,727	63,297
Other creditors	154,140	221,558
Accruals and deferred income	624,655	324,711
	<u>1,027,761</u>	<u>660,881</u>
	2022 £	2021 £
Deferred income		
Deferred income at 1 April	210,171	205,691
Resources deferred during the year	313,153	210,171
Amounts released from previous periods	(210,171)	(205,691)
Deferred income as at 31 March	<u>313,153</u>	<u>210,171</u>

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

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

	2022 £	2021 £
Pension deficit liability	17,764	248,905

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

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

Statement of funds - prior year

	<i>Balance at 1 April 2020</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2021</i>
	£	£	£	£	£
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	-	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>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

20. Statement of funds (continued)

Unrestricted Funds - Designated Funds

The Fixed asset fund represents long leasehold property, computers and furniture and equipment purchased by using unrestricted funds or restricted funds where there is no continuing restriction as to use. The balance carried forward is equal to the net book value of the related assets. The transfer in of £64,716 represents the net of capital additions and capital disposals.

The Pension deficit reserve is held as a negative designated fund in order to recognise the long term nature of the Pension liability out of free reserves. This fund value will replicate the value of the liability as it decreases. The transfer into this fund of £257,922 represents the movement in the pension deficit liability in the year.

Restricted Funds

Community Programmes represents funding received for the Support for Volunteering, Enable Leisure, MH Maternity Project and the grant received from Westminster City Council for COVID expenses.

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

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

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21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	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

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

	2022 £	2021 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	(91,167)	584,098
Adjustments for:		
Depreciation charges	15 19,134	37,614
Investment income	7 (378)	(814)
Loss on the sale of tangible fixed assets	194	553
(Increase)/decrease in debtors	17 (112,247)	84,938
Increase in creditors	19,18 135,739	19,004
Legacy of investment property	16 -	(770,000)
Net cash used in operating activities	(48,725)	(44,607)

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23. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	1,512,613	1,625,870
Total cash and cash equivalents	1,512,613	1,625,870

24. Analysis of changes in net debt

	At 1 April	Cash flows	At 31 March
	2021		2022
	£	£	£
Cash at bank and in hand	1,625,870	(113,257)	1,512,613
	1,625,870	(113,257)	1,512,613

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

25. Contingent liabilities

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

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

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

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

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

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26. Pension commitments

The Charity operates a defined contribution scheme and a defined benefit scheme with the Pensions Trust which has a guaranteed element of pension benefits. The pension cost charge represents the contributions payable by the Charity to the Funds in respect of the year, and for both schemes amounted to £72,514 (2021 - £61,474), the deficit reduction payments made of £257,922 (2021 - £84,252) have been recognised. At the year end, there were outstanding contributions of £77,763 (2021 - £335,685), the liability is shown as £59,999 due within one year (Note 18) and £17,764 due after one year (Note 19).

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

27. Operating lease commitments

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

	2022	2021
	£	£
Not later than 1 year	182,167	116,731
Later than 1 year and not later than 5 years	581,130	34,115
Later than 5 years	10,165	-
	773,462	150,846

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

	2022	2021
	£	£
Operating lease rentals	364,019	269,816

28. Related party transactions

In 2022, payments of £NIL (2021 - £79,734) for consultancy services was made to Aviso Services Limited, a company with both John Gardner, Trustee and Mark Prior, Key Management Personnel, serving as Directors.

NOTES TO THE FINANCIAL STATEMENTS
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29. Funds dispersed as an agent of WCC

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

Movement on the project balances for 2021-22 were:

	Brought forward 2022 £	Income 2022 £
Housing User Funds	(368)	368
	<u><u> </u></u>	<u><u> </u></u>

	<i>Brought forward 2021 £</i>	<i>Expenditure 2021 £</i>	<i>Total funds 2021 £</i>
Housing User Funds	761	(1,129)	(368)
	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>