



Bromley, Lewisham & Greenwich Mind Ltd

ANNUAL REPORT AND FINANCIAL STATEMENTS

1st April 2020 - 31st March 2021

Registered Charity Number 1082972

Company Registration Number 04071152

Registered Office: 5 Station Road, Orpington, Kent, BR6 0RZ

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REPORT OF THE BOARD OF TRUSTEES for the year ended 31st March 2021

Bromley, Lewisham & Greenwich Mind (then Bromley Mind) was incorporated on 13 September 2000 as a company limited by guarantee. On 1st January 2001 a merger of Beckenham Mind, Orpington Mind and Stepping Stones Club transferred ongoing activities to Bromley Mind.

Since 2011, the organisation has been delivering services in the London Borough of Lewisham. On 7th November 2013, the members voted to change the organisation's area of benefit to include Lewisham and its name to Bromley & Lewisham Mind.

In 2018 we completed a merger with Greenwich Mind, having become Bromley, Lewisham & Greenwich Mind (BLG Mind) in November 2017.

MindCare is Bromley, Lewisham & Greenwich Mind's specialist dementia arm.

The governing documents are the Memorandum and Articles of Association.

Structure, Governance and Management

Charity Objects

Bromley, Lewisham & Greenwich Mind's objects are:

- (a) To promote the preservation of good mental health, in particular by enabling and empowering everyone experiencing mental health problems to live with, manage and recover from their condition.
- (b) To relieve the needs and improve the quality of life of people with mental health problems and dementia by providing a range of services. Operating particularly but not exclusively in the London Boroughs of Bromley, Lewisham & Greenwich and surrounding areas.

Trustees have considered the Charity Commission's Public Benefit requirements and believe BLG Mind meets its objectives by virtue of its ongoing work within the field of mental health and dementia care. This Trustees' report clearly demonstrates the benefit of the charity's work to the general public across a range of activities.

Charity Governance Code

BLG Mind is committed to good governance and providing leadership of a high level. To demonstrate this commitment the Board formally adopted the Charity Governance Code in 2020. The latest internal evaluation confirms that the code is applied in all areas, with a focus for further development being to increase our diversity and become more inclusive throughout the organisation, including through developing an updated Equity, Diversity & Inclusion Policy during the year. The Trustees have limited appetite for behaviours which are not aligned to this code or BLG Mind's code of conduct.

Trustee recruitment

The directors of the company are also charity Trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, which were last amended at the AGM in November 2017:

- Trustees are elected by members at the Annual General Meeting
- The Board is comprised of a minimum of seven and a maximum of fifteen Trustees
- Trustees serve for a fixed term of three years from their election at an Annual General Meeting. No more than three terms shall be served.
- At other times of the year, the Board of Trustees may appoint a person who is willing to serve either to fill a vacancy or as an additional Trustee, provided the election does not cause the number of Trustees to exceed the maximum permitted. A Trustee so elected shall hold office only until the next Annual General Meeting
- At least three Trustees are required to have experience of mental health problems or of being the carer for someone with a dementia.

In an effort to maintain a broad skill mix, the Board of Trustees reviews its effectiveness annually and in the event of particular skills being needed or lost due to retirement, individuals are recruited to offer themselves for election or for appointment to the Board. When recruiting new Trustees we seek to increase the diversity of the Board, including to reflect the demographics of the Boroughs we operate in, for example by advertising for Trustees from demographic groups that are currently under-represented on the Board.

During 2020-21 two long standing Trustees (Mike Ricketts and Margaret Cunningham) stepped down from the Board, having both made significant contributions to the organisation. Three new Trustees (Zainnab Makele, Rhian Morallee and Chloe Waters) were recruited onto the Board, helping address gaps in skills and increasing Board diversity. Existing Trustee Don Burford was appointed to the role of Vice-Chair (succeeding Mike Ricketts) and as BLG Mind's Senior Independent Trustee. Trustees serving during the year are listed on page 26.

Trustee induction, training and review

Induction to the Board of Trustees is led by the Chair and Chief Executive, and this year took place remotely. The programme includes visits to the organisation's services, introductions to staff, volunteers and service users and a training session which covers:

- Aims and values of BLG Mind
- Trustee roles and responsibilities
- Committee and staffing structures
- Strategic and Business plans
- Current financial position and accounts
- Current issues and priorities

External training for Trustees is undertaken as appropriate to develop their knowledge and skills.

A Governance Manual is provided and Trustees have access to all BLG Mind Policies and Procedures. Trustees complete a Skills Audit form.

Trustees are given opportunities throughout the year to meet staff and service users through planned events, service visits and presentations to the Board and its Committees.

An annual Board Review Day is held (this year via video-call) to assess the Board's performance during the past year, consider improvements, address strategic priorities and identify any training needs. Trustees also participate in individual Reflection Meetings with the Chair or Vice-Chair every two years, to reflect on their role and contribution and to consider their future development.

Organisation

The Board of Trustees meets every two months and is responsible for the strategic direction and policies of the Charity. The Board has a number of sub-committees, Trustee membership (which is reviewed every year) is reported on page 26:

- The Finance and General Purposes Committee (F&GP) meets every two months. It has delegated authority to deal with facilities issues and is responsible for scrutinising financial matters.
- The People and People Strategy Committee (P&PS) meets every two months as part of the F&GP meeting agenda, and annually to review staff remuneration. It has delegated authority to deal with people matters.
- The Quality and Performance Committee (Q&P) meets quarterly. It reviews quality and performance across all service areas and identifies areas in which to undertake more detailed scrutiny.
- The Developments Committee (DC) meets quarterly. It is responsible for examining emerging needs and maintaining an overview of service developments, tenders, funding applications and new work programmes, as well as communications and community fundraising.
- The Policy Review Committee (PRC) reviews draft policies prior to them going to the Board or Committee for approval. Mostly, work of the PRC is done electronically.

Throughout the year, the Board also had in place a Covid-19 sub-committee to enable rapid decision making regarding urgent issues arising from the pandemic. This committee was established in March 2020 and consists of the Chair, Vice-Chair, Treasurer and one other Trustee. The Board appoints a Chief Executive who has delegated responsibility for the day-to-day running of the Charity in accordance with policies and strategies set by the Board.

Risk Management Policy Statement

The Board of Trustees has approved a risk management strategy. The strategy includes:

- An assessment of each significant organisational risk, taking into account impact and likelihood. All new activities are in line with BLG Mind's objectives and mission.
- Policies, procedures and management actions to mitigate risks identified.
- Policies, procedures and management actions to minimise the impact should a risk materialise
- Regular reviews by Senior Managers of the risks the Charity may face. These reviews are discussed and agreed by Trustees at F&GP three times a year, with major and emerging risks being reported to the Board.
- Our approach to risk and their own responsibility in relation to it is covered in the staff induction process. More in-depth training will be provided should a role require it.

As part of this strategy the charity has prepared a Business Continuity Plan that looks at ways of recovering from incidents and, where possible, preventing them happening. The Plan is subject to an annual test to help identify any improvements needed, and during the year was subject to real-life testing as a result of the pandemic, leading to significant review of the Plan. Procedures are in place to ensure the Charity complies with regulations and current best practice including health and safety, food hygiene and fire regulations.

Key significant risks identified during the year included:

- Service delivery risks associated with the impact of the Covid-19 outbreak. The risk to service delivery was mitigated by effectively shifting services to remote delivery, providing enhanced support to staff and returning to in-person support when safe and possible to do so.
- Dementia Support Centres and Respite services not being financially sustainable. This risk significantly increased due to the Covid-19 pandemic, leading to the difficult decision being taken in August 2020 to close the Dementia Support Centres. A new, more sustainable contract was negotiated for the Dementia Respite service.
- Risks associated with being overstretched by the increased complexity of the organisation, which was mitigated by the development of a plan to recruit a new Director of Operations and a Head of Services for Bromley, plus new posts in other central services.

Inclusion Statement

BLG Mind covers a large and diverse area of South East London. The people we support are affected by issues relating to equity, diversity and inclusion, and we are committed to ensuring our services are effective in meeting the needs of these diverse communities. In October 2020, BLG Mind's Inclusion Review Group completed their 18-month review and presented a report and detailed recommendations to the Board of Trustees. The recommendations were accepted and an Inclusion Advisory Group (IAG) consisting of staff, volunteers and service users from across the organisation was established and began meeting in January 2021. The IAG will help support and monitor the implementation of the recommendations and provide a forum for discussion and a source of advice on inclusion issues.

Working in Partnership

BLG Mind is affiliated to Mind, the national mental health charity. During the year, BLG Mind were actively involved in working with the network and played a key role in the Mind in London CEO and Chairs Network (which was chaired by BLG Mind's Chief Executive).

BLG Mind is also a key contributor to local partnerships including:

In Bromley:

- Bromley Third Sector Enterprise
- Voluntary Sector Strategic Network
- Mental Health Strategic Programme Board
- Dementia Action Alliance
- Suicide Prevention Strategy Group
- Adult Safeguarding Board

In Lewisham:

- Lewisham Mental Health Alliance Leadership Board
- Community Development Steering Group
- Dementia Action Alliance
- Lewisham Time to Change Hub
- Lewisham Black & Minority Ethnic (BME) Network
- Suicide Prevention Strategy Group

In Greenwich:

- Mental Health Alliance Leadership Group
- Mental Health Development Collaborative
- Greenwich Time to Change Hub
- BME Mental Health Group
- Suicide Prevention Strategy Group
- Adult Safeguarding Board

In addition BLG Mind's Chief Executive plays a key role in representing the voluntary sector at the South East London Integrated Care System (ICS), and the Director of Services is a Partnership Governor for Oxleas NHS Foundation Trust.

Bromley Third Sector Enterprise (BTSE) is a collaboration led by BLG Mind, Age UK Bromley & Greenwich, Bromley Citizens Advice, Bromley Mencap and Community Links Bromley, who are the core members. It acts as a voluntary sector partnership to facilitate the delivery of co-ordinated and integrated health and social care services in the Borough. During the year it went through a transition to become a Charitable Incorporated Organisation (CIO), with BLG Mind's Chief Executive as one of the Directors.

In the year under review, BLG Mind was involved in several formal partnerships to provide integrated services.

- Bromley Well is delivered in partnership with BTSE
- The Bromley Dementia Support Hub is delivered in partnership with Age UK Bromley & Greenwich and Oxleas NHS Foundation Trust
- The Lewisham Dementia Support Hub is delivered in partnership with South London and Maudsley NHS Foundation Trust (SLaM), Sydenham Garden and Carers Lewisham
- Lewisham Community Wellbeing is delivered in partnership with Lewisham Refugee & Migrant Network (LRMN), Sydenham Garden, Metro and SLaM
- The Bromley Recovery Works service, Perinatal Community Support service and IPS Employment Support service are delivered in partnership with Oxleas NHS Foundation Trust
- The Lewisham Primary Care Mental Health Service is delivered in partnership with SLaM

- The Greenwich Connecting Communities Alliance is a partnership with Metro, Age UK Bromley & Greenwich, Greenwich Mencap and Greenwich Volunteer Centre
- The Mentally Health Universities Programme is delivered in partnership with the University of Greenwich and Mind
- Mindful Mums in Greenwich is delivered in partnership with MumsAid

Partnership agreements are in place to clarify the approach to joint working and partners' responsibilities and liabilities.

Other projects were delivered in partnership including with Charlton Athletic Community Trust, Bromley Children Project, Disability Law Service, Lewisham Parent ENGage and Bridge Support.

Staffing

The average number of staff employed during the year, including bank, was 184. At the end of the year the year, BLG Mind had 108 contracted staff (82 FTE). Throughout the year there were 63 bank staff employed (7.1 FTE on average). 60% of staff reported having personal lived experience of mental health problems. Volunteers make a huge contribution to the organisation's work with 213 regular volunteers delivering, on average, a total of approximately 630 hours per week.

Involvement

BLG Mind has a range of mechanisms for involving people who use our services and their carers, as well as people with lived experience of mental health problems more widely, in the organisation. Key involvement mechanisms include:

- Person-centred services and informal involvement
- Informed choice
- Feedback and Consultation, including feedback questionnaires and focus groups
- Involvement in:
 - o service delivery, including through the use of peer support volunteers and peer support workers
 - o staff recruitment and training
 - o organisational decision making, including through representation on the Board and Committees
 - o service decision making
 - o business and service development, including through the use of service design approaches
- Supporting external involvement opportunities

Despite involvement and the collection of feedback being more of a challenge during the Covid-19 pandemic, client and carer survey feedback carried out during the year continued to highlight high levels of satisfaction and a range of positive outcomes for people using our services.

Vision, Purpose, Values, Aims and Objectives

During the year, BLG Mind developed a new Strategy covering the period April 2021 – March 2024. The strategy review included revising the organisation's vision, purpose, values, aims and objectives, and these are detailed below:

Vision

Everyone with mental health problems and dementia in our local communities gets the support and respect they deserve

Purpose

We will help people to be mentally healthy, and work together with those experiencing mental health problems and dementia to improve their quality of life

Values

Inclusive in our approach and all we do, so that we effectively meet the needs of our diverse communities

Responsive to each individual we support and their unique needs, histories and aspirations

Evolving, demonstrating continuous improvement, agility, innovation and effectiveness

Together, working with our partners and people with lived experience of mental health problems & dementia and their support networks

Aims

To achieve our purpose, BLG Mind will:

- Help people across our local communities to develop approaches that build resilience, maintain wellbeing and encourage good mental health
- Support people to make well informed choices and address issues in their lives
- Equip people to cope with, manage and improve their own mental health
- Facilitate access for people to fulfilling activities and meaningful involvement within their community
- Improve understanding of the lived experience of people with mental health problems and dementia
- Ensure that diverse voices are influential in our planning, decision making and delivery

Strategic objectives

- 1. Excellence** - We will provide excellent quality, highly effective, evidence-based services
- 2. Our People** - We will invest in our staff, volunteers and trustees to enable us to achieve our purpose
- 3. Development** - We will develop new services to meet the needs of our local communities
- 4. Engagement** - We will connect with the local community and other organisations to maximise the reach and impact of BLG Mind
- 5. Our Infrastructure** - We will maintain a reliable and flexible infrastructure that is fit for purpose and supports the current and future needs of the organisation

Main Achievements in 2020-21

Significant progress was made in relation to all of our Strategic Objectives in the final year of our 2018-21 Strategic Plan (which had the same themes as the new Strategy). Some of the main achievements are detailed below:

Excellence

- We worked with our NHS partners to roll out a new model of primary care mental health support in Lewisham
- We took on delivery of a dementia post-diagnosis support service in Greenwich and provided effective support in challenging circumstances
- We completed a comprehensive Inclusion Review and developed a strategy to take BLG Mind further in being a more inclusive organisation

Our People

- We introduced a range of approaches to support and connect our staff and volunteers during Covid-19, leading to increased satisfaction with communications in the organisation
- We developed new systems to provide more consistent support, recognition and development opportunities to our volunteers
- We shared our good practice, including through magazine articles and conference presentations

Development

- We took a leading role in developing proposals for the Community Mental Health Transformation Programme in South East London, and will be the lead voluntary sector partner in implementing the new models across Bromley, Lewisham and Greenwich
- We secured funding for a Suicide Bereavement Service for South East London, for delivery in partnership with SLaM and other local Minds
- We piloted a peer support programme for people from culturally diverse communities in Lewisham

Engagement

- We launched a new, more engaging and accessible website
- We completed a major community engagement project on perinatal mental health support and developed a wellbeing pack for new fathers and non-birthing parents
- We engaged more people than ever before through our mental health and workplace wellbeing training programmes

Our Infrastructure

- We adapted our IT systems and working practices to enable our staff and volunteers to work remotely and remain connected
- We changed our HR and recruitment processes to strengthen diversity, equity and inclusion in our staff team
- We invested in the development of new senior roles to strengthen our capacity to manage future growth and development

Covid-19

The Covid-19 pandemic had a major impact on the organisation and our service delivery throughout the year. The majority of our services, including all our mental health services, operated primarily through remote delivery during the year, including online and telephone support. However, we returned to providing some support in-person as soon as this was possible, and the Dementia Respite at Home service returned to in-person delivery from August 2020. Sadly, our Dementia Support Centres were not able to re-open following closure due to the pandemic and have now closed permanently.

Some BLG Mind staff, particularly in the dementia services, were furloughed under the Government's Coronavirus Job Retention Scheme for part of the year. BLG Mind's strategic response to Covid-19 included:

- Utilising a Covid-19 sub-committee of the Board of Trustees to enable rapid, responsive decision-making as required
- Working with commissioners and funders to ensure that we continue to best meet people's needs
- Increasing proactive contact with clients and carers and the scaling up of emotional support
- Providing additional support to individuals, groups and communities who are particularly vulnerable to Covid-19
- Significantly increasing communications with staff and volunteers, alongside a focus on their wellbeing whilst working remotely
- Equipping our staff and volunteers to adapt to new modes of communication and tools for service delivery
- Ensuring that the learning from working under Covid-19 restrictions was captured and utilised to inform long-term service planning

We also responded to Covid-19 by seeking additional funding to respond to new and additional demand for our services. This enabled us to:

- Provide online group activities for people with dementia and their carers in Bromley, including a choir and a seated exercise class
- Extend the opening hours of the Mindline telephone counselling line in Greenwich to include Saturdays and four evenings per week
- Provide dedicated support to staff working in care homes across Bromley and Greenwich
- Increase staffing levels in our first point of contact services

Performance in 2020-21

During the year, BLG Mind services provided direct help to **over 7,500** people.

	Beneficiaries in 2020-21	Change on previous year
Mental Health Services		
Bromley Recovery Works Service	1,033	+2%
Bromley Perinatal Community Support	35	-19%
IPS Employment Support (Bromley & Greenwich)	245	-12%
Bromley Well	1,314	-5%
Lewisham Community Wellbeing	935	+17%

	Beneficiaries in 2020-21	Change on previous year
Lewisham Primary Care Mental Health Service	281	-1%
Greenwich Mindline	See below	NA
Greenwich Peer Support	107	-28%
Greenwich Counselling	274	+36%
Greenwich Connecting Communities	206	-5%
MindCare Dementia Services		
Respite Care at Home	176	+18%
Online Dementia Activities	40	NEW
Bromley Dementia Support Hub	1,049	-2%
Lewisham Dementia Support Hub	562	-6%
Greenwich MindCare	440	NEW
Wellbeing & Resilience		
Mindful Mums (Bromley, Lewisham & Greenwich)	478	+16%
Being Dad (Bromley, Bexley & Greenwich)	26	-32%
Mentally Healthy Universities (Greenwich)	319	+498%
Total 2020-21	7,520	+8%

Overall, there was an increase of **8%** in the number of people benefiting from BLG Mind services during the year. This was the result of increased demand in some services, and a reduction of the number of people supported in others. These figures do not show the fluctuating demand for services during the year or the increased complexity and length of engagement in many of our services due to the Covid-19 pandemic.

The number of beneficiaries for Mindline has not been included because as an anonymous service this is not known. However, Mindline dealt with a total of **2,807** contacts during the year (an increase of **44%** on the previous year), reflecting the increased opening hours introduced during the year. There may be some people who are counted twice in the figures as a result of them accessing more than one of our services.

In addition to this, BLG Mind provided mental health training to **1,183** people from other organisations (more than double the number in the previous year) and dementia training, coaching and consultancy to **151** staff from other organisations (a drop due to the challenges of delivering this training online). As the direct beneficiaries are not people with mental health needs or dementia or their family carers they have not been included within the table above.

Mental Health Services support the recovery of people with mental health problems, helping them develop skills and strategies to manage periods of distress while leading full and rewarding lives.

Recovery Works supports people across Bromley, and provides:

- Person-Centred Recovery Support, including support to access community resources and opportunities
- Specialist Employment Support, to help people return to work or stay in their jobs during a period of ill-health
- A Recovery College, offering a wide range of structured courses and workshops which are co-developed and co-delivered by people with lived experience of mental health problems
- Peer Support, including individual peer mentoring and facilitating peer support groups to become independent of BLG Mind

Using the Recovery Star, on average clients showed a highly significant improvement of 3 points (in excess of 1 point is considered a 'big' increase) across all the 10 domains.

Recovery Works Client Story

In 2012 something traumatic happened in my family and I couldn't find a way to move forward in my life. I became extremely distressed, confused and tormented by the pain of what had happened. I couldn't see a way out and I became disassociated from reality. I turned to alcohol to numb my sadness, my mental health deteriorated further and I ended up in hospital.

I was referred to an Oxleas community mental health worker who signposted me to the Recovery college at BLG Mind. Meeting the team there immediately made me feel safe and supported for and I began to process the trauma I had gone through. I was able to unravel the events that had led to my break down and understand why I had ended up in such a difficult situation.

I really challenged myself to learn new skills and prioritise my wellbeing. I attended courses on managing loss, managing change, anxiety and confidence management. With this support I felt like I was becoming the person I wanted to be. I was even able to go on daytrips with the College to places like museums. This was so helpful for my recovery and made me feel like part of a group.

Recovery College staff supported me with my citizenship application to gain British Nationality. I had no idea where to begin but it had been a dream of mine for ages and the team simplified it for me and gave me confidence to tackle it step by step, with goal setting each week. It changed my life.

Working with BLG Mind has allowed me to see that things can change. I now realise that I am part of the world and I can achieve what I want to achieve. The Recovery College staff were there when I needed them, which is something I didn't get from my community, who still struggle to talk about mental health. The staff were able to see beyond my problems with alcohol and my emotional struggles. The College principal

even asked me to create a workshop on Emotional Intelligence which has received some amazing reviews and I am hoping to start delivering to students at the Recovery College soon.

Lewisham Community Wellbeing is delivered in partnership with Lewisham Refugee & Migrant Network, Sydenham Garden, Metro and SLaM NHS Foundation Trust. Key components of the service are:

- A single point of access to the range of support available
- Individual person-centred support and recovery planning
- Workshops, courses and groups
- Peer Support groups and activities
- Culturally specific provision for people from BAME communities
- Community engagement and mental health awareness raising
- Service user involvement

The service is targeted at people who require support with their mental wellbeing, social and life issues, but who do not require secondary care mental health services. During the year Lewisham Community Wellbeing also delivered Engage in ME, a project focused on developing peer support for people from BAME communities, funded by the Maudsley Charity.

Lewisham Community Wellbeing Client Story

I've had mental health issues since I was a child. I remember feeling depressed all the time. I came to London when I was 19 and got a job with a landscaping firm, but I spent all of my wages on drinking to cope with the depression I was feeling.

I developed paranoia, social anxiety and extreme nervousness and became afraid to leave my bedsit. Eventually I had to move out and became homeless; I was either couch-surfing or lying in the streets, it was incredibly hard. Things got so bad that I had a breakdown and my brother took me to A&E. I spent eight weeks in the mental health unit at the University Hospital in Lewisham. I still had bouts of paranoia but started taking medication for psychosis and for anxiety, nervousness and depression.

The hospital told me about BLG Mind and the mental health support on offer. I soon got help from the Peer Support service and joined the Hearing Voices and Living with Paranoia groups. I also enjoyed the walking groups and mindfulness groups. There were so many options for help, and I was able to meet people experiencing similar struggles to my own, I no longer felt alone.

The BLG Mind staff were great and supported me in applying for Disability Living Allowance. They never placed any pressure on me and I always felt like they were on my side. If you're not feeling well one week you don't have to come to any of the groups but when you feel

better again there is always a spot available.

I take things day-to-day now. Before I got ill, I used to think too far in the future and the past. Now I think, 'It's Wednesday, I've got a roof over my head, money for food, I've got electricity and I can make a cup of tea'. As my father used to say, 'Keep in the day'.

I'd say to anybody who's struggling with their mental health to just reach out. Asking for help is the hardest part, but if I hadn't I wouldn't be here now.

Perinatal Community Support in Bromley works closely alongside the specialist perinatal mental health team in Oxleas. The service provides person-centred support with the dual challenges of managing mental health problems alongside pregnancy and new motherhood. It also facilitates peer support between mothers. During the year, BLG Mind led on a major piece of community engagement (commissioned by NHS England) to understand the barriers to women accessing mental health support during the perinatal period and ways to overcome these, based on the experiences of over 500 women across South East London.

IPS Employment Support provides Individual Placement and Support (IPS) model employment support to people supported by Oxleas' community teams. As a result of the coronavirus pandemic, there was more focus than usual on job retention support during the year. Despite the challenging environment for job seeking, the service supported **38** people into full-time paid employment. BLG Mind's IPS service is accredited as an IPS Centre of Excellence (one of only 20 in the country) by the Centre for Mental Health.

IPS Employment Support Client Story

My mental health problems started in 2007 when I was working in a law firm. Although I liked my job, I knew something wasn't right and I didn't know what was happening to me, I started to feel very lonely. There was a lot of stigma surrounding mental health then and I didn't feel like I could talk to anyone at work. Things got a lot worse for me and I did eventually lose my job. I also started to experience physical health problems which added to my feelings of isolation and a loss in confidence.

My husband noticed how much I had changed and persuaded me to get some help. I started having counselling which helped me identify that it would be good to get back into work, in order to improve my self-esteem. Although I knew this was the right thing to do it felt like an enormous and intimidating task.

I discovered the BLG Mind IPS Employment Support Service. I had no idea there was someone out there who would be able to help me find work and tackle my fears. After speaking with the IPS staff I felt hope for the first time in ages. I felt inspired to really give it a go because I knew I had someone advocating on my behalf. My Employment Specialist broke down the barriers for me and helped me understand the best

way to approach my job search. I felt more relaxed about attending interviews and learnt the best ways to present myself and my skills.

The IPS service was great at helping me identify potential employers and finding gaps in my CV. We were given face to face interview practice sessions and one to one help with filling out long applications. The staff were patient, kind and knowledgeable. I would recommend them to anyone who has lost faith in their ability to find work.

I am so much more confident now, I never thought I would be able to get back onto working after taking such a long time off. Before I worked with IPS every job rejection I received left me feeling worthless and depressed. Now I have developed a greater resilience and have found a job I really enjoy and I have been promoted twice already! I can't believe how far I have come.

Bromley Well is an early intervention and prevention service operating to support a wide range of client groups across the Borough. BLG Mind are responsible for delivering the mental wellbeing pathway as well as support for mental health carers and Cognitive Behavioural Therapy groups for carers. Demand for the service continue to be very high, with over 1,000 people receiving short-term support, social prescribing and signposting during the year. **86%** of clients reported improved mental, emotional and social wellbeing as a result of the support. To help manage the demand and ensure people get the support they need, funding was secured for additional short-term staffing during the year. The service also supported delivery of the Benefits Assessment Support Service (funded by Mind) to train and equip volunteers to work alongside people with mental health problems to support them in attending work capability assessments – whilst allied to Bromley Well, this service is available across all three Boroughs.

Bromley Well Mental Wellbeing Pathway Client Story

My mental health struggles started during the pandemic where I was having to work from home with my family around. The lockdown felt like a pressure cooker for my home life because I was working so hard and we were all on top of each other. It was not long before tensions grew. I felt negative, overwhelmed and desperate. Each day I felt completely exhausted and anxious.

I got to a point where I could not carry on, my anxiety was getting worse. I knew if I did not seek help either my job or my relationship would fall apart. Through googling local support services, I found BLG Mind. I had no idea that there were local mental health services that I could access and I immediately felt a weight lift.

After getting in touch online I was called by a very helpful and understanding mental health advisor. The team were always so accommodating, scheduling calls around my hectic work schedule; my journey with BLG Mind was smooth and they never put pressure on me because they knew how busy I was.

I had an overwhelming sense of relief after my first call with BLG Mind because I felt reassured that what I was going through was normal and

that there were techniques and resources I could use to manage my anxiety and stress.

I received telephone support sessions which each focussed on a different way that I could improve and manage my mental health. They helped me process my stress and understand where it had come from. I was able to see how these patterns of behaviour were negatively impacting my job. I now use the strategies that I learnt every day to stop me from feeling overwhelmed. My mind set is now 'I can actually do this', instead of 'I can't handle this'. I have a new lease of energy and my relationships with my partner and son are much easier and happier now. I now know to take more time out for myself and the things I enjoy, which I wasn't prioritising before.

Lewisham Primary Care Mental Health Teams are delivered in partnership with South London & Maudsley NHS Foundation Trust (SLaM). BLG Mind employs Mental Health Advisers and Peer Support Workers who work alongside clinical staff to support people with mental health problems. During the year, BLG Mind staff transitioned into the new model for integrating and transforming community mental health services in the Borough. This included teams being more closely aligned to GPs and other primary care services, as well as providing longer term support through Community Mental Health Teams. This change also involved the recruitment of several new Mental Health Advisor and Peer Support Worker staff.

Primary Care Mental Health Team (PCMHT) Client Story

I have struggled with my mental health from a very young age, since five or six years old when I experienced a trauma in my early childhood. The trauma I experienced has had repercussions throughout my life. I developed OCD as an adult and my mental health deteriorated. It was only when I reached breaking point that I realised I couldn't carry on and I needed to reach out for help.

I went to see my GP who referred me to the Primary Care Mental Health Team (PCMHT) at BLG Mind. It was initially very difficult for me to believe that anyone could help because I couldn't trust people. However, from my very first contact, I felt listened to and supported. It felt like I could finally open up and begin to unpack all the pain and suppressed feelings I had been holding in.

The PCMHT staff showed me they really cared and spent time understanding exactly what I was struggling with. They put me at ease and made me see that I was not alone in feeling like this and that there was a way to feel better.

The team were able to help me in so many different ways; I was given help to sort out my housing and welfare benefits, and supported to join wellbeing groups and activities. Although it was hard at times, I have learnt to trust people again and build connections with other people in similar situations to me.

Thanks to BLG Mind I feel empowered to work on other areas of my life that I didn't even realise I was struggling in. I have been able to take

back control of my mental health and start to process the traumas that my younger self has been holding on to. BLG Mind has helped me understand that we are all unique and special in our own way, and that you don't need to be in pain forever.

Greenwich Counselling Services provide talking therapies in a number of forms: Mindline offers telephone counselling and emotional support; crisis counselling provides up to six sessions to people in emotional distress, and long term counselling (up to 6 months) also includes culturally specific services for people from Asian and African/African-Caribbean backgrounds. The services are primarily delivered by experienced trainees and qualified counsellors, with high quality clinical support and supervision. Counselling is currently available in a total of 20 languages. Outcomes reported for the services showed that on average people accessing long-term (including culturally specific) counselling and crisis counselling showed reliable recovery in relation to depression (measured using PHQ9 scale) and anxiety (measured using GAD7 scale), with changes comfortably exceeding the thresholds for both reliable improvement and recovery.

Greenwich Counselling Client Story

I remember feeling depressed from as young as eight years old. I had a difficult home life as a child and feared members of my own family. I felt worthless and my mental and physical health was deteriorating. As an adult, I thought I had blocked out the pain, sadness, fear, and loss which I experienced in childhood. However, in 2018 my brother died and the person who caused my painful past re-emerged. Losing my brother and facing my past trauma, reawakened my depression on a new level.

After finding BLG Mind on google, I reached out and was partnered with a counsellor. At first my sessions were face to face but soon moved online when the lockdown began. This counselling was life changing and for the first time I was able to talk about my experiences with another person outside of my family. I felt safe and able to explore my inner world and the painful feelings I had suppressed.

I gained so much from my counsellor, her guidance helped me to see the beauty within myself. She encouraged me to explore my unfulfilled needs whilst helping me to overcome negative self-judgments. I was able to establish greater control over my life and start to build meaningful relationships. I have a clearer understanding of my values, beliefs, and have a higher level of self-acceptance and self-esteem, I no longer feel invisible.

During my sessions I always felt safe, listened to, and held. I was provided with grounding techniques in the here-and-now so that I could start to feel safe. I am now re-authoring my own story and taking back control. I am extremely grateful to BLG Mind and to my brilliant counsellor

Greenwich Peer Support includes drop-in sessions and a range of activity-based peer support groups. During the year most of the activity took place online and the service supported a vibrant Facebook support community.

Connecting Communities Alliance is a partnership with Metro, Age UK Bromley & Greenwich and Greenwich Mencap. Within the Alliance, BLG Mind focuses on helping and empowering people with mental health problems to connect to the information, advice and support that they need from mainstream services and within the wider community.

Wellbeing and Resilience programmes are universal rather than being targeted at people with an identified mental health problem. In addition to building the coping skills and resilience of those who are struggling, these projects help prevent the development of mental health problems by educating people about how to look after their emotional wellbeing.

Mindful Mums supported over 400 women across Bromley, Lewisham and Greenwich during the year. Services include wellbeing and resilience groups for pregnant women and new mothers across all three Boroughs, with the majority of delivery during the year being online. Each group runs for five sessions and is facilitated by two trained and supported volunteers with lived experience of perinatal mental health problems. This year the support was supplemented by drop-in support sessions for expectant and new mothers. We also deliver an individual befriending service for new mothers in Bromley.

Evaluation of the Mindful Mums groups during the year found that the groups have a positive impact on **100%** of attendees and/or their families. In addition, **99%** learnt skills they could take away and use and **98%** had increased confidence

Mindful Mums Client Story

My wife and I decided to get pregnant at the same time and after a successful IVF process we both welcomed healthy babies, six days apart. My wife gave birth first and took one of our babies home meaning I was left to deliver our second baby alone. We both had emergency c-sections and unfortunately during mine, I was given too much epidural and was left paralysed for four hours after birth. It was from this time of being stranded in hospital alone, that my mental health began to deteriorate. I felt intense feelings of panic and fear and eventually discharged myself, after being ignored by the hospital staff.

During the first few months of motherhood, my feelings of panic and anxiety stayed with me and I struggled to eat or sleep. Due to our c-sections, my wife and I could barely walk, and I felt like looking after the babies was completely unmanageable. I began to have feelings of hopelessness and although I was able to take care of them from a practical point of view (food, nappies, sleep), I struggled to connect with our babies or feel any love for them. After six months, I started to think that life wasn't worth living and I began having suicidal thoughts. The

only thing keeping me alive was the thought of leaving my wife alone with the babies – I just couldn't do it to her.

I knew I needed to do something to change the way I was feeling so I went to therapy and meditated daily. This helped, but did not stop my suicidal thoughts, so I saw my GP who diagnosed me with Post Natal Depression and prescribed me anti-depressants. It was also my GP who recommended the Mindful Mums five-week course to me.

Contacting Mindful Mums was easy, and I heard back from them straight away with a personal and welcoming email. I had no idea how much this group would help me, but it turned out to be life changing. Covid meant that I had hardly interacted with other pregnant people and so being in a group with other mums made me feel supported and no longer alone. I realised that everyone struggles with the changes of parenthood and that feeling low is normal. I found the "5 Ways to Wellbeing" framework helpful and was able to understand some of the factors that contributed to my Post Natal Depression. Mindful Mums gave me practical ways to rebuild myself and I learned how to 'just be' with my babies. I found myself enjoying motherhood for the first time which I couldn't believe!

The course made us all feel individually seen and noticed and the staff sharing their own experiences helped to build trust and let us know it was OK to share. We were allowed to show our emotions when we needed to but were also encouraged to find humour and laughter in new parenthood.

Without Mindful Mums I would still feel isolated and lost. My confidence would still be very low and I would not have been able to take my life back. I have now joined a choir for parents and started to meet up with friends again. To be simply witnessed by others during such an extreme time of my life has been really important for me, it has been life affirming to have my experience seen and validated by people who care and want to help. I went from hating motherhood and counting every minute that passed, to simply being in the moment, and learning to connect with my babies. Ultimately, Mindful Mums has helped me want to continue to live.

Being Dad provided online wellbeing and resilience focused support to expectant and new fathers. Whilst numbers were relatively small, the benefits for those who engaged with the project were significant, with **100%** of attendees reporting that they found the sessions useful. During the year, BLG Mind also developed an information pack and wellbeing skills booklet for expectant and new fathers and partners which will be made available through maternity services and other relevant organisations across South East London.

Building Mentally Healthy Universities is a project funded by Goldman Sachs Gives and coordinated by national Mind. It consists of a number of local Mind/University partnerships across England and our provision was delivered in partnership with the University of Greenwich. The project supported the wellbeing of students and staff through the delivery of a range of interventions, as well as more structural support such as the training of mental health champions. Despite the challenges of online delivery, it reached over 300 students and staff during the year, with **89%** of students reporting that they felt more confident in looking after their own mental health and **90%** stating that they would recommend the courses to a friend.

Mental Wellbeing Training grew significantly during the year, having adapted well to the shift to online delivery. Training was provided to 1,183 people outside BLG Mind, from a wide range of organisations and audiences including local businesses, other voluntary sector organisations, GPs, nurses and college staff. We diversified our training offer, with a large number of shorter courses now available through a 'pick & mix' selection. We also provided training designed specifically to support staff providing remote mental health support which was accessed by hundreds of people working across and beyond the local Mind network.

MindCare Dementia Services support people with dementia to remain in their own homes and local communities, helping them to have the best possible quality of life. Some of our clients live on their own; others are cared for by family carers who, in turn, rely on MindCare services for advice and respite from the demands of being on call 24 hours a day, seven days a week.

Dementia Support Centres: MindCare's Dementia Support Centres had provided valuable support to thousands of people with dementia and their carers over many years. Unfortunately, long-term funding issues combined with the impact of the coronavirus pandemic to mean that the decision was taken during the year to close them permanently. Whilst the provision of in-person group support for people with dementia was not possible, BLG Mind ran online dementia activity sessions which were highly valued by both clients and carers who attended.

Respite at Home Service provided an average of 239 hours a week of respite in the home to give family carers a break (from the re-start of provision following the lockdown in August 2020). Flexible care packages include regular daytime and evening respite, extended overnight or weekend respite and programmes to support active lifestyles. MindCare staff engage clients in a range of stimulating activities during their visits, which were of particular significance for both clients and carers in the absence of other services and in the face of high levels of social isolation. The Care at Home service was inspected by the Care Quality Commission in 2017 and received a 'Good' rating across all areas inspected. A grant obtained during the year from the Philip & Connie Phillips Foundation enabled us to offer additional respite support to carers in the Orpington area.

MindCare Dementia Respite Client Story

Nine years ago when I was visiting my parents, I noticed my mum kept asking the same question over and over again. It took me a moment to realise that she had no recollection of asking it before. Soon afterwards she was diagnosed with dementia.

It was not long before we noticed the changes. Mum was very house proud, loved getting her hair done and loved dancing. She had won medals for her dancing and was extremely glamorous. At 85 she was as strong as an ox, but suddenly all of this changed.

We needed support, help and acknowledgement for what our family was going through. I felt really alone. Mum became angry and frustrated

and it pushed our family apart.

Four years ago I persuaded my parents to move closer. This is when we found MindCare. My dad had been in denial about mum's condition and there was no guidance or help where they were living. Soon after they arrived here, I took them to the memory clinic and it was there that we were referred to MindCare and the Dementia Hub.

Speaking to BLG Mind staff on the phone was like opening a valve, and everything I had been holding in came pouring out. It felt like finally someone cared what was happening to mum and could offer us support. We were enrolled on the Dementia Awareness Training course and set up with some respite care. I really couldn't believe the sudden change this had on all of us. Mum was happier and more relaxed in her world. Dad had a break from looking after mum, and I had peace of mind. The staff were genuinely interested in our experience. It felt like they genuinely cared.

We now have carers six times a week, and a respite worker coming in once a week to offer respite to my dad, which makes a huge difference. My dad didn't want help because he is very proud, but it was taking a toll on him. Now he can go for a walk, have a snooze or relax and know mum is being looked after. Our respite carer is brilliant, she does mums nails and hair and does colouring with her. It makes me emotional just thinking about how much calmer and relaxed mum is now that we have support. She didn't smile much before, but now she beams when the carer arrives.

With the help of the MindCare team we were able to come to terms with mum's Alzheimer's. They've helped my dad realise it's ok to ask for help. One word: Amazing. Not just amazing for my mum but for the whole family. I really don't know how we would have carried on without them.

Lewisham Dementia Support Hub is delivered in partnership with Sydenham Garden, Carers Lewisham and the Lewisham Integrated Memory Service to provide a cohesive, joined up and comprehensive service to people from the point of diagnosis until end of life. Elements of the service include signposting, developing person-centred support plans, facilitating access to community resources, advocacy, carers support, groups and activities. Individuals are supported to identify and achieve their personal goals, and **86%** of clients reported improved wellbeing since accessing the service and **93%** that they felt supported by the Hub.

During the year the horticulture and Cognitive Stimulation Therapy (CST) based arts reminiscence groups run at Sydenham Garden and other group activities were largely on hold due to Covid-19 restrictions, although activity packs, support calls and online group sessions were provided to clients. Lewisham Dementia Support Hub team lead on the development of the Dementia Action Alliance work to develop dementia friendly communities in Lewisham.

Lewisham Dementia Support Hub Client Story

There were signs of my partner's dementia for a long time but it was hard to recognise at first. My son-in-law noticed the changes but we were hesitant to accept it. It was physical things that really made me realise something was different, the way he walked had changed.

It has been a year since his official diagnosis and he has had trouble coming to terms with his changes. I have also struggled to adjust to our new normal because we have enjoyed life together so much and now we are on a new unknown journey. His brain is tired and he can't keep up, which has impacted my mental health too. I used to be a nurse, so I have seen first-hand what is to come and this makes me feel sad and depressed.

After diagnosis, the memory service referred us to the Lewisham Dementia Support Hub to help us navigate the next stages of my husband's journey.

When I met my advisor, I immediately felt like she understood, like she was the only person in the world who was able to understand what I was going through. She could see how tired I was and how difficult things had become at home. She was a great emotional support who knew all the right resources that I needed. I was able to apply for a council tax reduction and connected with a number of local groups and activities.

I attend the weekly MindCare Carers Support Group over Zoom, which has become something I look forward to every week. I feel heard and listened to in this group and relieved that I am not the only one going through this experience. The carers group gives me a little lift every week and sometimes a good laugh.

The carers advisor also connected me with the charity Give A Song who have visited our house a number of times now to do doorstep singing, we love it! My husband always loved music and dancing and when they visit, he is like his old self again. All the neighbours come out into the street and sing along too.

The support has helped me a lot mentally, I no longer feel lonely. I have really valued receiving all the information that the Hub provides, it makes me feel connected.

Bromley Dementia Support Hub provides a comprehensive post-diagnosis support service for people with dementia and their carers. BLG Mind are the lead provider, working in partnership with Age UK Bromley & Greenwich and Oxleas NHS Foundation Trust. Key elements of the service are:

- Person-centred advice, information and support provided by skilled Dementia Advisors, from the point of diagnosis and as required

- Specialist person-centred Carers Support
- Workshops and coaching in the home to equip family carers to manage their caring role and understand the experience of their relative, with 100% of those trained feeling more able to support their relative as a result
- Cognitive Stimulation Therapy (CST) groups
- Volunteer befriending support

A new contract for the service began in July 2020, having been secured by the partnership through a competitive tendering process. The new contract includes an enhanced focus on supporting people with young onset dementia, expanded befriending support and the integration of BLG Mind's dementia café in Beckenham into the service. The Bromley Dementia Support Hub supported over 1,000 people, including those with dementia and carers, during the year.

Bromley Dementia Support Hub Client Story

Monty and Simon met at the end of the 1950s when they worked as air cabin crew. In 2020, Monty was diagnosed with vascular dementia. Simon describes the "marvellous" help he and Monty received from the Bromley Dementia Support hub following the diagnosis:

Monty and I have been together since 1959. We met when we were cabin crew for British European Airways. I was doing on-the-job training at the time and the supervisor asked me to take this young man under my wing and teach him.

We haven't always lived together. We lived separately until our respective mothers – who lived with each of us – died. Monty moved in with me in 2002.

Monty was diagnosed with vascular dementia just before the first lockdown. Prior to that, I thought 'there's something wrong here'. He would forget what I'd said or where we were going. Covid has made his dementia worse: he finds it very confusing. He'd been into amateur dramatics from a young age and was a brilliant actor; he was so outgoing. He used to learn 95 pages of his character's lines. Now he says, 'I didn't used to be like this'. He also regrets he can't drive anymore as it makes him feel like he's lost his independence.

We were referred to the hub and our first encounter with a member of the team was absolutely marvellous; brilliant. She said, 'You know you can get attendance allowance?'. She gave me pointers over the phone for every single one of the 51 questions on the form. She kept in contact and said I shouldn't hesitate to get in touch if I needed anything else.

I also attended sessions on support for carers. These were really useful as they explained the difference between vascular dementia and other types of dementia, and what help is available. I didn't know, for example, that you get a discount on your council tax if your partner has dementia. There were about ten of us there and it was a great support, sharing stories. Helps you realise that others are in the same position

as you. Everybody shared telephone numbers.

It's hard as a carer; sometimes I get cross. But we recently managed to get a trip away and this helped calm me.

The Dementia hub staff are marvellous. They were very helpful and informative and we never felt like we were being rushed. I couldn't fault them. Their support benefitted me, which benefitted Monty.

I think life would be dire if I hadn't received support from BLG Mind. I feel like we're on a positive path now.

Greenwich MindCare was established at the start of the year, providing post-diagnosis dementia support in partnership with Oxleas Memory Service. Despite challenging circumstances, the small team provided individual support to more than 400 people with dementia and their carers during the year.

Greenwich MindCare Client Story

Initially we thought that my Mother-in-Law Melanie was struggling due to the loss of her husband of 65 years. However, it soon became clear that her stressed and confused behaviour was the early stages of dementia. My father in law had been her carer for several years but after he passed away, she struggled with being on her own. She would get angry and argumentative with the family and we soon realised that she would not be able to continue living independently.

It was really emotional for the family pulling together a support plan for Melanie, due to differing opinions and time schedules to manage. We weren't sure how best to support her and this led to conflict between different family members. Everyone was trying their best, but we found it extremely difficult, and lost sleep worrying about how to look after her.

It soon became clear that we needed help figuring out the best way to provide support. We had her professionally assessed and a GP put us in touch with Greenwich Mindcare.

From the very first phone call, the empathy we felt from the MindCare team was fantastic. They listened carefully to our story and took the time to understand Melanie and the situation we were in. It was a great relief to talk to someone who understood what we were going through and this greatly calmed our anxieties as a family.

The MindCare team outlined different pathways available for us, including respite care which we'd never heard of, plus a support forum via

zoom which allowed us to talk to specialised dementia care nurses who were willing to answer our questions about Melanie's condition.

MindCare linked us up with the Fire Brigade who carried out a fire safety assessment and gave us sound advice about keeping Melanie safe. They recommended safety instruments like an outside key safe for easy access to her home. These were really important measures we hadn't considered and provided us with peace of mind that Melanie would be safe as her journey with dementia progressed.

Working with Mindcare empowered us as a family in managing Melanie's dementia, enabling us to give her the best care we could. We were able to reach agreements together and started to enjoy spending time all together again without feeling worried or anxious that something would go wrong. We are so grateful to Greenwich MindCare for all that they have done for us.

Dementia Skills Training and Consultancy was delivered to a total of 151 staff from other organisations & members of the public in addition to benefitting 227 family carers. Participants included GPs and a range of other health and social care providers in Bromley and Lewisham, as well as staff working in a range of other roles, including St John Ambulance, counselling and psychotherapy services & professionals, community groups & cafes, leisure services and community arts programmes. Analysis of participant feedback showed that as a result of the training sessions:

- **100%** felt they were better equipped to support people with dementia.
- **100%** had a better understanding of dementia, with 92% of respondents reporting this improvement as significant.

Financial Review

The financial results for the year are set out in pages 36 to 54.

Our income in 2020/21 decreased to £4,030K from £4,269K in 2019/20. This £239K decrease was due to reductions in legacy and fee income outweighing increases in grant and statutory income.

We are reporting a surplus for the year of £64K, compared to a £355K in 2019/20. The reduction is due to last year's figure being inflated by a £250K legacy and this year's figures including deficits arising from the closure of our dementia support centres during the year.

We continue to be a charity in a very strong financial position, with a good reserves base and well diversified income streams. We are confident of our financial sustainability and ability to respond to changes in funding and need in the three boroughs in which we predominately operate. Financial management in the organisation is strong, with the careful control of costs via an annual budget setting process and regular in year monitoring of spending by senior managers, budget holders and Trustees. As much of our income is contract based with local government and the NHS, and this funding has continued, we have not been too badly affected financially by the Covid-19. There were two

services that we were forced to suspend for safety reasons and ceased to receive income for. Fortunately the majority of the staff costs for these services were covered by the government's Job Retention Scheme. One of the services, our dementia support centres has now been closed permanently. Redundancy costs of £62K were incurred as a result.

Funding sources and expenditure

Of the £4,030K of total income:

- 88% (2019/20: 81%) was received from statutory bodies: South East London CCG, the London Borough of Bromley, the London Borough of Lewisham, the Royal Borough of Greenwich, Oxleas NHS Trust and SLaM (South London & Maudsley NHS Trust).
- 9% (2019/20: 5%) was from grants, including from the Government's furlough scheme
- 2% (2019/20: 8%) was from donations and legacies
- The remaining 1% was mostly from trading activities such as the sale of training (2019/20: 5%)

The total expenditure of £3,966K was spent as follows:

- £2,445K (62%) was spent on Mental Health services
- £1,330K (33%) was spent on MindCare Dementia services
- £169K (4%) was spent on Wellbeing & Resilience
- £22K (1%) was spent on raising funds

Fundraising, Donations & Legacies

Our income from fundraising, donations and legacies is not usually a large proportion of our income, but continues to play an important role in ensuring the sustainability and diversity of Bromley, Lewisham & Greenwich Mind's services. In December 2020, BLG Mind registered with the Fundraising Regulator and committed to adhering to their standards. The Community Fundraising Committee was merged with the Developments Committee during the year. Our community fundraising strategy focuses on developing the legacy programme, corporate partners and community fundraisers whilst increasing our focus on growing the number of new individual donors and building relationships with new supporters to encourage repeat donations. We employ one part-time member of staff to lead on fundraising work. We do not employ any individual or organisation separate from BLG Mind to act on our behalf for fundraising activities.

We recognise that fundraising needs to be carried out in a responsible manner. As such we do not use fundraising methods that might be considered intrusive or that put pressure on people to donate. We do not share or purchase donor data from third parties. The bulk of our fundraising comes from voluntary donations. We do monitor the origin of donations to ensure that they are appropriate and not in conflict with our purpose.

We received no complaints regarding our fundraising activities during 2020/21.

Investment policy

BLG Mind holds assets to fund planned capital expenditure and provide resilience. As such capital volatility cannot be tolerated and assets will be invested to minimise the risk of this as follows:

- The Charity's assets will be held in cash or near cash investments denominated in sterling
- The Charity's cash balances will be deposited with institutions with a minimum rating of A or invested in a diversified money market fund.
- Deposits will be spread by counterparty, subject to a maximum exposure of 40% of the total cash balance per institution.

Reserves policy

The Trustees seek to maintain free reserves equivalent to at least three months of unrestricted expenditure to enable the charity to be managed efficiently, to provide for termination costs and to provide a buffer against unexpected shortfalls. This policy was subject to a risk-based verification by Trustees in 2021. At the end of 2020/21 our free reserves (excluding designated funds) stand at £1.4M, which is equivalent to three months' expenditure from a total 2021/22 budgeted unrestricted spend of £5.4M.

The charity also holds reserves in a number of designated and restricted funds that are set aside for a particular purpose. Restricted funds are those grants and donations given for a specific purpose and ring-fenced accordingly. Designated funds include funds allocated for planned future expenditure. The largest of these is our Premises Fund which will be used to make improvements to the sites from which we operate. We also have a Research and Development fund which we use to develop services to meet locally identified needs of people living with mental health problems and dementia are effectively met. Designated and restricted funds are detailed in Notes to the Financial Statements numbers 15 and 16 respectively.

Staff Pay

Bromley, Lewisham & Greenwich Mind has a Remuneration Policy which lays out the approach to and process for setting staff pay. An annual salary review is conducted, led by the People and People Strategy (P&PS) Committee and with input from the Senior Management Team (SMT). During the year the P&PS Committee committed to paying all staff at least the Living Wage Foundation London Living Wage from April 2021. The ratio between the average pay of SMT and average pay of all contracted staff in the organisation is 1.9:1. The gender pay gap in BLG Mind is currently 11.3% (down from 12.8% last year, and well below the 15.5% average in the UK). This gap is primarily due to the small number of men in the organisation, and relatively high proportion in the SMT.

Plans for Future Periods

The future continues to hold a great deal of uncertainty in light of Covid-19 and the far-reaching societal, economic and psychological impacts of the pandemic, including relating to the structural inequalities that it has exposed and reinforced. However, it is clear that there will be

significant need for mental health and dementia support over the coming years, and BLG Mind's new strategy outlines how we will ensure we play a significant part in responding to that need across Bromley, Lewisham and Greenwich.

We remain committed to working alongside our partners in the statutory and voluntary sectors to do whatever we can to contribute to ensuring that everyone with mental health problems and dementia in our local area gets the support and respect they deserve. To enable us to achieve our strategic objectives, key priorities and plans for the coming year include:

Excellence

- Implement hybrid models of service delivery, integrating in-person and remote delivery
- Share models of best practice across the organisation, including through the development of internal communities of practice
- Contribute to the reduction in barriers between services and development of a 'no wrong door' approach for mental health services

Our People

- Promote and protect staff wellbeing, including in the context of more flexible and agile working
- Effectively implement the recommendations of the Inclusion Review to make BLG Mind a visibly, tangibly more inclusive organisation
- Provide a leadership development programme for managers across the organisation

Development

- Play a key role in the successful implementation of the Community Mental Health Transformation Programme across our area
- Lead on establishing and delivering a Suicide Bereavement Service for South East London, in conjunction with partners
- Develop and pilot a wellbeing programme in two local schools

Engagement

- Grow our social media presence and profile, using case studies to demonstrate impact and encourage higher levels of engagement
- Recruit lived experience consultants to help inform our decision making
- Work in partnership with local organisations and community groups to work with us to deliver peer support and community engagement to culturally diverse communities in Lewisham

Our Infrastructure

- Undertake a strategic review of ICT and implement strategies that enable more agile working
- Develop plans for our premises in Greenwich, Beckenham and Orpington so that they are fit for purpose and user-friendly
- Increase our impact through the use of our strengthened senior and operational management capacity

Auditors

The auditors, Haysmacintyre LLP, have expressed their willingness to remain in office for a further year and a resolution to that effect will be put to the Annual General Meeting.

Small companies note

The Trustees' Report has been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees on 22nd September 2021 and signed on its behalf by:

Rebecca Jarvis, Chair

LEGAL AND ADMINISTRATIVE DETAILS as at 31 March 2021

Status

Bromley, Lewisham & Greenwich Mind is an incorporated charity registered with the Charity Commission. Members are required to contribute up to £1 in the event of the charity winding up.

Charity Registration Number	1082972
Company Registration Number	04071152
Principal and Registered Office	5 Station Road, Orpington, Kent, BR6 0RZ

Honorary Officers	
Rebecca Jarvis	Chair
Michael Ricketts	Vice Chair (to 05 November 2020)
Donald Burford	Vice Chair & Senior Independent Trustee (from 05 November 2020)
Sharon Kerridge	Treasurer

Trustees and Committee membership	
Donald Burford (F&GP, P&PS, Q&P)	Lisa Burnand (DC)
Margaret Cunningham (Q&P) (to 05 November 2020)	Rebecca Jarvis (F&GP, P&PS)
Sharon Kerridge (F&GP, P&PS, PRC)	Melissa King (F&GP, P&PS, PRC)
Lydia Lee (Q&P)	Zainnab Makele (DC) (from 05 November 2020)
Jonathan Moore (Q&P)	Rhian Morallee (F&GP, P&PS) (from 05 November 2020)
Paula Morrison (Q&P, DC)	Michael Ricketts (F&GP, P&PS, DC) (to 05 November 2020)
Dr. Stuart Robertson (Q&P)	Chloe Waters (Q&P) (from 05 November 2020)

Senior Management Team	
Ben Taylor	Chief Executive
Debbie Witherick	Director of Finance & Resources
Dominic Parkinson	Director of Services
Sally Jones	Director of Operations (from 01 June 2021)

Bankers	Auditors
HSBC Bank PLC 141 High Street, Beckenham, Kent, BR3 1BX	Haysmacintyre LLP 10 Queen Street Place, London, EC4R 1AG

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, as directors of the charitable company, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 company and of the profit or loss of the company for that period. In preparing these financial statements the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved,

- There is no relevant audit information of which the company's auditors are 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 auditors are aware of that information.

Independent auditor's report to the members of Bromley, Lewisham & Greenwich Mind Ltd

Opinion

We have audited the financial statements of Bromley, Lewisham & Greenwich Mind for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. 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.

Opinions 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 (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 the 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 (which incorporates the directors' report).

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 32, 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:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission and safeguarding regulations, fundraising regulations, GDPR, health and safety regulations and employment law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and tax regulations.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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 charitable company'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 charitable company'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 charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Lee Stokes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date:

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
For the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Income from:							
Donations & legacies		37,606	42,198	79,804	324,649	15,647	340,296
Other trading activities	5	37,748	-	37,748	42,897	-	42,897
Investment income		3,117	-	3,117	5,109	-	5,109
		<u>78,471</u>	<u>42,198</u>	<u>120,669</u>	<u>372,655</u>	<u>15,647</u>	<u>388,302</u>
Charitable activities:							
Statutory funding	2	3,539,456	-	3,539,456	3,448,951	-	3,448,951
Grants	3	-	367,822	367,822	-	210,691	210,691
Fees receivable	4	1,060	-	1,060	215,962	-	215,962
Other income	6	630	-	630	2,777	2,795	5,572
		<u>3,541,146</u>	<u>367,822</u>	<u>3,908,968</u>	<u>3,667,690</u>	<u>213,486</u>	<u>3,881,176</u>
Total income		<u>3,619,617</u>	<u>410,020</u>	<u>4,029,637</u>	<u>4,040,345</u>	<u>229,133</u>	<u>4,269,478</u>
Expenditure on:							
Expenditure on raising funds	7	21,913	-	21,913	24,017	-	24,017
Expenditure on charitable activities	7	3,587,275	356,503	3,943,778	3,713,291	176,786	3,911,447
Total expenditure		<u>3,609,188</u>	<u>356,503</u>	<u>3,965,691</u>	<u>3,737,308</u>	<u>176,786</u>	<u>3,914,094</u>
Net income for the year		10,429	53,517	63,946	303,037	52,347	355,384
Fund balances brought forward		2,212,088	87,051	2,299,139	1,909,051	34,704	1,943,755
Fund balances carried forward	15 & 16	<u>2,222,517</u>	<u>140,568</u>	<u>2,363,085</u>	<u>2,212,088</u>	<u>87,051</u>	<u>2,299,139</u>

All of the charity's activities are continuing. The charity had no recognised or unrecognised gains or losses other than the net income for the year. The movement in reserves is shown above. The notes on pages 39 to 54 form part of these financial statements.

BALANCE SHEET
As at 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Tangible fixed assets	11		264,495		249,109
Current assets					
Debtors	12	830,778		509,831	
Cash at bank and in hand		1,916,555		1,804,775	
		<u>2,747,333</u>		<u>2,314,606</u>	
Creditors: amounts falling due within one year	13	(648,743)		(264,576)	
		<u></u>		<u></u>	
Net current assets			2,098,590		2,050,030
Net assets			<u>2,363,085</u>		<u>2,299,139</u>
Funds					
Restricted funds	15,17		140,568		87,051
Unrestricted funds:					
Designated funds	16		865,409		902,057
General funds	17		1,357,108		1,310,031
			<u>2,363,085</u>		<u>2,299,139</u>

The notes on pages 34 to 48 form part of these financial statements.

The financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved by the Trustees on 22 September 2021 and signed on their behalf by

Rebecca Jarvis

STATEMENT OF CASH FLOWS
As at 31 March 2021

	2021	2021	2020	2020
	£	£	£	
Cash flows from operating activities:				
Net cash provided by operating activities		149,014		511,540
Cash flows from investing activities:				
Interest from investments	3,117		5,109	
Purchase of property, plant and equipment	(40,351)		(16,098)	
Net cash used in investing activities		(37,234)		(10,989)
Change in cash and cash equivalents in the reporting period		111,780		500,551
Cash and cash equivalents at the beginning of the reporting period		1,804,775		1,304,224
Cash and cash equivalents at the end of the reporting period		1,916,555		1,804,775
Reconciliation of net income/(expenditure) to net cash flow from operating activities			2021	2020
			£	£
Net income/(expenditure) for the reporting period (as per SOFA)			63,946	355,384
Adjustments for:				
Depreciation charges			24,965	18,878
Interest			(3,117)	(5,109)
Decrease/(increase) in debtors			(320,947)	160,322
(Decrease)/increase in creditors			384,167	(17,935)
Net cash provided by operating activities			149,014	511,540
Analysis of cash and cash equivalents				
Cash in hand			1,916,555	1,804,775
Total cash and cash equivalents			1,916,555	1,804,775

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a. Basis of preparation

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102 second edition)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The charity 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 note(s).

b. Preparation of accounts on a going concern basis

The trustees consider there are no material uncertainties about the charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives trustees confidence the charity remains a going concern for the foreseeable future.

c. Income

All income is included in the statement of financial activities when the charity is entitled to the income, it is probable that income will be received and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Statutory Funding: Recognised when due in accordance with contract.

Grants: Grants, including grants for the purchase of fixed assets, are shown in the Statement of Financial Activities in the year for which they are receivable.

Donations and Gifts: Income received by the way of donations and gifts are included in the Statement of Financial Activities in the year which they are received. No amounts are included in the financial statements for services donated by volunteers.

d. Expenditure

All expenditure is accounted for on an accruals basis and is classified under headings that aggregate all costs relating to the activity. Where costs cannot be directly attributed to a particular activity they have been allocated on a basis consistent with the use of resources such as time spent or space used. Governance costs include costs incurred in meeting the constitutional and statutory requirements.

e. Fixed assets and depreciation

Tangible fixed assets costing more than £500 are capitalised at cost. The freehold property included is at the value as at 1 January 2001 when it was transferred to Bromley Mind.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

Depreciation is provided on all fixed assets at rates calculated to write off the cost on a straight line basis over their expected economic lives, with a full year's depreciation charge in the year of acquisition, as follows:

- Freehold property is not depreciated on the basis that the market value exceeds book cost
- Leasehold property development over the remaining life of the lease
- Freehold property renovation over ten years
- Furniture and equipment over ten years or to match the remaining length of the lease in the building in which they are installed if shorter
- Computer equipment over four years

f. Financial instruments

The charity has only financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

g. Debtors

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

h. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments.

i. Creditors and provisions

Creditors and provision are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j. Fund accounting

Designated funds are unrestricted funds, which are earmarked by the trustees for a particular purpose.

Restricted funds are funds subject to specific restricted conditions imposed by the donors.

The aims and uses of these funds are set out in the notes to the financial statements.

k. Operating Leases

All leases of buildings and equipment are considered to be operating leases, and rentals are charged to the Statement of Financial Activities when incurred. No assets are held under hire purchase agreements.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

l. Pensions

The Charity makes employer contributions to two schemes run by The Pensions Trust and also to NHS Pensions. The Pensions Trust is an occupational pension scheme provider for organisations involved in social, educational, charitable, voluntary or similar work. The financial position and the income and expenditure of The Pensions Trust are disclosed in its annual financial statements. Although The Pensions Trust is a defined contribution scheme a shortfall has occurred on a legacy part of the scheme that was defined benefit and each contributor is required to make good their share of the shortfall. On adopting FRS 102 this liability is now shown as a liability. The liability is reduced when payments are made to The Pension Trust. There is no liability to disclose in relation to the NHS pensions.

m. Taxation

The charitable company is exempt from taxation on its principal activities.

n. Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

o. Critical areas of judgement and estimation

In the application of the accounting policies, trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

Judgements made by the trustees, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed above.

In the view of the trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
2. Statutory Funding				
London Borough of Bromley	641,786	-	641,786	744,761
London Borough of Lewisham & Lewisham Clinical Commissioning Group	765,644	-	765,644	902,673
London Borough of Bexley	-	-	-	58,540
Royal Borough of Greenwich	297,130	-	297,130	297,979
South East London Clinical Commissioning Group	913,777	-	913,777	843,177
Oxleas NHS Foundation Trust	260,883	-	260,883	50,000
South London & Maudsley NHS Foundation Trust	361,969	-	361,969	238,720
Centre for Mental Health	-	-	-	47,962
Bromley Third Sector Enterprise	268,267	-	268,267	265,139
	<u>3,539,456</u>	<u>-</u>	<u>3,539,456</u>	<u>3,448,951</u>
3. Grants				
Mind – Connector Fund	-	8,847	8,847	3,150
Mind – Benefits Advice	-	2,980	2,980	26,826
Mind – Get Set Go	-	2,722	2,722	15,425
Mind – Mentally Healthy Universities	-	53,100	53,100	35,100
SLaM – BAMER grant	-	12,425	12,425	12,425
Mind – Peer Support in the Community Hub	-	17,388	17,388	34,765
Peer Support Greenwich	-	38,000	38,000	38,000
Connecting Communities Greenwich	-	45,000	45,000	45,000
Pears Fund (Bromley Well and Mindline)	-	10,000	10,000	-
Orpington Dementia Respite	-	15,000	15,000	-
Mind - Time to Change	-	1,848	1,848	-
Government furlough grants	-	160,512	160,512	-
	<u>-</u>	<u>367,822</u>	<u>367,822</u>	<u>210,691</u>
4. Fees receivable				
MindCare Services	1,060	-	1,060	215,962
	<u>1,060</u>	<u>-</u>	<u>1,060</u>	<u>215,962</u>

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
5. Trading Activities				
Room hire & equipment	115	-	115	9,166
Training and Consultancy	36,164	-	36,164	19,086
Fundraising	909	-	909	7,879
Other	560	-	560	6,766
	<u>37,748</u>	<u>-</u>	<u>37,748</u>	<u>42,897</u>
6. Other income				
Catering income	630	-	630	5,572
	<u>630</u>	<u>-</u>	<u>630</u>	<u>5,572</u>

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £
7. Expenditure						
Expenditure on raising funds	21,913	-	21,913	24,017	-	24,107
	<u>21,913</u>	<u>-</u>	<u>21,913</u>	<u>24,017</u>	<u>-</u>	<u>24,107</u>
Expenditure on charitable activities						
<i>Mental Health Services</i>						
Staff costs	1,560,446	147,907	1,708,353	1,485,863	96,084	1,581,947
Other direct costs	282,777	30,705	313,482	286,311	21,323	303,383
Support costs	391,283	31,402	422,685	337,789	40,223	378,012
<i>Wellbeing and Resilience</i>						
Staff costs	115,944	-	115,944	92,949	-	92,949
Other direct costs	23,865	-	23,865	29,047	-	29,047
Support costs	29,679	-	29,679	23,309	-	23,209
<i>Dementia Services</i>						
Staff costs	712,598	145,319	857,917	928,471	-	928,471
Other direct costs	263,479	1,170	264,649	295,662	19,156	314,818
Support costs	207,204	-	207,204	233,890	-	233,890
	<u>3,587,275</u>	<u>356,503</u>	<u>3,943,778</u>	<u>3,713,292</u>	<u>176,786</u>	<u>3,911,447</u>
Support Costs						
Salaries	363,034	18,148	381,182	350,385	23,687	374,072
Other staff costs	21,750	1,087	22,837	29,507	1,995	31,501
Premises costs	24,816	1,241	26,057	26,833	1,814	28,647
Governance	68,759	3,437	72,196	69,600	4,705	74,305
Office costs	21,216	1,061	22,277	12,515	846	13,361
Publicity	17,592	879	18,471	6,578	445	7,023
Fees for professional services	(1,114)	(56)	(1,170)	6,997	473	7,470
Computer support	88,337	4,416	92,753	74,892	5,063	79,955
Depreciation	23,776	1,189	24,965	17,682	1,195	18,878
	<u>628,166</u>	<u>31,402</u>	<u>659,568</u>	<u>594,988</u>	<u>40,223</u>	<u>635,211</u>

Support costs are allocated to projects in the ratio of the projects' direct expenditure. Within governance costs, the salaries of staff have been included based on the time spent on governance.

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021**

	2021	2020
8. Net expenditure		
	£	£
This is stated after charging:		
Audit fees	11,040	10,680
Depreciation charges	24,965	18,878
Operating leases	48,412	53,357
9. Employees		
The average (full time equivalent) number of persons employed during the period was	94	99
Average number of staff during the period	147	156
Staff costs (for the above persons)	£	£
Salaries	2,714,302	2,701,848
Social Security costs	210,623	204,047
Pension costs	108,938	110,042
Agency costs	474	35,873
Redundancy costs	61,579	-
	<u>3,095,916</u>	<u>3,051,810</u>

One employee received remuneration (excluding employer pension contributions) that fell in the band £70,000 to £80,000 (2020: one employee fell in the band £60,000 to £70,000). Remuneration of key management staff was £190,104 for the year (2020: £185,792).

10. Trustees

No Trustees received any remuneration for their services during the year (2020: nil). No Trustees expenses were paid during the year (2020: £230).

Expenditure on Trustee training was £428 for the year (2020: £1,501).

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021**

11. Fixed Assets

	Freehold Property	Freehold renovation	Leasehold improvement	Furniture & equipment	Computer equipment	Total 2021
Cost/value	£	£	£	£	£	£
At 31 March 2020	230,000	76,256	16,280	128,075	90,925	541,536
Additions in the year	-	-	-	-	40,351	40,351
Disposals in the year	-	-	-	-	-	-
At 31 March 2021	230,000	76,256	16,280	128,075	131,276	581,887
Depreciation						
At 31 March 2020	79,350	36,265	6,512	94,223	76,077	292,427
Charge for the year	-	-	1,628	6,305	17,032	24,965
Disposals in the year	-	-	-	-	-	-
At 31 March 2021	79,350	36,265	8,140	100,528	93,109	317,392
Net book value at 31 March 2021	150,650	39,991	8,140	27,547	38,167	264,495
Net book value at 31 March 2020	150,650	39,991	9,768	33,852	14,848	249,109

12. Debtors

	2021 £	2020 £
Prepayments	27,995	18,831
Sales ledger and other debtors	802,783	491,000
	830,778	509,831

The sales ledger balance at year end included balances for South East London Clinical Commissioning Group (£213,777) and Oxleas NHS Foundation Trust (£292,500) both of which were paid in full post year end.

**NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021**

	2021	2020
	£	£
13. Creditors		
Amounts falling due within one year		
Trade creditors	56,526	13,878
Other creditors	9,418	34,807
Accruals and deferred income	530,241	165,518
Other taxes and social security	52,558	50,373
	<u>648,743</u>	<u>264,576</u>

Included within other creditors is an amount totalling £2,941 (2020: £22,878) due in respect of pension contributions.

	£	£
14. Deferred income		
B/f	70,145	117,430
Released in SOFA	(69,965)	(58,715)
Deferred during year	344,888	11,430
Carried forward	<u>345,068</u>	<u>70,145</u>

The increase in deferred income carried forward was mainly due to funding from Oxleas NHS Foundation Trust for projects which did not start until the very end of the financial year and would continue into 2021/22

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

15. Restricted Funds

	At 1 April 2020	Income	Expenditure	At 31 March 2021	At 1 April 2020	Income	Expenditure	At 31 March 2020
	£	£	£	£	£	£	£	£
St Paul's Wood Dementia Support Centre	-				835	1,882	(2,717)	-
Beckenham Dementia Support Centre	-	95	(95)	-	4,414	2,800	(7,214)	-
Recovery Works Fundraising	1,377		-	1,377	1,377	-	-	1,377
Recovery Works Donations & legacies	2,398		-	2,398	2,284	114	-	2,398
Lewisham MindCare donations	2,131		-	2,131	2,676	250	(795)	2,131
Dementia Hub donations for Dementia Week	74		-	74	-	74	-	74
Mind – Mindful Mums	86		-	86	-	86	-	86
Dementia Café Donations	457		(75)	382	147	310	-	457
Donations to Dementia Support Centres	-	1,000	(1,000)	-	3,278	3,351	(6,629)	-
Greenwich Amenities Fund	2,227		(543)	1,684	1,353	2,795	(1,921)	2,227
Greenwich Donations	19,123	6,659	-	25,782	13,293	5,830	-	19,123
Greenwich Connecting Communities	2,450	38,000	(32,129)	8,321	-	38,000	(35,550)	2,450
Greenwich Peer Support	3,650	45,000	(42,033)	6,617	-	45,179	(41,529)	3,650
DEEP MindCare Lewisham	-	-	-	-	1,800	-	(1,800)	-
Mind – Benefits Advice	13,254	2,980	(16,234)	-	-	26,826	(13,572)	13,254
Mind – Get Set Go	5,375	2,722	(1,590)	6,507	-	15,425	(10,050)	5,375
Mind – Peer Support Hub	16,041	17,388	(22,063)	11,366	3,247	34,765	(21,971)	16,041
SLaM – BAMER grant	5,719	12,425	(12,641)	5,503	-	12,425	(6,706)	5,719
Mind – Mentally Healthy Universities	11,918	53,100	(56,570)	8,448	-	35,100	(23,182)	11,918
Greenwich Counselling Services	625	-	-	625	-	625	-	625
Greenwich Mindline	146	298	-	444	-	146	-	146
Mind – Connector Fund grant	-	8,847	-	8,847	-	3,150	(3,150)	-
Orpington Dementia Respite	-	15,000	-	15,000	-	-	-	-
Minds Up	-	34,046	-	34,046	-	-	-	-
Time to Change Greenwich	-	1,848	(1,018)	830	-	-	-	-
Pears Fund	-	10,000	(10,000)	-	-	-	-	-
Furlough	-	155,012	(155,012)	-	-	-	-	-
Mind IT grants	-	5,500	(5,500)	-	-	-	-	-
Recovery College	-	100	-	100	-	-	-	-
	87,051	410,020	(356,503)	140,568	34,704	229,133	(176,786)	87,051

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2021

St Paul's Wood Dementia Support Centre – donations received where the donor has requested that the money be spent at this centre. This fund has been used to fund the deficit on this service and reduced to zero.

Beckenham Dementia Support Centre – donations received where the donor has requested that the money be spent at this centre. This fund has been used to fund the deficit on this service and reduced to zero.

Recovery Works Fundraising – funds raised from events to support the service.

Recovery Works Donations – donations received where the donor has requested that the money be spent on this service.

Lewisham MindCare donations – donations made to this service that allow us to provide additional support or activities to the clients using the service.

Dementia Hub donations for Dementia Week – donations were made by the staff team during the year to support the cost of activities they wanted to do during Dementia week.

Mind – Mindful Mums – a grant to fund a peer support project helping mums to manage their mental health in the post-natal period. On the strength of this pilot we now have this service funded in the boroughs of Bromley, Greenwich and Lewisham.

Dementia café donations – donations where the donor has requested that the money be used to fund our dementia cafes.

Donations to dementia support centres – donations received to support our day centres.

Greenwich Amenities Fund - the fund has accumulated from donations and fundraising activities undertaken by Greenwich Mind service users before the merger with Bromley & Lewisham Mind. It is used to support group activities.

Greenwich donations – donations received where the donor has requested that the money be spent on our service delivery in the London Borough of Greenwich.

Greenwich Connecting Communities – a project to provide support to people Greenwich, funded by a grant from the Royal Borough of Greenwich.

Greenwich Peer Support - a project to provide peer support to people with mental health problems funded from a grant from the Royal Borough of Greenwich.

DEEP MindCare Lewisham – a grant from the UK Network of Dementia Voices to fund exercise classes for people living with dementia in Lewisham.

Mind – Benefits Advice – a grant from mind to fund the provision of benefits advice support in Bromley, Lewisham and Greenwich

Mind – Get Set Go – a grant from Mind to encourage physical activity

Mind – Peer Support Hub – a grant to fund a work to support the development of peer support groups to help people with mental health problems across South London.

SLaM BAMER grant – a grant to provide mental health peer support especially in the BAME community.

Mind – Mentally Healthy Universities – a grant from Goldman Sachs to provide mental health support to students at Greenwich University

Greenwich Counselling Service – donations received where the donor has requested that the money be spent on this service

Greenwich Mindline Fund – donations received where the donor has requested that the money be spent on this service

Mind – Connector Fund – a grant from Mind to facilitate closer collaboration between BLG Mind and Lambeth & Southwark Mind

Orpington Dementia Respite - grant from The Phillips Foundation to provide additional dementia respite services in Orpington

Minds Up - a wellbeing training programme taking place in Bromley schools, made possible by in memoriam donations

Mind Time to Change Greenwich - the funds can be used to purchase resources for anti-stigma work

Pears Fund - grant for the Pears Foundation to fund the short term expansion of the Bromley Well and Greenwich Mindline services. The fund was fully utilised in the year

Furlough - Funding from the Government under the Job Retention Scheme to pay furloughed staff

Mind IT grant - grant from Mind to support the provision of IT equipment for staff and volunteers working from home during the pandemic. The fund was fully utilised in the year

Recovery College – donations made to this service that allow us to provide additional support or activities to the clients using the service.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

16. Designated Funds

	At 31 March 2020	Increase in the year	Decrease in the year	At 31 March 2021	At 31 March 2019	Increase in the year	Decrease in the year	At 31 March 2020
	£	£	£	£	£	£	£	£
Tangible Fixed Assets Fund	249,109	40,351	(24,965)	264,495	251,889	16,098	(18,878)	249,109
Research and Development Fund	60,000	-	-	60,000	60,000	10,814	(10,814)	60,000
Service Transition Fund	50,000	-	(50,000)	-	143,000	-	(93,000)	50,000
Legacy Fund	-	-	-	-	45,755	-	(45,755)	-
Dementia Centre Improvement Fund	-	-	-	-	4,107	-	(4,107)	-
Dementia Café	5,914	-	-	5,914	8,508	-	(2,594)	5,914
Dementia Legacy Fund	142,034	-	(142,034)	-	-	250,119	(108,085)	142,034
Premises Fund	395,000	90,000	-	485,000	395,000	-	-	395,000
Digital Fund	-	50,000	-	50,000	-	-	-	-
	902,057	180,352	(217,000)	865,409	908,259	277,031	(283,233)	902,057

The **Tangible Fixed Asset Fund** represents assets of the Charity used for the purchase of tangible fixed assets after the deduction of depreciation, which is therefore not free for other use within the Charity.

The **Research and Development Fund** was set up to enable the organisation to respond to new initiatives. The fund has been retained at the same value for future use.

The **Service Transition Fund** allows us to cover shortfalls in funding that might exist in the short term.

The **Legacy Fund** set up from one legacy, continues to be used to fund the provision of mental health services in Bromley.

The **Dementia Centre Improvement Fund** has been closed in advance of a decision about whether to close the service.

The **Dementia Café Fund** comes from unspent past funding that Commissioners have agreed can be used to fund the dementia café.

The **Dementia Legacy Fund** is a fund set up from a single legacy that is to be used to help fund some of the dementia services that are in deficit.

The **Premises Fund** is a fund set aside to help fund the organisation's future premises needs.

The **Digital Fund** is a new fund set up to pay for improvements to our digital capacity and capabilities.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

17. Analysis of Net Assets between Funds

	Tangible Fixed Assets 2021 £	Net Current Assets 2021 £	Total 2021 £
Restricted funds	-	140,568	140,568
Unrestricted funds	264,495	1,958,022	2,222,517
	264,495	2,098,590	2,363,085

	Tangible Fixed Assets 2020 £	Net Current Assets 2020 £	Total 2020 £
Restricted funds	-	87,051	87,051
Unrestricted funds	249,109	1,962,979	2,212,088
	249,109	2,050,030	2,299,139

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2021

18. Commitments under Operating Leases

	2021		2020	
	Land & buildings	Equipment	Land & buildings	Equipment
	£	£	£	£
Total payment due:				
Within one year	38,605	120	61,297	120
Within two to five years	15,912	-	37,497	-
After five years	-	-	-	-
	<u>54,517</u>	<u>120</u>	<u>98,794</u>	<u>120</u>

19. Related parties

Declarations have been obtained from all of the Trustees and Senior Management of Bromley, Lewisham & Greenwich Mind. They confirm that each is a fit and proper person to act as a Charity Trustee under the Finance Act 2010. There have been no related party transactions during the year or during the previous financial year.

20. Liabilities of members

The Charity is constituted as a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability of each of the 76 (2020: 92) members is limited to the sum of £1.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2020

21. Pension

The charity makes employer contributions to two multi-employer schemes run by The Pensions Trust; the Flexible Retirement Plan and the Growth Plan Series 4; both of which are defined contribution schemes. The Growth Plan Series 4 has predecessors in Series 1, 2 and 3 which are all now closed. Series 1 and 2 are classified as defined benefit schemes in the UK. The schemes are multi-employer schemes which provide benefits to some 950 non-associated participating employers. It is not possible for the charity to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2014 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9M, liabilities of £926.4M and a deficit of £131.5M. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme until 2025. The share of the contribution is allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Bromley, Lewisham & Greenwich Mind's share of these contributions has a net present value of £6,994 at 31 March 2021 (2020: £8,287) and the liability is reflected in the accounts. The discount rates used for the March 2021 valuation is 0.66%

The Charity also makes contributions to the NHS Pension scheme in relation to three employees that transferred into the organisation during 2016/17 under TUPE regulations. The scheme is an unfunded defined benefits scheme that covers NHS employers, GP practices and other bodies allowed under the discretion of the Secretary of State in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating is taken as equal to the contributions payable to that scheme for the accounting period. Employers pension cost contributions are charged to operating expense as and when they become due at the rate determined.