

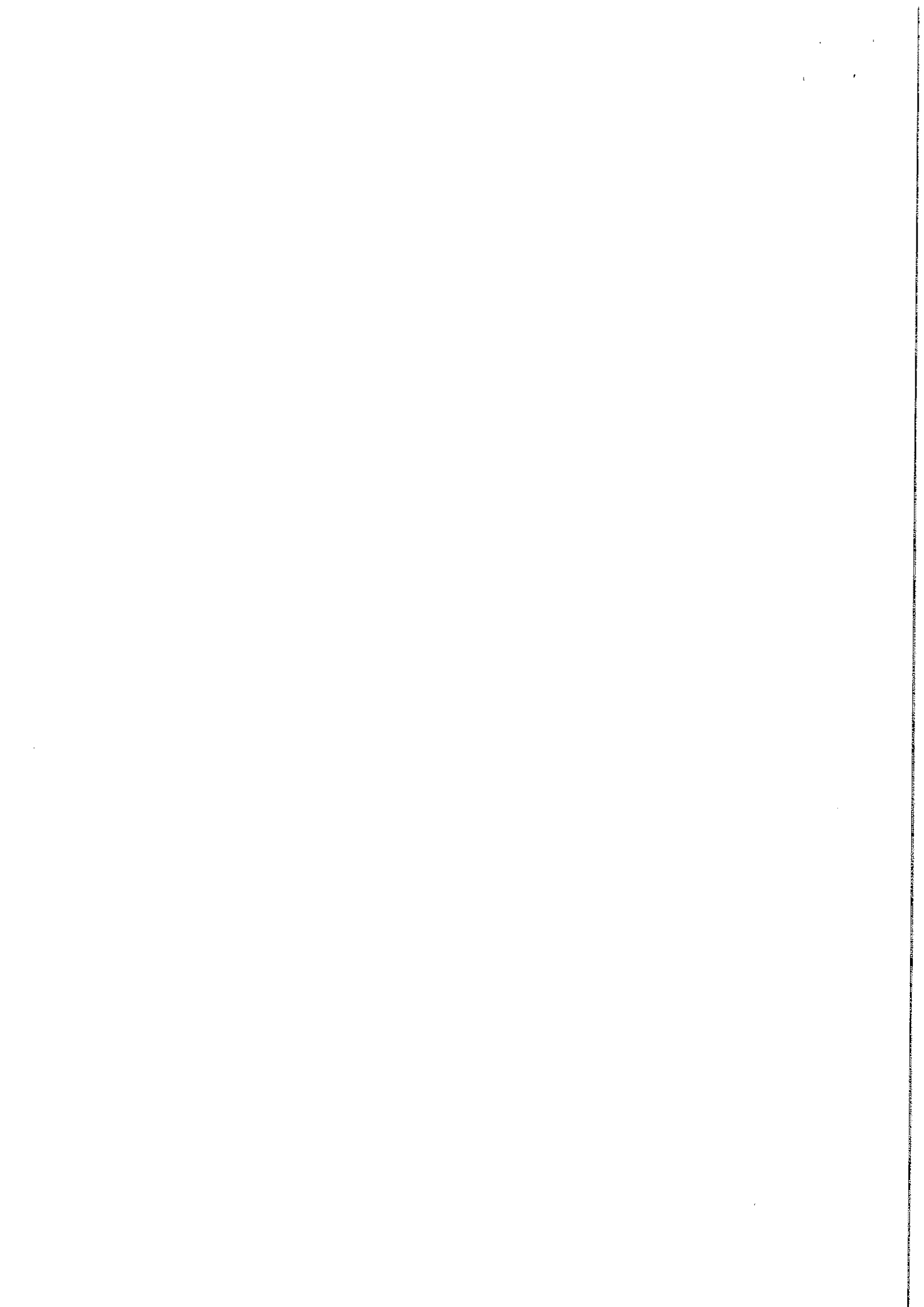


WIMBLEDON GUILD OF SOCIAL WELFARE

ANNUAL REPORT AND ACCOUNTS

Year Ended 31 March 2018

Company No. 383330
Registered Charity No. 200424



WIMBLEDON GUILD OF SOCIAL WELFARE
(a company limited by guarantee)
REPORT OF THE BOARD OF TRUSTEES AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2018

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REPORT OF THE BOARD OF TRUSTEES (including the Strategic report)

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The Wimbledon Guild of Social Welfare is also known as Wimbledon Guild and is often referred to as The Guild.

The Trustees of the Wimbledon Guild of Social Welfare present their Annual Report for the year ended 31 March 2018 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report and the Strategic Report under the 2006 Act, together with the audited financial statements for the year.

Aims and Objectives

The Guild was established in 1907 to provide financial, social and practical support for people in the Wimbledon area. The Guild's purposes as set out in the objects contained in the Articles of Association are:

"To promote all or any charitable purposes for the benefit of Wimbledon and District and the communities thereof".

In practice, this means that The Guild operates primarily throughout the London Borough of Merton and, occasionally, the wider vicinity. Our mission is:

"To provide people in Merton with help and support in times of need"

Over the last year, we have reframed our strategic objectives and we believe these will enable us to demonstrate more clearly the impact we have on the local community. Whilst we continue to offer many services to older people, we have moved away from using the term 'Ageing Well' as a specific strand of activity and our objectives are now more closely inter-related and recognise the need for a 'whole person' approach in our work.

We aim to:

- a) Reduce social isolation and loneliness
- b) Help people who are experiencing difficulties
- c) Enable older people to be active and healthy

The activities which previously fell under the 'Ageing Well' heading in the financial statements are now described as 'Welfare Services'.

Statement of Public Benefit

The Trustees have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. All aspects of the Guild's work are open to the people of the London Borough of Merton, and the Guild continues to provide a range of social welfare services and acts as a valuable hub for community organisations.

STRATEGIC REPORT

1. Overview

2017/18 has been a very successful year at the Guild. An ambitious Senior Management Team, with a diverse range of skills and experience, has hugely expanded our capabilities. Service delivery is supported by a newly established Communications and Fundraising team, led by Mark Williams, who joined the Guild in September 2017. A review of our fundraising strategy, moving away from large scale and more risky events to smaller community based activities, frequently led by volunteers, has brought some early successes and we have an imaginative programme of activities planned over the coming months.

Data capture and performance management have developed significantly and we have used this information to support ever closer collaborative working, both within the Guild and with a growing number of external partners. We recognise that our customers frequently have complex and inter-related problems, not always amenable to one solution delivered via a single service and that collaboration between specialists will ensure the best outcomes in each case.

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In addition to recording numerical output data, we have introduced six wellbeing indicators, listed below. All are applicable to each of our strategic objectives.

- I've been feeling that I have something to contribute
- I've been physically active
- I've been thinking clearly
- I've been feeling confident about the future
- I've had more contact with people
- I've been interested in new things

The indicators are based on the factors identified by the NHS as contributing to good mental health. Customers report on their experiences, allowing us to measure outcomes, and our effectiveness across the whole organisation.

As shown in the Consolidated Statement of Financial Activities on page 19, net expenditure for the year of £(847,903) contrasts with net income in 2016/17 of £1,616,140, and the change chiefly reflects movements in the market values of the investment portfolios. These are discussed more fully in the Investment Policies and Performance review on page 12, and continue to reflect the volatile nature of the global financial markets. The operating deficit of £(467,520) is higher than last year, and mainly reflects an increase in expenditure on charitable activities. As was the case last year, the funding of charitable activities has been supported by the drawdown of £400,000 from the Expendable Endowment.

2. Achievements, Performance and Future Plans

a) Reduce social isolation and loneliness

Background

Loneliness and social isolation are national problems. 33% people in Merton aged over 65 live alone. Older people are disproportionately affected by loneliness because of life events such as redundancy, loss of a partner, or declining physical health, but we are also seeing loneliness increasing for younger people.

What we have achieved and how we have achieved it

Holistic approach

Of the 1,763 clients (1,556 in 2016/17) who have accessed our welfare services this year, almost all have experienced some form of loneliness. We work throughout the borough of Merton and importantly have seen a 25% increase in the take up of our services from the three most deprived wards. We are open to the whole community through over 90 access routes, ranging from NHS mental health teams to friends and families. The biggest single group were the 520 self-referrals.

Providing practical and emotional 1:1 support including befriending, and home visits

Our befriending service works with 107 people (94 in 2016/17), with 95% reporting that the Guild is a caring organisation, due to the careful and sensitive approach we take to matching and training befriending volunteers. Our Outreach service provided intensive support to 261 older people (229 in 2016/17) showing steady improvement for customers across all wellbeing indicators.

Offer a welcoming and social environment in our community café

Our café served over 7,000 main meals (6,444 in 2016/17) and countless teas and coffees, with 86% of customers feeling that the café has helped them to have more contact with people and 98% saying that they would recommend us to a family or friend. Freshly prepared food, often donated by local shops and growers, also plays a positive part in improved nutrition and health.

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Run friendly and relaxed classes talks and trips

866 individual customers (811 in 2016/17) attended our 36 varied classes, from seated exercise to a 'men's matters' discussion group. The groups are frequently led by volunteers and the programmes are designed in collaboration with service users.

Offer specialised emotional support groups

19 individuals were helped by our specialist group "Continuity of Concern". We would like to develop further emotional support groups as participants particularly value the sense of belonging that a group can offer.

Future Plans

We have detailed growth targets for the year, increasing outputs and improving outcomes as follows:

We plan for 275 unique clients (including 150 new assessments) to receive practical and emotional one-to-one outreach support in 2018/19, and to report these improvements in wellbeing:

- 60% more contact with people
- 60% more physically active
- 50% thinking more clearly
- 60% more confident about the future
- 50% of interested in new things
- 30% feel they have something to contribute.

We plan to increase to 7,300 main meals served in our Homefood Café with 86% of customers reporting that the café has helped them have more contact with people. We also plan to match 40 new clients with a befriending volunteer

b) Help people who are experiencing difficulties

Background

Demand for our low cost counselling services is very high and the complexity of the cases that we see is increasing. During the year, we made a decision to revisit the vision and model for the counselling service, complementing services available in the statutory sector and focussing on unmet need.

We have decided to change the service delivery model from one reliant on a large number of volunteers (4,860 volunteer hours worked during the year) to one with a greater emphasis on either self-employed or permanently employed staff team. We have also decided to increase the number of emotional support groups and to offer increased emotional wellbeing services for those people for whom regular counselling may not be the most appropriate or helpful option.

We closed our counselling services waiting list during the course of the year to allow time and space to create a new vision and strategy for the service, with a planned decrease in the number of new referrals.

What we have achieved and how we have achieved it

Provide a professional BACP accredited psychotherapy and counselling service

We accepted 157 new referrals to the service over the year, (347 in 2016/17), as we refocused the strategy. Specifically 96 new referrals to individual counselling, 37 to family therapy and 24 to group psychotherapy/emotional support groups.

Quality standards were maintained, with 91% of clients stating that their therapist understood their problems well (target 85%). We offer an extensive and highly regarded training programme, which generates income for the counselling services and supports our professional standards. This includes longer trainings, ten CPD (Continuous Professional Development) days, our annual attachment

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conference, and a five day bereavement counselling training. A total of 413 delegates attended training during the year. 80% of delegates felt the training met their expectations and 75% would recommend the training to others.

Offer specialised emotional support groups

During the year there were 10 new referrals to the Continuity of Concern Group, which offers long term support over a period of many years for those people who may have very significant mental health difficulties. This group is provided free of charge and members reported in a recent review that they found the group welcoming, they felt a sense of belonging, enjoy sharing with others and importantly feel that the group can contain people in different emotional states.

Provide grants that enable people to buy essential items that they desperately need but cannot afford

We paid £40,834 in individual hardship grants (2016/17- £35,578) , benefitting 295 households (2016/17- 217). Typically the grants meet unexpected costs arising from a major change in personal circumstances – a newly acquired disability, redundancy or bereavement.

Provide practical and emotional one-to-one support including home visits and bereavement support

130 new clients joined the Outreach service (2016/17-104). We offered various support services, including help with benefit applications (38) initiating social activities (61) and giving gifts-in-kind, such as food and clothing (86). Customers reported that the service had helped 61% feel more confident about the future (target 45%) and 50% become more interested in new things (target 40%).

Our bereavement support service was part funded by a grant of £25,000 from NHS Merton CCG. During the year 148 clients have accessed the service (2016/17-106), of which 135 were new clients (2016/17- 95). They were from all ethnicities, and from all of the Merton wards, with an age range from 20-91. Clients presented with a wide range of needs, from basic advice and information about legal responsibilities, through to longer term emotional support

Future Plans

We aim to continue our grant programme and we are making contacts with new referral agencies and raising the programme's profile. In 2018/19 we plan to provide grants to around 300 households, with at least 40% living in Merton's three most deprived wards. We also plan for 110 clients to be supported with benefits, debt and/or housing difficulties through our advice partnership with the Citizens Advice Merton & Lambeth.

Demand for our bereavement support continues to grow and we are seeing increased numbers of younger people and people who wish to plan for the future in the context of their own terminal illness.

Our counselling services strategy is for a total of 340 service users to be supported across the year via the following:

- 300 new unique clients receive counselling services (individual counselling, group psychotherapy, family therapy). 40 clients engage in two new emotional support groups would commence over the year focused on bereavement or older adults.
- They would report the following -
 - 85% clients felt their therapist understood their problems well or very well
 - 90% would recommend the counselling services to others

And would report these improvements in wellbeing:-

- 50% feel they have something to contribute
- 50% thinking more clearly
- 50% more confident about the future
- 40% have had more contact with people
- 30% of interested in new things

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c) Enable older people to be active and healthy

Background

51% of adults aged over 65 in Merton report that their day-to-day activities are limited by some form of disability. Falls, cancer, respiratory disease and circulatory disease also have a significant impact in later life, and can be a cause of premature death (at age 75 or under). Preventative action can mitigate the risks of these events and even after the onset of illness or disability it is possible to enhance quality of life.

What we have achieved and how we have achieved it

Provide activities that help improve physical flexibility, balance and fitness

The close connection between mental and physical health is well understood. We offer exercise opportunities to cater for all levels of ability and interest, with around 472 clients attended our 14 exercise groups (ranging from belly dancing to tai chi) over the year. We have found that the support of volunteer 'exercise buddies', often provided via volunteering initiatives from local businesses, can significantly enhance customers' motivation and enjoyment as well as promoting inter-generational understanding. We collaborate with the NHS at frontline (particularly via the social prescribing initiative) and strategic level (via some of the NHS learning networks) to ensure that the benefits of the programme are maximised.

Provide opportunities for people to continue learning through classes, talks, trips and befriending

Collaboration with local experts and local sixth forms has created a thought provoking programme of learning opportunities, from developing foreign language skills to mastering new technology.

Future Plans

We have ambitious plans to help older people be active and healthy. In the coming year our aim is for 950 unique clients (2017-866) in total to take part in our classes, talks and trips (of which 25% are men (2017-18%)). We aim to report these improvements in wellbeing:

- 80% more contact with people
- 60% more physically active
- 40% interested in new things
- 20% something to contribute.
- 20% more confident about the future.

d) Collaboration

Internal and external

We know that we are able to achieve the best outcomes for our customers through effective collaboration between Guild staff, recognising that each customer will have a distinct set of needs, best met through an individual programme of actions.

Our external collaborations are fundamental to our success. We work closely with the London Borough of Merton and the NHS on both strategic and operational projects and we are grateful for the funding that they are able to offer, even in the context of their own budget restrictions.

We recognise that in some circumstances a specialist may be able to meet an individual's needs more appropriately and we work closely with organisations as varied as United Tamil Elders Association and SANDS, who support people affected by neo-natal death.

Our positive relationships with local businesses are also achieving good results as we have been able to attract funding, volunteers and publicity.

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e) Funding Sources – now and in the future

The Guild's main sources of income in 2017/18 were derived from the significant investment portfolio, and the rental income earned from the Guild's property portfolio. Additionally, in May 2017, we took advantage of the significant increases in the market value of investments experienced during 2016/17, and withdrew £400,000 from the expendable endowment. These monies were used during the year to fund our charitable services. We will continue to rely on the returns from our property and investment assets to generate a large proportion of our future income, supplemented by statutory income where available, and income from our counselling services, and counselling training courses. In addition we are actively looking to develop and grow our fundraising capabilities.

In 2017 we reviewed two key fundraising areas. Firstly, we assessed the cost/benefits of the Wimbledon Guild Village Fair, against the potential for raising funds from other income streams. An extensive business review took place and due to the increasing operating costs and complexity of the risk profile we concluded that it was no longer viable for the charity to continue with the event.

Secondly, we wanted to understand whether it would be realistic for the Guild to aspire to fundraise at all, in the context of the very competitive fundraising environment. The trustees sought professional advice from a fundraising consultant, and concluded that there are opportunities for the Guild to fundraise, with a clear focus on smaller scale community events, support from local companies and applications to trusts and foundations. Community fundraising has the additional benefit of raising our profile locally and attracting new beneficiaries.

The new Head of Communications and Fundraising joined the Guild in September 2017, and a full-time community fundraiser was recruited in February 2018. The fundraising team now has one person working with schools and community groups and the other with local businesses. During the year we also continued to use the services of a bid writing consultant to develop and submit applications to trusts and foundations. The 2017/18 plan for the fundraising team to raise £64,500 was exceeded, and we have set a target of £115,000 for the coming year, and envisage continued growth.

Our Head of Communications and Fundraising is a member of the Institute of Fundraising and the Guild is signatory to the Fundraising Regulator's Code of Fundraising Practice. There have been no failures of compliance reported with the Code, or any other fundraising standards by the Guild or by others acting on our behalf. No complaints have been received concerning any aspect of our fundraising. Our bid writer's performance has been regularly monitored by Senior Management Team members and trustees. Our fundraising in 2017/18 (excluding the Village Fair) was predominantly through trusts and foundations, with individual donations received at events. We have not targeted individuals via any communication channels.

f) Where next for The Guild?

Our stated mission is "to provide people in Merton with help and support in times of need"

An ageing population, cuts in statutory services, benefit difficulties, increases in poor mental health, and global economic and political factors all contribute to a growing demand for our services. We are committed to providing the best service that we can to people in Merton needing help and support and in line with our three year strategic plan, aim to invest in our people and our premises to achieve this.

The number of people we work with in Merton has increased significantly in recent years and our offer has become more varied as we respond to the changing and growing needs of a diverse community. Many of our services are delivered from our building in central Wimbledon, which acts as a community hub and a base for staff. The building is inefficient and in a poor state of repair and we are working on plans to redevelop it to create a welcoming and professional environment for everyone.

As we consider the best options for the project we have a number of important factors to consider, including total cost, cash flow during the site period and long-term revenue implications. We intend to maintain our current rate of service growth throughout the life of the project and aspire to grow more rapidly once the project is complete and new facilities are available.

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3. Financial Review and Results for the year

The net expenditure for the year was £847,903 (2017: £1,616,140 net income) and was the result of an operating deficit of £467,520 (2017- £415,021 deficit), and net investment losses from the investment portfolio of £380,383. The investment losses contrast with net gains in investments in 2016/17 of £2,031,161. The performance of the portfolios is reported on in the Investment Policies and Performance section of the Report.

Total income for the year of £1,736,293 (2017: £1,723,047) was up 0.8%. Our main sources of income continue to be rental income from the residential properties owned by the Guild, which generated £514,436 (2017-£490,178), and investment income from our various portfolios which returned £516,705 (2017-£520,885). Grant income of £91,685 was down 27.7% with reduced funding for the Ageing Well programme and Compass Bereavement Service. Trading activities generated £264,096, up 2.6%, whilst income from the various counselling services, including counselling training, of £226,890 was up 1.4%.

Expenditure for the year of £2,203,813 (2017: £2,138,068) was up 3.1%. Expenditure on charitable activities of £1,628,898 was up 2.6% whilst expenditure on raising funds of £574,915 was up 4.5%. The latter mainly reflects the investment being made in the Communications and Fundraising team (see Funding Sources-now and in the future).

As a result of the overall net operating deficit of £467,520, the trustees agreed to drawdown £400,000 from the expendable endowment and the drawdown funded certain of the charitable activities during of the year.

The financial position of the Guild continues to be sound, with total net assets of £19,742,793, and free reserves of £1,420,980.

Trading Subsidiary

The Guild's trading subsidiary, WG Promotions Limited, has been dormant since 1 April 2016.

4. Principal Risks and Uncertainties

The Trustees consider that the most significant risks currently facing the charity, and the plans and strategies to manage risks, are:

Risk	Plans and strategies to manage risk
<p>1. Inability to develop and improve because of failure:-</p> <ul style="list-style-type: none"> i. to adapt to the changing requirements of customers and funders; ii. to invest appropriately to secure revenue; iii. to ensure that all aspects of the organisation can adapt in response to changing standards and expectations. 	<ul style="list-style-type: none"> • regular training and networking • listen to customer and stakeholder views • commission appropriate external advice • implement relevant KPIs and benchmarking • ensure staff are appropriately valued and rewarded
<p>2. Loss or lack of skilled and motivated staff and volunteer group to deliver services because of reliance on goodwill, expanding workloads, increasingly complex and demanding casework.</p>	<ul style="list-style-type: none"> • structured approach to workforce planning • open, positive working relationships • positive approach to problem solving • ensuring resourcing levels are consistent with ambitions • invest in high quality IT hardware and software to support our services and evidence the quality of our services • ensure appropriate and timely internal and external training for all staff and volunteers

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3. Significant loss from investment portfolio jeopardising current service plans and growth.	<ul style="list-style-type: none"> • engagement of high quality investment managers • ensure investment policy adequately reflects the Guild's circumstances and appetite for investment risk • ensure staff are appropriately trained and experienced to act as informed client • ensure high quality governance at Board, Investment Committee, and Finance level
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For full details of the charity's risk policy and risk management practices see pages 13 to 14.

This is the end of the charity's Strategic Report as required by the Companies Act 2006.

Financial Management Policies

a) Reserves

The Guild had total funds of £19,742,793, at 31 March 2018, of which £16,328,643 are restricted and are not available for general purposes of the charity. Of the unrestricted funds, £1,993,170 can only be realised by disposing of tangible fixed assets. The remaining £1,420,980 represents free reserves.

i. Free Reserves

The Trustees have adopted a reserves policy which they consider appropriate to ensure the continued ability of the Charity to meet its objectives. Free reserves are defined as that part of the Charity's funds that are freely available for its general purposes. The Trustees have reviewed the level of reserves required taking into consideration the risk profile of the Guild and its plans for the future. The Guild is largely financially independent of local and national government. However, it does not operate in isolation from them or from wider economic and societal influences. Expenditure is relatively predictable whilst income is more variable and uncertain.

An appropriate level of free reserves is therefore required to maintain a level of readily realisable assets:

- to sustain the Guild's operations within the London Borough of Merton through periods of economic downturn and uncertainty for long enough to take remedial action.
- to develop new services or expand current ones in line with the changing needs of the community, whilst supporting existing clients and staff during periods of change.
- to ensure that delays in the receipt of expected income do not interrupt services or cause serious financial difficulties.
- to survive unexpected setbacks and problems arising from internal or external causes.

The Trustees have reviewed the level of free reserves as part of the development of the strategic plan and have concluded that, given the quantum and accessibility of the expendable endowment funds, the free reserves required to be maintained can be reduced from the range of £1.0 to £1.5m down to a range of £0.5-£1.0m over the next 3 years.

ii. Expendable Endowment

In 2015/16 the Trustees established a special trust which is administered by the Guild as trustee. The trust is held as an endowment fund, and chiefly comprises the invested proceeds of the sales of Rosemary Lodge, Rosemary Cottages, and one of the Guild's residential properties in 2014/15. The income from the trust ('special trust income') and, at the Guild's discretion, all or part of the capital is applied for the furtherance of those aspects of the charitable objects of the Guild which are concerned with the provision of welfare services and relief and prevention of poverty, relief and prevention of ill health and provision of charitable support to the elderly. During 2017/18 the Trust

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generated special trust income of £472,274. In the year £337,810 of special trust income was used to support the charitable purposes of the Guild. Additionally capital of £400,000 was drawn down in April 2017 and used for the Guild's charitable purposes. At 31 March 2018, the expendable endowment was £16,083,260.

b) Investment Policies and Performance

Fixed Asset Investments at 31 March 2018 were £17.3m (2017- £18.0m). £16.4m (95%) of the Guild's total portfolio was managed by Cazenove Capital Management ('Cazenove'), whilst the balance of £0.9m was invested in funds specifically established for charities, and are managed by CCLA Investment Management Limited, and M&G Investments. The market value of the Cazenove portfolio at 31 March 2018 (excluding undistributed investment income) was £16,083,260 and is held as an endowment fund (see Reserves section a ii)). The market values of the other investments support part of the free reserves described in Reserves section a i).

The investment objective for Cazenove is to provide a sustainable income stream whilst preserving the capital base in real terms. Specifically, the investment objectives are:

- to seek a total return of 4% plus Retail Price Index per annum on a five year rolling basis; and
- investments to provide funding for charitable purposes of 4% of the capital value per annum.

Investments exclude any direct investment in companies whose principal business is the manufacture or sale of tobacco. The Board has given Cazenove discretionary powers and Cazenove meet the Investment Committee twice a year to discuss the portfolio, and to determine future policy.

Over the 12 months ended 31 March 2018, the portfolio managed by Cazenove produced a total return of income and capital gains and losses of 0.1% (2017 +15.5%). The performance was negatively impacted by a sharp decline in global markets in the final quarter of the year, the result of various external global events, including a potential US/China trade war, continued uncertainty around Brexit and the potential for rising interest rates. The impact of this on the Guild's Cazenove portfolio was a reported unrealised loss of £374,904 for the year. Overall, taking account of the non Cazenove investments, the net realised and unrealised losses for the Company were £380,383 (2017-£2,031,161 gain).

In order to support the charitable activities of the Guild, and with the approval of the Board in May 2017, £400,000 of capital was withdrawn from the portfolio managed by Cazenove. The Trustees have monitored the investment performance through the year, and ensured it has remained within the agreed risk tolerance. The Trustees also recognise that the portfolio is invested on a long-term basis, and expect favourable and adverse movements in the market values through the period.

The management of the cash deposits is delegated to Senior Management within approved limits.

c) Property

The Guild has a residential property portfolio, generating income to support its charitable activities. Property management is outsourced to Bells Commercial, a local property management company, and the maintenance of the buildings is overseen by the Properties Committee.

The property portfolio is of mixed use and the Trustees consider that to reliably measure the fair value of the investment property component of the properties would incur undue costs. The properties have therefore been treated as land and buildings within tangible fixed assets. The appropriateness of this treatment will be reviewed over the coming year.

The Guild's properties are insured at rebuilding costs of £11.5 million (this relates to the book value of land and buildings of £2.0 million).

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Structure, Governance and Management

The Wimbledon Guild is a Company Limited by Guarantee and a Registered Charity.

The governing body of the Guild is the Board of Trustees, comprising 9 members who meet at least four times a year. Trustees are elected for three-year terms and are eligible to stand for re-election for further three-year terms up to a maximum of nine years. Thereafter, Trustees may be re-elected for additional one year terms if 75% of the Board of Trustees present at a meeting of the Board have voted in favour of a Board resolution recommending their re-election.

Each new Trustee is given an induction programme and all Trustees have the opportunity to receive additional training. A register is kept of the interests and the identified skills of the Trustees.

The main responsibilities of the Board are setting the strategy for the Guild and monitoring its implementation, setting and monitoring the budget, and exercising financial overview. Trustees and senior staff regularly meet to consider areas of individual work in greater detail.

The Board has established formally constituted sub-committees, each with terms of reference and functions delegated by the Board. The Chief Executive Officer and/or Head of Finance and Resources attend all the subcommittee meetings, as do the appropriate Senior Managers.

The Trustees delegate the day to day running of the Guild to the Senior Management Team. The Senior Managers, together with the Chairman, Vice Chairman and the Treasurer meet quarterly to review current issues. Weekly operational meetings are held by the Senior Management Team.

At the Board of Trustees meeting on 29 January 2018, the Board agreed to work towards adopting the "Charity Governance Code for larger charities" which was issued in July 2017 by the Charity Governance Code's steering group. The Board has used the Code's principles, rationale and key outcomes to evaluate the effectiveness of governance within The Guild. The Board concluded that its governance was effective subject to improvements in selected areas, which the charity is implementing.

Risk and Internal Control

The Trustees have overall responsibility for ensuring that the Guild has an adequate system of controls, financial and otherwise. They are also responsible for safeguarding the assets of the Guild and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees must ensure that

- the Charity's assets are safeguarded against unauthorised use or disposition;
- accurate records are maintained and financial information used within the Charity or for publication is reliable; and
- the Charity complies with relevant laws and regulations.

A risk register is updated and reviewed regularly by the Trustees and management. As part of this process the Trustees acknowledge their responsibility for the Guild's system of internal control and reviewing its effectiveness. It is also recognised by the Trustees that such a system is designed to manage rather than eliminate the risk of failure to achieve the Guild's objectives and can only provide reasonable, not absolute, reassurance against material misstatement or loss.

The Trustees have set policies on risk and internal controls, which cover the following:

- the responsibility of management to implement the Trustees' policies and identify and evaluate risks for their consideration on an ongoing basis;
- consideration of the type of risks the Guild faces;
- the level of risks which they regard as acceptable;
- the likelihood of the risks concerned materialising;

WIMBLEDON GUILD OF SOCIAL WELFARE
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REPORT OF THE BOARD OF TRUSTEES AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2018

- the Guild's ability to reduce the incidence and impact on the business of risks that do materialise;
- the costs of operating particular controls relative to the benefit obtained;
- arrangements for monitoring and reporting on risk and control matters of importance, together with details of corrective action being undertaken.

The Board has established a formally constituted sub-committee, the Finance and Risk Committee with terms of reference delegated by the Board to ensure the Guild is financially sound and prudent. The Committee meets at least four times a year and reports to the Board. During the year the Trustees have received reports from the Chief Executive and Senior Managers relating to risk and control. These include an overall report on the status of the risk management process and the system of internal control at the end of the year. The Charity Commission guidance for both risk and internal control was used in this process. The reports have satisfied the Trustees that the above policies are being implemented and that significant weaknesses of control, if any, are identified and being promptly addressed. Areas of high risk are reviewed by the Trustees to ensure adequate mitigation of the risk. At the year end, the Guild's system of internal control was deemed adequate and effective and major risks properly addressed.

Senior Management Remuneration

The Senior Management team comprised the Chief Executive Officer, Head of Finance and Resources, Head of Welfare, Head of Talking Therapies and Head of Communications & Fundraising. The total salaries and benefits of the Senior Management team in the year were £320,566 (2017- £322,011).

The senior management remuneration approach generally encompasses two main factors:

- Internal job evaluation which takes account of the distinct elements of the roles, as well as an internal comparison of roles at senior level; and
- External pay benchmarking based on market factors.

All senior staff receive an annual appraisal and feedback from the Chief Executive about how they have contributed to the Guild's strategy, and any personal development areas they may have.

Volunteers

The Trustees are very grateful for the huge contribution that volunteers make to the life of The Guild. We hold the Investing in Volunteers standard, ensuring that all volunteers have proper training, support and role descriptions and that their contribution is recognised through regular consultation groups and social events.

There were 231 active welfare volunteers in 2017/18 (188 in 2016/17) who play a key role in our service delivery, particularly in supporting our work with older people. Our welfare volunteer strength continues to grow with 55 new recruits during the year (49 in 2016/17). In addition we rely on volunteers to facilitate counselling sessions, and at the end of the year there were 43 volunteers engaged in this capacity.

We also value the contributions of the many volunteers who continued to give their time and skills to support us in the fundraising events we held during the year, and in particular thank the 113 volunteers who helped at the 2017 Wimbledon Guild Village Fair. Finally, we would like to thank the local businesses and schools who support our volunteering initiatives.



Susan Cooke
Chairman

16 July 2018

WIMBLEDON GUILD OF SOCIAL WELFARE
(a company limited by guarantee)
REPORT OF THE BOARD OF TRUSTEES AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2018

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees 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 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

STATEMENT OF DISCLOSURES TO THE AUDITORS

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Guild's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make them aware of any audit information and to establish that the Guild's auditors are aware of that information.

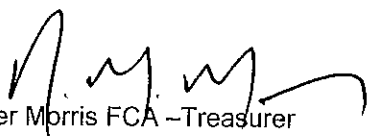
AUDITORS

Crowe U.K. LLP has expressed its willingness to continue as Auditor for the next financial year.

This Annual Report of the Trustees and the Strategic Report, under the Charities Act 2011 and the Companies Act 2006, were approved by the Board of Trustees on 16 July 2018 and are signed as authorised on its behalf by:



Susan Cooke - Chairman



Roger Morris FCA - Treasurer

16 July 2018

WIMBLEDON GUILD OF SOCIAL WELFARE
(a company limited by guarantee)
REPORT OF THE BOARD OF TRUSTEES AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2018

Independent Auditor's Report to the Members of Wimbledon Guild of Social Welfare

Opinion

We have audited the financial statements of Wimbledon Guild of Social Welfare for the year ended 31 March 2018 which comprise Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated 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 group's and the charitable company's affairs as at 31 March 2018 and of the group's incoming resources and application of resources 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 group 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where :

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other Information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

WIMBLEDON GUILD OF SOCIAL WELFARE
(a company limited by guarantee)
REPORT OF THE BOARD OF TRUSTEES AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2018

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our 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 have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' 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; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement 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 group's or 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.

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.

WIMBLEDON GUILD OF SOCIAL WELFARE
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REPORT OF THE BOARD OF TRUSTEES AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2018



Andrew Thomas
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date 19 July 2018

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2018 (Incorporating an Income and Expenditure account)

	Notes	Unrestricted Funds £	Restricted Income Funds £	Endowment Funds £	Total 2018 £	Total 2017 £
Income from:						
Donations and legacies	3	53,237	-	-	53,237	39,338
Charitable activities	6	810,570	91,685	-	902,255	905,312
Other trading activities	4	264,096	-	-	264,096	257,512
Investments	5	44,147	472,558	-	516,705	520,885
Other	19	-	400,000	(400,000)	-	-
Total income		1,172,050	964,243	(400,000)	1,736,293	1,723,047
Expenditure on:						
Raising funds	7	493,739	-	81,176	574,915	550,289
Charitable activities	8	783,509	845,389	-	1,628,898	1,587,779
Total expenditure		1,277,248	845,389	81,176	2,203,813	2,138,068
Operating (Deficit)/Surplus		(105,198)	118,854	(481,176)	(467,520)	(415,021)
Net gains/(losses) on investments	14	(20,631)	123	(359,875)	(380,383)	2,031,161
Net (expenditure)/income	10	(125,829)	118,977	(841,051)	(847,903)	1,616,140
Reconciliation of funds						
Total funds brought forward		3,539,979	126,406	16,924,311	20,590,696	18,974,556
Total funds carried forward	19	3,414,150	245,383	16,083,260	19,742,793	20,590,696

TOTAL RECOGNISED SURPLUS AND DEFICITS

The company has no recognised surpluses or deficits other than the deficit or surplus shown above.

For the purposes of the Companies Act, net (expenditure)/ income of £(847,903) (2017:£1,616,140) is total Income of £1,736,293 (2017:£1,723,047) less gifts in kind of £21,860, minus total expenditure of £2,203,813 (2017: £2,138,068) less gifts in kind of £21,860, minus net (losses)/gains on investments of £(380,383) (2017: £2,031,161)).

The notes on pages 22 to 30 form part of these financial statements.

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
CONSOLIDATED BALANCE SHEET (Company Number 383330)
AS AT 31 MARCH 2018

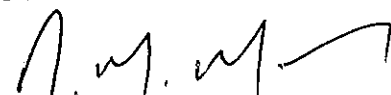
	Notes	Group 2018 £	Group 2017 £	Charity 2018 £	Charity 2017 £
FIXED ASSETS					
Tangible assets	13	1,993,170	2,067,889	1,993,170	2,067,889
Investments	14	17,314,192	18,033,477	17,314,193	18,033,478
TOTAL FIXED ASSETS		19,307,362	20,101,366	19,307,363	20,101,367
CURRENT ASSETS					
Debtors	15	70,537	114,932	70,537	114,932
Cash at bank and in hand	16	27,625	209,356	27,624	209,355
Cash at COIF Charities Deposit Fund	16	484,732	334,732	484,732	334,732
TOTAL CURRENT ASSETS		582,894	659,020	582,893	659,019
LIABILITIES					
Creditors - amounts falling due within one year	17	147,463	169,690	147,463	169,690
NET CURRENT ASSETS		435,431	489,330	435,430	489,329
TOTAL NET ASSETS	20	19,742,793	20,590,696	19,742,793	20,590,696
The funds of the charity:					
Restricted funds					
Endowment funds		16,083,260	16,924,311	16,083,260	16,924,311
Restricted income funds		245,383	126,406	245,383	126,406
		16,328,643	17,050,717	16,328,643	17,050,717
Unrestricted funds					
Free Reserves		1,420,980	1,472,090	1,420,980	1,472,090
Fixed Asset Reserves		1,993,170	2,067,889	1,993,170	2,067,889
		3,414,150	3,539,979	3,414,150	3,539,979
TOTAL FUNDS	19	19,742,793	20,590,696	19,742,793	20,590,696

The Trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011.

As permitted by section 408(3) of the Companies Act 2006, the parent company's individual Statement of Financial Activities and Income and Expenditure Account have not been included in these financial statements. The parent company's Net (expenditure) for the financial year was £(847,903) (2017- Net income £1,615,476)

Approved by the Board of Trustees on 16 July 2018


Mrs S Cooke - Chairman


R Morris FCA - Treasurer

Company No. 383330

The notes on pages 22 to 30 form part of these financial statements.

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2018

	Notes	Group 2018 £	Group 2017 £	Charity 2018 £	Charity 2017 £
Cash flows from operating activities					
<i>Net cash provided by (used in) operating activities</i>	21	(794,832)	(823,774)	(794,832)	(823,281)
Cash flows from investing activities:					
Dividends, interest and rents from investments		374,431	439,093	374,431	439,093
Capital withdrawals		400,000	400,000	400,000	400,000
Purchase of tangible fixed assets	13	(12,130)	(109,975)	(12,130)	(109,975)
Proceeds from sale of tangible fixed assets		800	-	800	-
Purchase of investments		-	(451,660)	-	(451,659)
Proceeds from sales of Investments		-	453,280	-	453,280
<i>Net cash provided by (used in) investing activities</i>		<u>763,101</u>	<u>730,738</u>	<u>763,101</u>	<u>730,739</u>
Change in cash and cash equivalents					
<i>In the reporting period</i>		(31,731)	(93,036)	(31,731)	(92,542)
Cash and cash equivalents at the beginning					
<i>of the reporting period</i>	16	544,088	637,124	544,087	636,629
Cash and cash equivalents at the end					
<i>of the reporting period</i>		<u>512,357</u>	<u>544,088</u>	<u>512,356</u>	<u>544,087</u>

The notes on pages 22 to 30 form part of these financial statements.

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES

Wimbledon Guild of Social Welfare is a charity (registration number 200424) and a company limited by guarantee incorporated in the United Kingdom (company number 8327131). It is governed by its Memorandum and Articles of Association incorporated 15 October 1943 as amended by special resolution at 6 October 2009.

(a) Basis of Preparation

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention as modified by the inclusion of investments at market value, and 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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Company information is provided on Page 30.

Going concern

After making enquires, the Trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities on page 15.

(b) Group financial statements

The group financial statements consolidate those of the charity and its wholly owned subsidiary undertaking, WG Promotions Limited drawn up to 31 March 2018. The transactions, assets and liabilities of this company have been consolidated with those of the Wimbledon Guild of Social Welfare. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

(c) Accounting Estimates and Judgements

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

The inclusion of all mixed use properties as tangible fixed assets (see note 13) because the trustees consider the fair value of the investment property component for each property cannot be measured reliably without undue cost or effort.

(d) Income

Income is recognised where the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grant income is recognised where the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Legacies are recognised on the earlier of the date when amounts are received or when the charity has been notified of the executor's intention to make a distribution.

The sale of meals, shop sales, donations and other voluntary sources are dealt with on a cash basis. Donated goods received for re-sale are recognised at point of sale.

Investments comprise interest and dividends which are recognised when receivable.

Gifts in kind include donated goods and services. These contributions are included in the financial statements at an estimate based on the value of the contribution to the Charity which is the amount the charity would have been willing to pay to obtain goods or services of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(e) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Expenditure on charitable activities which are incurred directly in fulfilling the charity's objectives;
- Expenditure incurred in raising funds.

Support costs, including irrecoverable VAT, are allocated to these expenditure headings based on square footage for premises costs, time spent for salaries and related expenses and approximate usage for other expenses.

(f) Voluntary help

A significant amount of time is expended on the company's activities which is donated free of charge. It is not possible to quantify the value of time given and accordingly it is neither recorded as donated income nor as an expense in the financial statements.

(g) Tangible fixed assets

Items are capitalised when the total cost or market value of the whole project exceeds £5,000.

Depreciation is provided on all fixed assets, including freehold land, and are depreciated over their useful economic lives on a straight line basis as follows:-

Asset Category	Annual Rate
Freehold land and buildings	2% on cost or valuation
Motor vehicles	20% on cost
Furniture and equipment	10% on cost
Computer equipment	33% on cost

(h) Investments

Investments are stated at market value. The income arising on the investments is shown under Investments in the Statement of Financial Activities.

Gains and losses on investment assets disposed of are shown as Net gains and losses on Investments in the Statement of Financial Activities.

Gains and losses on investment assets held at the year-end are unrealised and are also shown as Net gains and losses on investments in the Statement of Financial Activities.

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

(i) Cash at bank and in hand

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

(j) Financial Instruments

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

(k) Stocks

No account is taken of the stock of food and provisions at the year-end as this is considered to be immaterial.

(l) Pension Costs and other post retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

(m) Lease commitments

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

(n) Fund Accounting

Unrestricted funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

Designated funds are monies set aside out of unrestricted funds and designated for specific purposes by the Trustees.

Restricted funds are monies received and their use restricted to a specific purpose, or donations subject to donor imposed conditions.

Expendable Endowment relates to funds held on trust to be retained for the benefit of the Charity as a capital fund. It is distinguishable from unrestricted funds in that there is no requirement to spend the funds until the Charity Trustees decide to.

2. NET INCOME OF TRADING SUBSIDIARY

The charity has one wholly owned trading subsidiary, WG Promotions Limited which was formed on 19 March 2015 and is a company registered in England and Wales, Company Number 9497808. The company ceased to trade on 31 March 2016 and made a gift aid payment of £664 to the Guild on 19th December 2016.

	2018 £	2017 £
Income	-	-
Costs of Sales and Administration	-	-
Gift aid payment (see note 12)	-	(864)
Surplus	<u>-</u>	<u>(664)</u>

3. DONATIONS AND LEGACIES

	Unrestricted Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
Legacy Income	1,452	-	1,452	12,011
Donations and covenants	51,785	-	51,785	27,327
	<u>53,237</u>	<u>-</u>	<u>53,237</u>	<u>39,338</u>

Of the total donations and legacies of £39,338 received in 2017, £38,838 was received in respect of restricted funds (from donations), with the remainder unrestricted funds (see note 28)

Donations in 2018 include £960 from pro bono goods & services provided to the Guild.

4. OTHER TRADING ACTIVITIES

	Unrestricted Funds 2018 £	Unrestricted Funds 2017 £
Rental Income	27,051	27,485
Drake House	33,127	32,819
Wimbledon Village Fair	147,399	143,073
Charity Shop (see note)	49,660	51,876
Other	6,969	2,259
	<u>264,096</u>	<u>257,512</u>

The charity shop accepts donated goods for resale, but due to the volume of low-value items received the Trustees consider estimating the fair value of donated goods for resale is impractical. Donated goods for resale are therefore recognised on receipt.

The Wimbledon Village Fair held in June 2017 includes £20,900 (2017- £14,607) received from the donation of goods, and for pro bono services received as part of the event.

5. INVESTMENTS

	Unrestricted Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
Bank and Building Society accounts	1,498	-	1,498	2,209
Dividends receivable from in the UK	42,649	289,867	332,506	380,766
Dividends receivable from outside the UK	-	182,701	182,701	137,910
	<u>44,147</u>	<u>472,568</u>	<u>516,705</u>	<u>520,885</u>

Of the total investments of £520,885 receivable in 2017, £482,072 was in respect of restricted funds arising from dividends receivable. The remaining investments receivable of £38,813 were unrestricted funds (see note 28).

WIMBLEDON GUILD OF SOCIAL WELFARE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

6. CHARITABLE ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total 2018 £	Total 2017 £
Income				
Welfare Services (including Ageing Well)	68,194	-	68,194	63,539
Counselling	226,890	-	226,890	223,706
Housing Rents	514,436	-	514,436	490,178
Social Work	1,050	-	1,050	1,030
	<u>810,570</u>	<u>-</u>	<u>810,570</u>	<u>778,453</u>
Grants				
London Borough of Merton	-	43,420	43,420	62,331
Sutton & Merton CCG Charitable Fund	-	10,000	10,000	-
Merton Clinical Commissioning Group	-	25,000	25,000	50,000
Age UK Merton	-	11,665	11,665	14,028
Other	-	1,600	1,600	500
	<u>-</u>	<u>91,685</u>	<u>91,685</u>	<u>126,859</u>
Total Charitable Activities	<u>810,570</u>	<u>91,685</u>	<u>902,255</u>	<u>905,312</u>

The income receivable from charitable activities in 2017 of £778,453 included £200 from restricted funds. All grants receivable in 2017 were restricted funds (see note 28).

7. EXPENDITURE ON RAISING FUNDS	Direct Costs £	Support Costs (Note 9) £	Total 2018 £	Total 2017 £
Marketing	12,588	34,605	47,193	40,136
Charity Shop	61,406	12,420	73,826	62,533
Wimbledon Village Fair	114,068	50,447	164,515	179,062
Costs of Fundraising	67,385	49,072	116,457	97,627
Investment Management Fees	81,176	-	81,176	76,741
Drake House	39,172	27,924	67,096	63,277
Other	3,609	21,043	24,652	30,913
	<u>379,404</u>	<u>195,511</u>	<u>574,915</u>	<u>550,289</u>

8. EXPENDITURE ON CHARITABLE ACTIVITIES	Direct Costs £	Support Costs (Note 9) £	Total 2018 £	Total 2017 £
Welfare Services (including Ageing Well)	474,872	197,564	672,436	638,605
Counselling	360,027	108,429	468,456	465,434
Housing	180,020	53,879	233,899	246,031
Social Work (including Compass Bereavement Service)	127,144	60,615	187,759	198,131
Other	66,348	-	66,348	39,578
	<u>1,208,411</u>	<u>420,487</u>	<u>1,628,898</u>	<u>1,587,779</u>

9. SUPPORT COSTS BY ACTIVITY (Notes 7 and 8)	Staff Costs £	Governance Costs £	General Office Costs £	Facilities Costs £	2018 Total £	2017 Total £
Welfare Services*	84,224	21,490	76,468	15,382	197,564	187,880
Counselling	42,726	13,186	37,771	14,746	108,429	100,960
Housing	20,891	9,234	7,780	15,974	53,879	47,760
Social Work	25,312	8,547	21,714	5,042	60,615	79,686
	<u>173,153</u>	<u>52,457</u>	<u>143,733</u>	<u>51,144</u>	<u>420,487</u>	<u>416,286</u>
Raising funds	121,669	33,502	36,926	3,414	195,511	103,983
	<u>294,822</u>	<u>85,959</u>	<u>180,659</u>	<u>64,558</u>	<u>615,998</u>	<u>520,269</u>

* including Ageing Well

Expenditure on support costs are allocated to expenditure on charitable activities, and raising funds based on square footage for premises costs, time spent for salaries and related expenses and approximate usage for other expenses.

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

10. NET (EXPENDITURE)/ INCOME FOR THE YEAR

This is stated after charging:

	2018	2017
	£	£
Operating leases	28,702	26,579
Depreciation (see note 13)	81,858	79,441
Auditor's remuneration:		
Audit fees	14,300	13,620
Professional advice	-	3,000
Tax advisory fees	-	3,686

11. STAFF COSTS

Staff costs during the year were as follows:

	2018	2017
	£	£
Wages and salaries	973,123	907,102
Social security costs	86,491	78,574
Pensions	38,810	35,224
Agency staff	-	1,277
Redundancy (see note)	6,257	-
Other benefits	18,044	33,685
	<u>1,122,726</u>	<u>1,055,862</u>

Redundancy costs were paid in 2017/18 following the decision to cease the Joint Age UK Merton Handyperson scheme and the Guild's Wimbledon Village Fair.

The average monthly headcount was 40 staff (2017-40 staff) and the average number of full-time equivalent staff analysed by function was:-

	2018	2017
	No.	No.
Direct charitable	19.5	19.1
Raising Funds	2.6	3.3
Governance and Support	7.7	5.5
	<u>29.8</u>	<u>27.9</u>

The employees who had emoluments, excluding pension contributions, exceeding £60,000 in the year were:-

	2018	2017
	No.	No.
£60,001 to £70,000	1	-
£70,001-£80,000	-	1
£80,001 to £90,000	1	-

The charity trustees were not paid or received any other benefits from employment with the charity or its subsidiary in the year (2017- £nil), neither were they reimbursed expenses during the year (2017 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2017- £nil).

The key management personnel of the parent company, the charity, comprise the Chief Executive Officer, Head of Finance and Resources, Head of Talking Therapies, Head of Welfare and Head of Communications & Fundraising. The total employee benefits of the key management personnel of the charity were £320,566 (2017 - £322,011).

12. RELATED PARTY TRANSACTIONS

Since 1983, Wimbledon Guild has been the Trustee of the Wimbledon Resettlement Fund (WRF), a charity registered with the Charity Commission (Charity No.234575), which provides grants for men and women and their dependants resident in the London Borough of Merton with a connection to war-time services. The Guild is responsible for administering and managing the affairs of WRF. During 2017/8 the Guild paid grants of £3,398 (2017-£1,271) on behalf of WRF, and the balance due to The Guild from WRF at 31st March 2018 was £8,025 (2017-£2,827). In 2016/17 the Guild's 100% owned trading subsidiary, WG Promotions Limited, made a gift aid payment of £884 to its parent.

13. TANGIBLE FIXED ASSETS

	Land and Buildings £	Plant and Equipment £	Motor Vehicles £	Total £
Cost/valuation				
At 1 April 2017	3,036,097	358,338	26,549	3,420,984
Additions	1,300	10,830	-	12,130
Disposals/write offs	-	(5,130)	(6,549)	(11,679)
As at 31 March 2018	<u>3,037,397</u>	<u>364,038</u>	<u>20,000</u>	<u>3,421,435</u>
Accumulated Depreciation				
At 1 April 2017	1,083,773	248,829	20,693	1,353,095
Charge for the year	60,977	15,789	5,092	81,858
Disposals/write offs	-	(903)	(5,785)	(6,688)
As at 31 March 2018	<u>1,144,750</u>	<u>263,515</u>	<u>20,000</u>	<u>1,428,265</u>
Net Book Values				
As at 31 March 2018	<u>1,892,647</u>	<u>100,523</u>	<u>-</u>	<u>1,993,170</u>
As at 31 March 2017	<u>1,952,324</u>	<u>109,709</u>	<u>5,856</u>	<u>2,067,889</u>

WIMBLEDON GUILD OF SOCIAL WELFARE
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The property portfolio is of mixed use and the Trustees consider that to reliably measure the fair value of the investment property component of the properties would incur undue costs. The properties have therefore been treated as land and buildings within tangible fixed assets.

All of the land and buildings are freehold properties.

Depreciation is taken on the cost/valuation of the freehold buildings. Without a complete valuation it is not possible to separate the cost of the land and the Board of Trustees consider that the depreciation charged of 2% per annum on the total cost is reasonable

	2018	2017
	£	£
Analysis of costs and valuation of land and buildings:		
Historical cost	2,689,397	2,588,097
Valuation	448,000	448,000
	<u>3,037,397</u>	<u>3,036,097</u>

14. FIXED ASSET INVESTMENTS	2018 In the UK £	2018 Outside the UK £	2018 Total £	2017 Total £
Listed Investments				
Market value at 1 April 2017	12,407,417	4,888,403	17,295,820	15,919,471
Additions	950,698	1,354,489	2,305,187	1,146,400
Disposals	(2,166,166)	(368,521)	(2,534,687)	(1,801,212)
Net Investment (loss)/ gain	<u>(175,491)</u>	<u>(204,892)</u>	<u>(380,383)</u>	<u>2,031,161</u>
Market value at 31 March 2018	11,016,458	5,669,479	16,685,937	17,295,820
Accrued income	6,195	13,135	19,330	13,218
Cash Held for Investment	608,925	-	608,925	724,439
Investments at 31 March 2018	<u>11,631,578</u>	<u>5,682,614</u>	<u>17,314,192</u>	<u>18,033,477</u>
Historical cost at 31 March 2018	<u>11,344,794</u>	<u>4,808,118</u>	<u>16,152,912</u>	<u>15,549,698</u>

On 19th March, 2015 the Guild established a wholly owned trading subsidiary, WG Promotions Limited, a company registered in England and Wales, Company Number 9497808. The company was formed primarily to undertake trading activities to raise monies for The Guild but has been dormant since 1st April 2016. At 31st March, 2018 the Guild's investment in its subsidiary company is £1, representing the cost of the called up ordinary share capital of WG Promotions Limited.

The Guild also owns one ordinary £1 share (100%) in Springfield Court Wimbledon Limited, Company Number 08349741, which was incorporated on 7 January 2013. The company is not trading.

15. DEBTORS	2018 £	2017 £
Trade Debtors	21,131	45,360
Other Debtors	38,648	44,940
Prepayments	<u>10,768</u>	<u>24,632</u>
	<u>70,537</u>	<u>114,932</u>

16. CASH	2018 £	2017 £
Cash in hand and at bank	27,625	209,356
Cash at COIF Charities Deposit Fund	<u>484,732</u>	<u>334,732</u>
	<u>512,357</u>	<u>544,088</u>

17. CREDITORS - amounts falling due within one year	2018 £	2017 £
Trade Creditors	57,194	28,424
Other Creditors	31,909	30,128
Accruals and deferred income (see below)	<u>58,360</u>	<u>111,138</u>
	<u>147,463</u>	<u>169,690</u>

Deferred Income movement:

	Group £	Charity £
Balance at 1 April 2017	53,021	53,021
Amount released to income earned from charitable and other trading activities	(53,021)	(53,021)
Amount deferred in the year	<u>16,030</u>	<u>16,030</u>
Balance at 31 March 2018	<u>16,030</u>	<u>16,030</u>

Deferred Income of £16,030 comprises counselling training fees of £16,030 received in advance and related to training courses to be held in 2018/19.

18. FINANCIAL INSTRUMENTS	2018 £	2017 £
Financial assets measured at cost	582,894	659,020
Financial liabilities measured at cost	<u>89,103</u>	<u>58,522</u>

Financial assets include Debtors, and Cash-in-hand and on deposit.
Financial liabilities include trade and other creditors.

WIMBLEDON GUILD OF SOCIAL WELFARE
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FOR THE YEAR ENDED 31 MARCH 2018

19. FUNDS

2018	Balances 1 April 2017 £	Incoming resources £	Resources expended £	Net Investment gains /(losses) £	Transfers £	Balances 31 March 2018 £
Endowments						
Expendable Endowment	16,924,311	(400,000)	(81,176)	(359,875)	-	16,083,260
Restricted Income Funds						
Welfare funds	6,224	1,600	(1,674)	-	-	6,150
Ageing Well Fund	22,126	43,420	(65,546)	-	-	-
Breathing Disorder Fund	3,708	-	(3,694)	-	-	14
Wimbledon Convalescent Home Fund	11,024	284	-	123	-	11,431
Compass Bereavement Fund	-	25,000	(25,000)	-	-	-
Expendable Endowment capital drawdown	-	400,000	(400,000)	-	-	-
Expendable Endowment Special Trust Income	81,793	472,274	(337,810)	-	-	216,257
Sutton & Merton CCG Charitable Fund	-	10,000	-	-	-	10,000
Age UK Befriending Partnership	-	11,665	(11,665)	-	-	-
Other	1,531	-	-	-	-	1,531
Total Restricted income	126,406	964,243	(845,389)	123	-	245,383
Unrestricted funds						
General Fund	1,472,090	1,172,050	(1,190,399)	(20,631)	(12,130)	1,420,980
Fixed Asset Reserves	2,067,889	-	(86,849)	-	12,130	1,993,170
Total Unrestricted Funds	3,539,979	1,172,050	(1,277,248)	(20,631)	-	3,414,150
Total Funds	20,590,696	1,736,293	(2,203,813)	(380,383)	-	19,742,793

The Expendable Endowment was established by a trustee declaration of trust dated 16th July 2016. The charitable trust created is administered by the Guild as Trustee. The endowment is formed principally from the proceeds of the sales of the Guild's care home, plus other residential properties in 2014/15. It is a capital fund where all income, and, at the Guild's discretion, all or part of the capital is applied for the furtherance of those aspects of the charitable objects of the Guild which are concerned with the provision of welfare services and relief and prevention of poverty, relief and prevention of ill health and provision of charitable support to the elderly.

The investment income generated from the Expendable Endowment investments is included in Restricted Income Funds as 'Special Trust Income', and is used to fund the charitable objects of the Guild as defined in the declaration of trust dated 16th July 2016.

In March 2018 Sutton & Merton CCG Charitable Fund awarded £10,000 to the Guild as part of their programme to benefit the health and well being of people who live or work in Sutton and Merton. The Guild will use the grant monies in 2018/19 to fund exercise classes for older adults in Merton focusing on muscle strength, balance and flexibility.

In May 2017 the trustees approved the transfer of £400,000 from expendable endowment to restricted income funds. The funds were utilised during the year in accordance with the objects of the trust to provide Welfare services.

The Welfare Fund is made up of donations earmarked for welfare use. Small grants are given out to individuals, in line with the objects of the Charity.

The Ageing Well Fund represents money received from the local authority and the related expenditure.

The Breathing Disorder Fund is for grants to individuals with breathing disorders and/or for their carers.

The Wimbledon Convalescent Home Fund is the merger of two smaller charities and is used for small welfare grants.

The Compass Bereavement Fund is a bereavement service delivered by the Guild, in association with the NHS and funded by the Merton Clinical Commissioning Group to help people aged 16 and above who are bereaved or approaching bereavement. Compass provide information, guidance and support.

Age UK Befriending service is a partnership with Age UK Merton funded by the local council, whereby the Guild provides a face to face befriending service and trains and supports volunteer befrienders.

The Fixed Assets Reserves are represented by tangible fixed assets and are not readily convertible into cash.

WIMBLEDON GUILD OF SOCIAL WELFARE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

The 2017 movement in funds comparatives are as follows:-

	Balances 1 April 2016 £	Incoming resources £	Resources expended £	Net Investment gains /(losses) £	Transfers £	Balances 31 March 2017 £
2017						
Endowments						
Expendable Endowment	15,451,098	(400,000)	(76,741)	1,949,954	-	16,924,311
Restricted Income Funds						
Welfare funds	5,833	1,200	(809)	-	-	6,224
Ageing Well Fund	-	51,851	(29,725)	-	-	22,126
Breathing Disorder Fund	10,018	-	(6,310)	-	-	3,708
Wimbledon Convalescent Home Fund	9,684	279	-	1,061	-	11,024
Compass Bereavement Fund	-	50,000	(50,000)	-	-	-
Expendable Endowment (see note below)	-	400,000	(400,000)	-	-	-
Special Trust income	-	481,793	(400,000)	-	-	81,793
Counselling in Merton Children Centres	-	10,480	(10,480)	-	-	-
Age UK Befriending Partnership	-	14,028	(14,028)	-	-	-
Other	16,531	-	(15,000)	-	-	1,531
Total Restricted income	42,066	1,009,631	(926,352)	1,061	-	126,406
Unrestricted funds						
General Fund	1,444,037	1,113,416	(1,055,535)	80,146	(109,974)	1,472,090
Fixed Asset Reserves	2,037,355	-	(79,440)	-	109,974	2,067,889
Total Unrestricted Funds	3,481,392	1,113,416	(1,134,975)	80,146	-	3,539,979
Total Funds	18,974,556	1,723,047	(2,138,068)	2,031,161	-	20,590,696

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General funds £	Fixed Asset Reserve £	Endowment funds £	Restricted Income funds £	Total 2018 £
2018					
Tangible Fixed Assets	-	1,993,170	-	-	1,993,170
Investments	1,003,244	-	16,083,260	227,688	17,314,192
Net current assets	417,736	-	-	17,695	435,431
Total	1,420,980	1,993,170	16,083,260	245,383	19,742,793
2017					
Tangible Fixed Assets	-	2,067,889	-	-	2,067,889
Investments	1,019,318	-	16,924,311	89,848	18,033,477
Net current assets	452,772	-	-	36,558	489,330
Total	1,472,090	2,067,889	16,924,311	126,406	20,590,696

21. CASH FLOW INFORMATION

RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	Group 2018 £	Group 2017 £	Charity 2018 £	Charity 2017 £
Net (Expenditure)/income for the reporting period (as per the Statement of financial activities)	(847,903)	1,616,140	(847,903)	1,616,804
Adjustments for:				
Depreciation charges (Note 13)	81,858	79,441	81,858	79,441
Unrealised and realised losses/(gains) (Note 14)	380,383	(2,031,161)	380,383	(2,031,161)
Investment income shown in investing activities (Note 5)	(516,705)	(520,885)	(516,705)	(520,885)
Investment Fees shown in investing activities	81,176	76,741	81,176	76,741
Loss on the sale/write off of fixed assets	4,191	-	4,191	-
(Increase) / Decrease in debtors	44,395	(13,641)	44,395	(13,812)
Increase / (Decrease) in short term creditors	(22,227)	(30,409)	(22,227)	(30,409)
Net cash provided by (used in) operating activities	(794,832)	(823,774)	(794,832)	(823,281)

WIMBLEDON GUILD OF SOCIAL WELFARE
(A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

22. HISTORICAL COSTS OF NET MOVEMENT IN FUNDS

	2018	2017
	£	£
Net movement in funds	(847,903)	1,616,140
Unrealised loss/ (gain) on Investments (Note 14)	380,383	(2,031,161)
Net movement of funds on a historical cost basis	<u>(467,520)</u>	<u>(415,021)</u>

23. SHARE CAPITAL

The company is constituted as a company limited by guarantee. Under the terms of clause 7 of the Articles of Association, in the event of the charity being wound up every member is liable to contribute a sum not exceeding £1 during the time they are a member or within one year thereafter.

24. TAXATION

The Guild is a registered charity and is exempt from taxation on income arising from and expended on its charitable activities.

25. OPERATING LEASES-LESSEE

At 31 March 2018, the charity had the following commitments under non-cancellable operating leases:

	2018	2017
	£	£
Obligations under operating leases expiring in less than one year	-	5,360
Obligations under operating leases expiring in one to five years	112,721	49,568
Obligations under operating leases expiring after five years	-	-
	<u>112,721</u>	<u>54,928</u>

26. PENSION COSTS

The company has a group defined contribution pension scheme which all employees are entitled to join. The company matches contributions made by employees up to 7%.

During the year ended 31 March 2018, the company's total contributions amounted to £38,810 (2017: £35,224). £20,041 of the costs were allocated to restricted activities, and £18,769 to unrestricted activities. The restricted activities include Ageing Well, Compass Bereavement Service, Tackling Hardship and counselling services.

The Company's staging date for staff auto-enrolment in the pension was 1 July 2014.

27. CAPITAL COMMITMENTS

The company has no authorised and contracted for capital expenditure at 31st March 2018. The company has authorised but not contracted for expenditure of £111,700 in its capital budget for the upcoming year.

28. STATEMENT OF FINANCIAL ACTIVITIES-COMPARATIVE INFORMATION

The split of the 2017 comparatives shown on the face of the Statement of Financial Activities between the separate classes of funds are as follows:

	Unrestricted Funds £	Restricted Income Funds £	Endowment Funds £	Total 2017 £
Income from:				
Donations and legacies	38,838	500	-	39,338
Charitable activities	778,253	127,059	-	905,312
Other trading activities	257,512	-	-	257,512
Investments	38,813	482,072	-	520,885
Other	-	400,000	(400,000)	-
Total income	<u>1,113,416</u>	<u>1,009,631</u>	<u>(400,000)</u>	<u>1,723,047</u>
Expenditure on:				
Raising funds	473,548	-	76,741	550,289
Charitable activities	661,427	926,352	-	1,587,779
Other	-	-	-	-
Total expenditure	<u>1,134,975</u>	<u>926,352</u>	<u>76,741</u>	<u>2,138,068</u>
Operating (Deficit)/Surplus	<u>(21,559)</u>	<u>83,279</u>	<u>(476,741)</u>	<u>(415,021)</u>
Net gains/(losses) on investments	80,146	1,061	1,949,954	2,031,161
Net (expenditure)/Income	<u>58,587</u>	<u>84,340</u>	<u>1,473,213</u>	<u>1,616,140</u>
Reconciliation of funds				
Total funds brought forward	3,481,392	42,066	15,451,088	18,974,556
Total funds carried forward	<u>3,539,979</u>	<u>126,406</u>	<u>16,924,311</u>	<u>20,590,696</u>

30 OPERATING LEASES-LESSOR

At 31 March 2018, the future minimum lease payments receivable under non-cancellable operating leases were:-

	2018	2017
	£	£
Obligations under operating leases expiring in less than one year	372,681	366,217
Obligations under operating leases expiring in one to five years	96,864	93,636
Obligations under operating leases expiring after five years	569,844	556,860
	<u>1,039,389</u>	<u>1,016,713</u>

WIMBLEDON GUILD OF SOCIAL WELFARE
(a company limited by guarantee)
COMPANY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2018

THE WIMBLEDON GUILD OF SOCIAL WELFARE

Company Registration number: 383330, Charity registration number: 200424

Registered Office: Guild House, 30/32 Worple Road, London SW19 4EF

Website: www.wimbledonguild.co.uk

The Wimbledon Guild of Social Welfare ('The Guild') is constituted as a company limited by guarantee and is registered for charitable purposes with the Charity Commission. The Guild's governing document is its Memorandum and Articles of Association incorporated 15 October 1943 as amended by special resolution at 6 October 2009.

THE BOARD OF TRUSTEES

Honorary Officers

Chairman	Susan Cooke
Vice Chairman	Tom (R A) Steele
Treasurer	Roger Morris FCA

Other Members

Karen Biggs
Clive Handford FRICS
Simon Leathes FCA
Caroline Mawhood CPFA
Amir Siddiqui
John Stover FCA (retired 3 October 2017)
Theresa Zlonkiewicz

Directors

The Trustees of the Wimbledon Guild of Social Welfare are the charity's trustees under charity law and the directors of the charitable company.

Life Vice-President

Sheila Dunman

SENIOR MANAGEMENT TEAM

Wendy Pridmore	Chief Executive Officer and General Secretary
Emma Aldridge	Head of Welfare (leaving 7 September 2018)
Georgina Hoare	Head of Talking Therapies
Andrew Stodhart	Head of Finance and Resources
Mark Williams	Head of Communications and Fundraising (appointed 1 September 2017)

ADVISERS

Auditors

Crowe U.K. LLP (formally Crowe Clark Whitehill LLP), St Bride's House, 10 Salisbury Square, London EC4Y 8EH

Bankers

Barclays Bank plc, Wimbledon Business Centre, Alexandra Road, Wimbledon, London SW19 7LA

Employment

Roger Vincent Associates, 19 Claremont Road, Claygate, Surrey KT10 0PL

Resolve Personnel Management Limited, 1, Acacia Court, 16 Avenue Road, Christchurch, Dorset BH23 2BY

Investment Managers

Cazenove Capital Management, 12 Moorgate, London EC2R 6DA

Solicitors

Russell-Cooke LLP, 2 Putney Hill, Putney, London SW15 6AB

