

Company Registered Number: 01796928
Charity Registered Number: 292708

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

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

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

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

Trustees	Sue Williamson, Chair Rosie Farrer, Vice Chair Jonathan Lawlor, Treasurer Momotaj Islam (resigned 31 August 2022) Gail Wingham Thomas Fitzgerald Gavin McCabe Darren Woolley James Newham
Company registered number	01796928
Charity registered number	292708
Registered office	23 Monck Street London SW1P 2AE
Chief executive officer	Simon Thompson
Independent auditor	MHA Statutory Auditor 6th Floor 2 London Wall Place London, United Kingdom EC2Y 5AU

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

Bankers Royal Bank of Scotland
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BRENT, WANDSWORTH AND WESTMINSTER MIND
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their Annual Report together with the audited financial statements of the Charity for the year ended 31 March 2023. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

AIMS, OBJECTIVES AND ACTIVITIES

Our Strategic Context
2023

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

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

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

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

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

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

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

Our Mission:

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

Key objectives:

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

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

Our Values:

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

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Who we support:

Our People:

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

Service Users:

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

NHS:

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

Corporate Partners:

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

Local Authority Stakeholders:

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

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STRUCTURE, GOVERNANCE AND MANAGEMENT

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

Organisational Structure

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

There are 3 formal subcommittees of the Board:

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

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

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

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

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

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

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

Members

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

Recruitment and Appointment of Trustees

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

Trustee Induction and Training

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

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

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

Remuneration Policy for Key Management Personnel

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

Principal Risks and Uncertainties

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

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

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

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The Charity identifies the following key risks:

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

To mitigate these risks, we have:

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

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

ACTIVITIES AND PERFORMANCES IN 2022/23 –

Volunteer Support for our Charitable Activities

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

In 2022/23 this essential contribution included:

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

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

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

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

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

The London Southbank University Counselling service:

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

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Services around suicide:

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

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

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

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

Key highlights and outcomes include:

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

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

Mental Health Support Team (MHST)

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

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

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

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

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

Key highlights and outcomes include:

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

Mental Health Youth Workers Service

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

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

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Be Kind to Your Mind

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

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

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

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

Non-Clinical Services

Housing Services - £899k

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

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

Key highlights and outcomes include:

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

Wandsworth Floating Support Service

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

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Key highlights and outcomes include:

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

Other trading activities - £102k

Workplace Wellbeing Training Service

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

Business Development:

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

Staffing:

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

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Impact:

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

Community Programmes - £611k

Westminster Community Wellbeing Programme:

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

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

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

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

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

Portugal Prints (Work groups) - £111k

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

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

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

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

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

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

Community Befriending Services - £115k

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Key highlights and outcomes include:

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

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

Wandsworth Wellbeing Hub

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

According to the data collected:

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The breakdown:

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

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

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

Active Wellbeing:

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

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

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

In the financial year 2022-2023:

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Central Services

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

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

Key highlights and outcomes include:

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Future Plans

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

Our strategic goals for the future include:

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

FINANCIAL REVIEW

Treasurer Statement

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

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

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

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

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

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

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The underlying non-recurrent items include:

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

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Reserves Policy and Liquidity

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

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

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

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

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

Public Benefit Statement

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

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

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

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Going Concern

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

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

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

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

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

Principal Funding

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

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

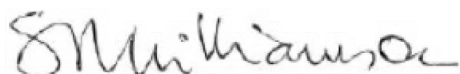
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Preparation of the Report

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

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



.....
Sue Williamson
Chair

Date: 20/09/2023

BRENT, WANDSWORTH AND WESTMINSTER MIND
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STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023

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

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

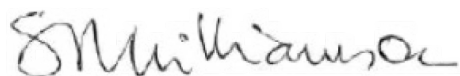
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject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

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

In so far as the Trustees are aware:

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

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



.....
Sue Williamson
Chair

Date: 20/09/2023

BRENT, WANDSWORTH AND WESTMINSTER MIND
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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 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

BRENT, WANDSWORTH AND WESTMINSTER MIND
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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
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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: 17/11/2023

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

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

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

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

All income and expenditure derive from continuing activities.

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

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

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

BALANCE SHEET
AS AT 31 MARCH 2023

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

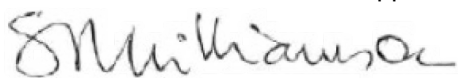
BRENT, WANDSWORTH AND WESTMINSTER MIND
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01796928

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

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

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

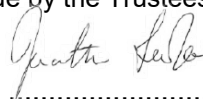
The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



.....
Sue Williamson

Chair

Date: 20/09/2023



.....
Jonathan Lawlor

Treasurer

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

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

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

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

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

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

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

1. General information

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

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

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

2. Accounting policies

2.1 Basis of preparation of financial statements

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

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

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

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

2.2 Going concern

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

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

2. Accounting policies (continued)

2.3 Income

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

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

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

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

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

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

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

2. Accounting policies (continued)

2.4 Expenditure

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

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

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

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

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Taxation

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

2.6 Tangible fixed assets and depreciation

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

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

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

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

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

Depreciation is provided on the following bases:

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

2.7 Investment properties

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

Additions to investment properties are initially recognised at cost.

2.8 Debtors

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

2.9 Cash at bank and in hand

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

2.10 Liabilities and provisions

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

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

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

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

2. Accounting policies (continued)

2.11 Financial instruments

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

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

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

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

2.12 Operating leases

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

2.13 Pensions

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

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

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

2. Accounting policies (continued)

2.14 Fund accounting

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

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

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

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

3. Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

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

Critical areas of judgement:

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

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

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

4. Income from donations

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

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

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

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

5. Income from charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
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
Total 2023	3,296,965	453,967	3,750,932
	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Psychological Therapies	628,522	53,787	682,309
Community Programmes	282,410	155,133	437,543
Portugal Prints (Work Groups)	119,876	-	119,876
Housing Services	2,472,736	36,800	2,509,536
Community Befriending Service	110,419	-	110,419
Central Services	2,656	-	2,656
Children and Young People's Service	986,955	-	986,955
Total 2022	4,603,574	245,720	4,849,294

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

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

5. Income from charitable activities (continued)

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

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

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

6. Income from other trading activities

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

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

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

7. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Bank interest receivable	5,340	5,340

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

8. Expenditure on raising funds

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

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

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

9. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
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
Total 2023	3,732,592	453,967	4,186,559
	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Psychological Therapies	650,093	53,787	703,880
Community Programmes	488,472	155,133	643,605
Portugal Prints (Work Groups)	212,574	-	212,574
Housing Services	2,451,731	38,589	2,490,320
Community Befriending Service	124,056	-	124,056
Children and Young People's Service	942,140	-	942,140
<i>Total 2022</i>	4,869,066	247,509	5,116,575

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

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

10. Analysis of expenditure on charitable activities - by type

	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

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

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

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

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

Analysis of support costs

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

11. Governance costs

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

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

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

12. Staff costs

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

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

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

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

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

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

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12. Staff costs (continued)

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

	2023	2022
	No.	No.
In the band £100,001 - £110,000	1	1

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

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

13. Trustees' remuneration and expenses

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

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

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14. Tangible fixed assets

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

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15. Investment property

	Freehold investment property £
Valuation	
At 1 April 2022	800,260
Loss on revaluation	(260)
At 31 March 2023	800,000

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

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

16. Debtors

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

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17. Creditors: Amounts falling due within one year

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

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

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

	2023	2022
	£	£
Pension deficit liability	-	17,764

See Note 25 for further details.

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NOTES TO THE FINANCIAL STATEMENTS
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19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
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><u>2,961,673</u></u>	<u><u>3,914,259</u></u>	<u><u>(4,245,903)</u></u>	<u><u>-</u></u>	<u><u>2,630,029</u></u>

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

Statement of funds - prior year

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

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

Unrestricted Funds - Designated Funds

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

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

Restricted Funds

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

20. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
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

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20. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

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

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

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

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NOTES TO THE FINANCIAL STATEMENTS
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22. Analysis of cash and cash equivalents

	2023	2022
	£	£
Cash in hand	687,850	1,512,613
Total cash and cash equivalents	687,850	1,512,613

23. Analysis of changes in net debt

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

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

24. Contingent liabilities

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

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

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

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

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

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NOTES TO THE FINANCIAL STATEMENTS
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25. Pension commitments

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

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

26. Operating lease commitments

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

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

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

	2023	2022
	£	£
Operating lease rentals	332,373	364,019

27. Related party transactions

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

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28. Funds dispersed as an agent of WCC

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

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

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