

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

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

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 2024**

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

**Company registered
number** 01796928

**Charity registered
number** 292708

Registered office 23 Monck Street
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Chief executive officer Simon Thompson

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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
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2024. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

AIMS, OBJECTIVES AND ACTIVITIES

Our Strategic Context 2024

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

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

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

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

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

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

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About us

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

Our Mission

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

Our Objectives

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

Our Values

OPEN

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

EXPERIENCED

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

UNSTOPPABLE

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

TOGETHER

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Who we support

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

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

Organisational Structure

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

There are 3 formal subcommittees of the Board:

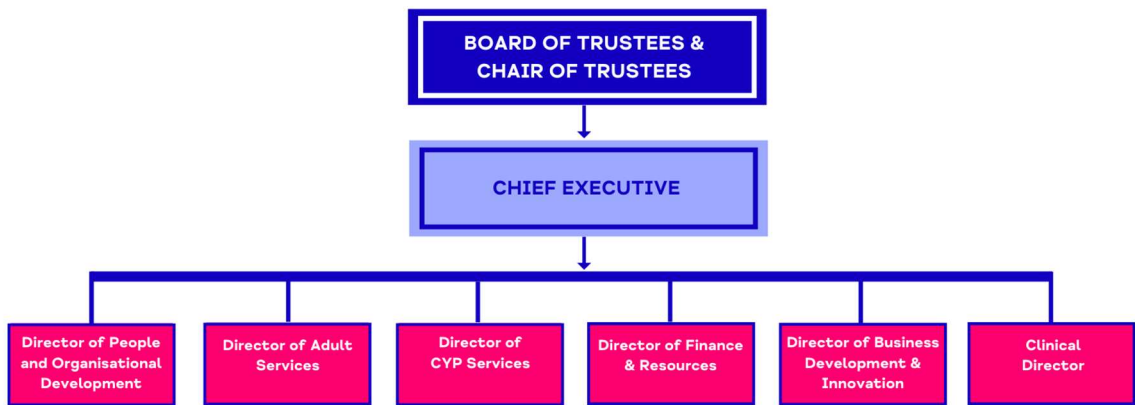
- Finance and Services Committee
- Strategy and Growth Committee
- Quality and Performance Committee

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

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

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

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

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

Members

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

Recruitment and Appointment of Trustees

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

Trustee Induction and Training

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

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

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

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

Trustees' Indemnities

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

Remuneration Policy for Key Management Personnel

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

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

Principal Risks and Uncertainties

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

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FOR THE YEAR ENDED 31 MARCH 2024

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

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

The Charity identifies the following key risks:

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

To mitigate these risks, we have:

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

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

ACTIVITIES AND PERFORMANCES IN 2023/24

Volunteer Support for our Charitable Activities

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

In 2023/24 this essential contribution included:

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Adult Services £2,549,774

Talking Therapies (formerly IAPT) in Westminster

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

London South Bank University Counselling

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

Supported Self-help

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

RISE Private Counselling Service

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

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Suicide Prevention and Bereavement Initiatives

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

Westminster Community Hub (Community Wellbeing Programme)

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

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Portugal Prints

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

Community Befriending

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

Housing Management

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

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Floating Support

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

Wandsworth Hub

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

Active Wellbeing

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

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In-Reach Peer Support

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

SMI Health Engagement Outreach Programme

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

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

Mental Health Support Team (MHST)

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Mental Health Youth Workers Service

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

Be Kind to Your Mind

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

SEND in Mind

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Other Trading Activities £ 59,738

Mental Health Training

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Total no. supported 2023/24 (Summary)

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Central Services

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

Our Central Services include:

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

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

Business Development

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Fundraising

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

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

Communications

Focus this year has been on:

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

Highlights and Achievements

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Future Plans

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

FINANCIAL REVIEW

Treasurer Statement

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

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

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

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

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Reserves Policy and Liquidity

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

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

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

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

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Public Benefit Statement

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

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

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

Going Concern

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

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

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

The Board continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Principal Funding

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

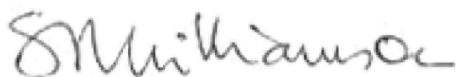
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

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

Preparation of the Report

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

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



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

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

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

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

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

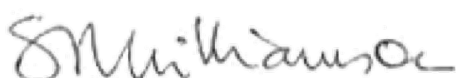
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

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

In so far as the Trustees are aware:

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

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



.....
Sue Williamson
Chair

Date: 25/09/2024

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 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

Statutory Auditor

London, United Kingdom

Date: 30.09.2024

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

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

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

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

All income and expenditure derive from continuing activities.

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

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

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

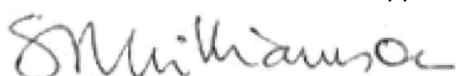
BALANCE SHEET
AS AT 31 MARCH 2024

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

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

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

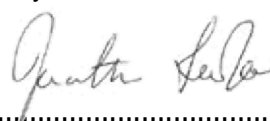
The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Sue Williamson

Chair

Date: 25/09/2024



Jonathan Lawlor

Treasurer

25/09/2024

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

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	20	112,485	(744,654)
Cash flows from investing activities			
Investment income	7	51,085	5,340
Purchase of tangible fixed assets	14	(25,484)	(85,449)
Net cash provided by/(used in) investing activities		25,601	(80,109)
Change in cash and cash equivalents in the year		138,086	(824,763)
Cash and cash equivalents at the beginning of the year		687,850	1,512,613
Cash and cash equivalents at the end of the year	21	825,936	687,850

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

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

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

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

1. General information

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

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

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

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

2.2 Going concern

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

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

2. Accounting policies (continued)

2.3 Income

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

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

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

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

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

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

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

2. Accounting policies (continued)

2.4 Expenditure

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

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Taxation

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

2.6 Tangible fixed assets and depreciation

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

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

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

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

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

Depreciation is provided on the following bases:

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

2.7 Investment properties

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

Additions to investment properties are initially recognised at cost.

2.8 Debtors

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

2.9 Cash at bank and in hand

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

2.10 Liabilities and provisions

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

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

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

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

2. Accounting policies (continued)

2.11 Financial instruments

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

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

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

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

2.12 Operating leases

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

2.13 Pensions

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

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

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

2. Accounting policies (continued)

2.14 Fund accounting

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

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

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

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

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

Critical areas of judgement:

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

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

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

4. Income from donations

	Unrestricted funds 2024 £	Total funds 2024 £
Donations	58,367	58,367

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Donations	55,825	55,825

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

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

5. Income from charitable activities

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

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

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

5. Income from charitable activities (continued)

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

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

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

6. Income from other trading activities

	Unrestricted funds 2024 £	Total funds 2024 £
Other income from trading activities	59,738	59,738

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Other income from trading activities	102,162	102,162

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

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

7. Investment income

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

8. Expenditure on raising funds

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

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

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

9. Analysis of expenditure on charitable activities - by fund

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

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

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

10. Analysis of expenditure on charitable activities - by type

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

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

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

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

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

Analysis of support costs

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

11. Governance costs

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

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

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

12. Staff costs

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

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

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

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

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

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

12. Staff costs (continued)

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

	2024 No.	2023 No.
In the band £60,001 - £70,000	1	-
In the band £100,001 - £110,000	-	1
In the band £120,001 - £130,000	1	-

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

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

13. Trustees' remuneration and expenses

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

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

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

14. Tangible fixed assets

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

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

15. Investment property

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

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

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

16. Debtors

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

BRENT, WANDSWORTH AND WESTMINSTER MIND
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

17. Creditors: Amounts falling due within one year

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

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

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

18. Statement of funds

Statement of funds - current year

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

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

18. Statement of funds (continued)

Statement of funds - prior year

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

BRENT, WANDSWORTH AND WESTMINSTER MIND
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

18. Statement of funds (continued)

Unrestricted Funds - Designated Funds

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

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

Restricted Funds

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

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

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

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NOTES TO THE FINANCIAL STATEMENTS
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19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

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

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

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

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

21. Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash in hand	825,936	687,850
Total cash and cash equivalents	825,936	687,850

22. Analysis of changes in net debt

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	687,850	138,086	825,936
	687,850	138,086	825,936

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

23. Contingent liabilities

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

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

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

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

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

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

24. Pension commitments

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

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

25. Operating lease commitments

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

	2024	2023
	£	£
Not later than 1 year	267,573	134,343
Later than 1 year and not later than 5 years	755,128	507,919
	1,022,701	642,262

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

	2024	2023
	£	£
Operating lease rentals	388,539	332,373

26. Related party transactions

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

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27. Post balance sheet events

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