



Bromley, Lewisham & Greenwich Mind Ltd

ANNUAL REPORT AND FINANCIAL STATEMENTS

1st April 2022 - 31st March 2023

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 2023

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. These were last revised in 2021.

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 (conducted during the year and based on the current version of the code) confirms it is applied in all areas. The Trustees do not tolerate 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:

- The members of the charity are also the current Trustees
- Trustees are elected at a Board 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. No more than three terms shall be served.

- At least three Trustees are required to have experience of mental health problems or of being the carer for someone with dementia or mental health problems.

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.

Two Trustees, Lydia Lee and Lisa Burnand, stood down from the Board during 2022-23. Trustees serving during the year are listed on page 28.

Trustee induction, training and review

Induction to the Board of Trustees is led by the Chair and Chief Executive. The programme includes visits to the organisation's services 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

Whilst we have not had any new recruits this year, this is the established process that we follow and it is continuously under review.

External training for Trustees is undertaken as appropriate to develop their knowledge and a core training schedule for Trustees was introduced and implemented during the year.

A Governance Manual is provided and Trustees have access to all BLG Mind Policies and Procedures. Trustees complete a Skills Audit form, which was refreshed during the year.

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 Away Day is held 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 28:

- 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. It has delegated authority to deal with people matters, including responsibility for staff remuneration.
- 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.

At the start of 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 disbanded in November 2022.

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.
- Ensuring all new activities are in line with BLG Mind's values, objectives and purpose.
- 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 Leaders 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 and fire regulations.

Key significant risks identified and managed during the year included:

- The cost of living crisis could lead to unrest among staff in relation to pay and possible increase in staff turnover. This was mitigated through a one-off cost of living payment in November 2022 and agreement to a 5% salary uplift applied from April 2023.

- Challenges in effectively implementing new integrated community mental health services. These were mitigated by regular partnership meetings, employing implementation project managers and undertaking cross-service team building and organisational development activity.
- Inflationary pressures affecting BLG Mind's costs, mitigated by resisting increases and negotiating new deals were possible.
- A significant number of contracts were due to end in March 2023. Some losses occurred, but most negotiated to continue due to good relationships with commissioners, good engagement with local communities and cost effective operation.

Current significant risks being managed relate to inflationary pressures, cost of living, staff recruitment and premises. During the coming year the Board will be establishing risk appetites across key risk themes to ensure risk appetite and practice are aligned.

Inclusion Statement

Bromley, Lewisham & Greenwich Mind (BLG Mind) is committed to equity of opportunity and the elimination of discrimination in all its forms. We are proud to be an anti-racist organisation. We seek to create environments and services that are accessible and meaningful to all in our communities, and reflect their diversity. We believe that BLG Mind is strengthened and enriched by diversity throughout the organisation. We are committed to developing and promoting a culture of inclusion which means that everyone who works for or receives services from BLG Mind feels that the organisation is welcoming and somewhere they can be comfortable, be themselves and be included.

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 Trustees, staff, volunteers and service users from across the organisation was established. The IAG support and monitor the implementation of the recommendations and provide a forum for discussion and a source of advice on inclusion issues. To date more than 70% of the recommendations have been completed with the remainder either in progress or modified according to further evaluation. We have recruited a team of 16 Inclusion Champions from across the organisation to further extend our reach and commitment to our inclusive principles and practices.

The work of the IAG and the inclusive practices adopted by BLG Mind have also been recognised by the latest Mind Quality Mark (MQM) review and winning the Mind Excellence Award for Equality, Diversity & Inclusion in January 2023.

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.

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

In Bromley:

- Mental Health Strategic Partnership Group
- Voluntary Sector Strategic Network
- Safeguarding Adults Board

- Bromley Third Sector Enterprise
- Community Mental Health Transformation

In Lewisham:

- Mental Health Alliance Leadership Board
- Right Care Programme Board
- Safeguarding Adults Board
- Dementia Community Action Group

In Greenwich:

- Mental Health Alliance Board
- MH Oversight & Co-ordination Board
- Mental Health Development Collaborative
- Safeguarding Adults Board
- Community Mental Health Transformation

In addition BLG Mind's Chief Executive plays a key role in representing the Voluntary & Community Sector (VCS) in the South East London Integrated Care System (ICS), including as the VCS adult mental health lead, and with NHS England. The Director of Services is a Partnership Governor for Oxleas NHS Foundation Trust. BLG Mind is represented on the South East London Suicide Prevention Strategy Group.

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 of Bromley and is a Charitable Incorporated Organisation (CIO), with BLG Mind's Chief Executive as one of the Directors and Trustees.

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 (Oxleas)
- The Lewisham Dementia Support Hub was delivered in partnership with South London and Maudsley NHS Foundation Trust (SLaM), Sydenham Garden and Carers Lewisham
- Lewisham Community Wellbeing was delivered in partnership with Lewisham Refugee & Migrant Network (LRMN), Sydenham Garden, Metro and SLaM
- The Bromley Recovery Works service, Bromley Mental Health Hub, Perinatal Community Outreach service, IPS Employment Support service and Care Team Approach are delivered in partnership with Oxleas NHS Foundation Trust
- The Greenwich Mental Health Hub is delivered in partnership with Oxleas and Bridge Support
- The Lewisham Primary Care and Community Mental Health Services and Lewisham Enhanced Community Outreach service are delivered in partnership with SLaM
- The Lewisham Culturally Diverse Communities Programme is delivered in partnership with Holistic Well Women, Mabadiliko, Sydenham Garden and Therapy for Healing

- The Greenwich Connecting Communities Alliance was a partnership with Metro, Age UK Bromley & Greenwich and Greenwich Mencap
- Mindful Mums in Greenwich was delivered in partnership with MumsAid
- The South East London Suicide Bereavement Service is delivered in partnership with Lambeth & Southwark Mind, Mind in Bexley and SLaM
- The Peer Support In-reach Service began delivery in Greenwich and Lewisham in partnership with Mind in Croydon, Lambeth & Southwark Mind and Mind in Brent, Wandsworth & Westminster

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

Staffing

The average number of staff employed during the year, including bank, was 205. At the end of the year, BLG Mind had 169 contracted staff (138 FTE). Throughout the year there were 65 sessional (bank) staff employed (12 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 246 volunteers delivering, on average, a total of approximately 850 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

Our Lived Experience Consultants, recruited to provide a lived experience perspective on strategic issues, policies and new developments, have contributed across the organisation in a range of capacities, including:

- Regular contributions to our Quality and Performance committee
- Steering Group member for the Bromley Mental Health Hub
- Panel member at LGBTQIA History Month event in Lewisham
- Supported The Big Conversation – a Mind in London initiative to explore health inequalities
- Contributing to the development of a mental health non-clinical workforce competency programme for South East London
- Staff recruitment panel members

Vision, Purpose, Values, Aims and Objectives

BLG Mind's current Strategy covers the period April 2021 – March 2024. The strategy includes 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 2022-23

Significant progress was made in relation to all of our Strategic Objectives in the first year of our strategy. Some of the main achievements are detailed below:

Excellence

- We received a very positive report from the Mind Quality Mark review which highlighted several areas of excellence, and supported further development
- We analysed the extent of in-person and remote support to ensure that appropriate support was offered to our clients
- We embedded joint working protocols within the Community Transformation Projects to support the best outcomes for clients

Our People

- We completed both a staff and volunteer survey which has informed the development of our People Strategy
- We held a Staff and Volunteer conference to bring teams and services together
- We increased the range of training available to staff including annual Cyber Security training and delivering a leadership development programme for 20 leaders in BLG Mind

Development

- We increased our support to culturally diverse and marginalised communities through the Mindful Mums service in Lewisham and the Equality Grants in Greenwich
- We continued to contribute to the London-wide and national conversations about transforming community mental health services through our partnerships and led on developing a national good practice guide on integrated mental health services
- We secured funding to increase our reach to young people by expanding the Minds Up programme

Engagement

- We supported the development of VCS engagement structures in mental health for SEL ICS as VCS Mental Health lead.
- We recruited four Lived Experience Consultants to contribute to our strategic decision making
- We rebranded to reflect the new Mind brand identity

Our Infrastructure

- We made significant improvements to our IT security to safeguard against cyber threats
- We renovated and refurbished our Orpington site to improve accessibility and inclusion

Performance in 2022-23

During the year, BLG Mind services provided direct help to **11,223** people.

	Beneficiaries In 2022-23	Change on previous year
Mental Health Services		
Bromley Recovery Works Service	676	-25%
Bromley and Greenwich Perinatal Community Support	82	+256%
Bromley Mental Health Hub	553	NEW
Bromley Care Team Approach	117	NEW
IPS Employment Support (Bromley & Greenwich)	244	+5%
Hospital to Home (Bromley & Greenwich)	67	NEW
Lewisham Primary Care & Community Mental Health Services	988	+55%
Lewisham Community Wellbeing	1575	-1%
Greenwich Mental Health Hub	507	NEW
Greenwich Mindline	See below	N/A
Greenwich Peer Support	73	-35%
Greenwich Counselling	252	+5%
Greenwich Connecting Communities	194	+4%
Benefits Assessment Support Service	29	+315%
SE London Suicide Bereavement Service	235	+65%
MindCare Dementia Services		
Respite Care at Home	168	-17%
Young Onset Dementia Activists	54	+134%
Bromley Dementia Support Hub	1578	-19%
Lewisham Dementia Support Hub	634	-17%
Greenwich MindCare	424	+28%
Wellbeing & Resilience		
Mindful Mums	406	-6%
Being Dad	44	+26%
Bromley Well Mental Health Carers Pathway	105	NEW
Minds Up Schools Wellbeing Programme	2,218	+183%
Total 2022-23	11,223	+16%

Overall, our reach has increased by 16% with **11,223** people benefiting from BLG Mind services during the year. Whilst some services increased their reach as they embedded delivery during the year, other numbers reduced because of changes to the service specification or leading up to the end of their delivery period.

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 **3426** contacts during the year (a decrease of 7% on the previous 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 **468** people from other organisations and dementia training, coaching and consultancy to **411** staff from other organisations. 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.

Bromley Mental Health Hub

Part of the national Community Mental Health Transformation agenda, this service works in partnership with Oxleas to deliver a range of clinical and non-clinical mental health support to residents of Bromley. Short-term interventions (up to 12 weeks) provided by BLG Mind through the Hub currently include Mental Health Advice, Peer Support, Benefits advice and IPS Employment support. Work to address the inequalities experienced by marginalised communities is supported by dedicated resource within the team.

Bromley Mental Health Hub client feedback:

"My experience with Bromley Mental Health Hub had made a significant positive impact on my mental health and well-being."

"I found many helpful resources and was signposted to other great services such as the Recovery College and its mindfulness based courses. I received excellent support from my mental health advisor, who encouraged my independence and engaged in my areas of interest, with self-reflection and a positive mental state of mind."

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 support befriending and peer support groups

Recovery Works Client Story

'Martin' had a difficult childhood. As he entered adulthood, he experienced PTSD, anxiety and feelings of isolation: *"From the age of 12 I started to experience mental health problems due to my difficult childhood. I felt extremely low, isolated, and different from other people. I also experienced being bullied at school, which also led to me feel different to others"*.

Martin felt unheard and on his own until he reached out to BLG Mind. *"I felt scared and hesitant to reach out for help, but I knew I couldn't go on feeling the way I did. As soon as I contacted BLG Mind, I felt heard and understood"*.

Since reaching out to the Recovery Works service for employment support, Martin has

also benefited from other BLG Mind services, including Peer Support groups and individual support from a Recovery Support Advisor: *“I was able to get practical support with one service, and emotional support with another. The peer support group was a great way to interact and build on my social skills”*

These services have boosted Martin’s confidence and given him tools to manage his mental health. *“I have made great friendships and gained confidence, especially, through communicating how I feel and being around other people. I have also gained more self-awareness and resilience when managing my own mental health”.*

Not only has the Employment Support service opened the door to many other services, but it has also given him the opportunity to volunteer his time and develop his skills. *“I am now volunteering for Employment related courses. This has motivated me to seek a career in mental health and help others”.*

Perinatal Community Outreach 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. From April 2023 the service will also cover Greenwich.

Care Team Approach

BLG Mind is working in partnership with Oxleas NHS Foundation Trust to pilot delivery of integrated support within the Trusts Community Mental Health Teams. The integrated team provide support to people with long-term mental health problems, helping people develop their independence, self-management skills and achieve their recovery goals.

IPS Employment Support provides Individual Placement and Support (IPS) model employment support to people supported by Oxleas’ community teams in Bromley and Greenwich. During the year, the service supported **69** people into full-time paid employment. The service expanded during the year as a result of additional funding being secured from South East London Integrated Care Board (SEL ICB).

Benefits Assessment Support Service

Working across Bromley, Lewisham and Greenwich, and delivered through a team of trained volunteers, this service can:

- Meet with an individual prior to their benefits assessment to get a full understanding of how their mental health needs affect their life.
- Attend the assessment with the individual, helping them give the assessor a full and accurate picture of their health.
- Meet with them post-assessment to help them understand the next steps.

The support of a volunteer can increase the chances of benefits to which people are entitled being awarded and avoid a lengthy appeals process.

Lewisham Primary Care and Community Mental Health Services are delivered in partnership with South London & Maudsley NHS Foundation Trust (SLaM). BLG Mind employs Mental Health Advisers, a Benefits Specialist and Peer Support Workers who work alongside clinical staff to support people with mental health problems, linking closely with GPs and other primary care staff. They provide information and advice,

person-centred recovery-orientated support, community bridge building and skills development courses.

The service expanded this year to include targeted support for people with complex needs who find it difficult to engage with mental health support through the Lewisham Enhanced Community Outreach Service (LECOS).

Culturally Diverse Communities Programme

The Culturally Diverse Communities Project provides wellbeing and mental health support to diverse communities in Lewisham.

It aims to engage with members of the community who previously may not have felt comfortable or confident in reaching out and asking for the help they need.

The programme is provided as a partnership between BLG Mind, SLaM and four Lewisham-based, non-profit community organisations: Therapy 4 Healing (T4H), Mabadiliko CIC, Sydenham Garden and Holistic Well Women, each offering support via a variety of courses and individual support

Lewisham Community Wellbeing was delivered through a successful partnership with Lewisham Refugee & Migrant Network, Sydenham Garden, Metro and SLaM NHS Foundation Trust. The contract for this service came to an end in March 2023 when staff and clients transferred to a new provider.

Greenwich Mental Health Hub

Part of the national Community Mental Health Transformation agenda, this service works in partnership with Oxleas and Bridge to deliver a range of clinical and non-clinical mental health support to residents of Bromley. Short-term interventions (up to 12 weeks) provided by BLG Mind through the Hub currently include Mental Health Advice, Peer Support, Benefits advice and IPS Employment support. Work to address the inequalities experienced by marginalised communities is supported by dedicated resource within the team, and this year the Hub provided Equality Grants to seven local community groups working with marginalised communities.

Greenwich Mental Health Hub Client Story

‘David’ has been diagnosed with depression. His symptoms worsened around two years ago when he began to hallucinate, became increasingly paranoid.

“I was finding myself in different places – and I couldn’t remember how I got there. I thought the plumbers in my house were going to attack me. I had no hope that I’d get better”

Fearful of what he might do if he went outside, David isolated himself, which worsened his mental health problems: *“I only went outside to put the bins out – I was scared about what I might do to myself and other people if I went outside.”*

One day, David was triggered by an interaction in his local shop, and reached tipping point. He phoned the Oxleas NHS Crisis line and was referred to the Greenwich Mental Health Hub.

David was instantly reassured by his Mental Health Advisor, ‘Ali’: *“He was like no one else I’d ever spoken to – I could tell that he really understood me”.*

After several telephone calls, Ali encouraged David to come to Woolwich and meet up: *“Meeting in person was a real turning point for me – it made me not want to sink, to keep my head above the water, because there was someone that truly cared”*

Ali worked with David on a personalized recovery plan. *“Every time I told him there was progress – he was over the moon, so I felt like he was truly on my side. I could tell he was genuinely happy I was progressing which made me motivated to continue my journey to recovery. Talking to Ali, it was very different to any other service I’d had – his advice was personalised – I knew he was genuinely listening to me”*.

Greenwich Mental Health Hub encourages service users to take part ownership of their recovery plans. This approach gave David the confidence to continue his recovery, breaking down his recovery into small, personal and achievable goals: *“It’s like when you hear about people having an awful traffic car accident and they have to learn to walk again – I’m rebuilding myself mentally, building those strongholds. Ali taught me to take small steps and take it day by day”*

Without the help that David received from Greenwich Mental Health Hub, he doesn’t think he would be here today.

“I can’t put a price on the help I received. I would have died by suicide. I couldn’t have coped. Genuinely, I’d be dead. This service saved my life”

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 16 languages. Outcomes for clients are measured using CORE 10 and show reliable improvement for clients of both the crisis and long term counselling services.

This year, the service has:

- Delivered an estimated 8000 counselling sessions across our generic and culturally specific services
- Set up three new therapeutic groups
- Rolled out the new CORE Net database to improve client record keeping
- Managed a sustained increase in the number of crisis counselling sessions needed
- Been available for over 1000 hours of Mindline telephone counselling

Greenwich Peer Support includes drop-in sessions and a range of activity-based peer support groups, currently including Walk and Talk, Arts & Crafts, Coffee Morning and Social group. This service was re-commissioned for a further 4 years from April 2023.

Greenwich Peer Support Client Story

‘Kerry’ was aged 14 when she tried to take her own life: *“It just all became too much for me – I couldn’t cope after being diagnosed with Turner’s syndrome”*

Once she'd finished school, Kerry's GP told her about BLG Mind Greenwich Peer Support Service. As she registered her details, she felt immediately comforted and welcomed by the team.

"I felt very at ease and that I was not alone. Even when you know you're not alone, because you have your family, it's always nice to know that there are other people there to support you"

Kerry has now become a peer support volunteer – helping to manage the kitchen during sessions: *"It's only a couple of hours I volunteer here but without those I would feel lost, it is where I can socialise comfortably because everyone who attends the sessions are always trying to understand how we can best support each other. We are like an extended family"*

The Greenwich peer support group has not only built Kerry's confidence, but has been a potential lifesaver for her: *"Without this support I would feel totally lost, and feel like I wouldn't be here. I have learned how to better manage my condition – which includes colouring for Mindfulness. I have made so many friends since attending here which has surprised me – because I have the expectation that people wouldn't want to talk to me. I have also learned skills that have enabled me to be able to take over the Tea Bar at BLG Mind. It was originally a trial run, but I haven't looked back! Where there are tasks I struggle with, like calculating change, my fellow service users have supported me and helped boost my confidence"*

Kerry would encourage others to ask for help, and is incredibly grateful for the support she has received: *"I'd advise anyone else in my position - as hard as it can be, it will become clearer – you won't always be in that dark space. You just need to keep fighting the dark days, it might take a day or a year, but you will get there, and it's an amazing feeling once things do start to clear... If I won the lottery, the first place I would donate to would be BLG Mind"*

Connecting Communities in Greenwich was delivered through a partnership with Metro, Age UK Bromley & Greenwich and Greenwich Mencap. 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. From April 2023 the mental health component of the service was re-commissioned as a standalone provision run by BLG Mind, rather than a partnership.

South East London Suicide Bereavement Service continued to develop during the year. BLG Mind lead the partnership delivery, which also involves Lambeth & Southwark Mind, Mind in Bexley and SLaM NHS Foundation Trust. The service is delivered across Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark, providing holistic support to friends and relatives, focussing on those who have been recently bereaved. It provided a combination of practical, emotional, and spiritual support to **235** people during the year, including counselling, group and 1-1 support.

Suicide Bereavement Service Client Story

Following his wife's death by suicide in 2022, 'Harry' was referred to the Suicide Bereavement service by the Metropolitan police.

Harry describes how he felt at the time: *"Being upset is an understatement. I couldn't link what was happening with my mind and body to a trauma response"*

Harry was contacted two weeks after his wife's death, and remembers the phone call vividly: *"I feel like my higher power is looking after me. I thought 'this is incredible'. BLG Mind also offered to find support for my son and daughter who live in different areas of the UK"*

With the support of the Suicide Bereavement Service, Harry started to make sense of his emotions and was given tools to manage them: *"I don't know where I'd be without this service. I learnt every day must have a purpose. I made my purpose to get out each morning, on the way to mass I'd be crying. My Support Worker told me that was really good to hear – it's important to let your emotions out. He was able to explain that my mental capacity had been reduced as my body is in trauma response. That I needed to slow things down"*

Harry joined Suicide Bereavement Support groups with other people who had been affected by suicide. The group formed such a close bond that they continue to meet up: *"Most of the group still meet outside of the facilitated sessions. We are all making progress in our own way"*.

Harry is grateful for the support he has received, and is now positive about his future.

"I don't know how lucky I am. I'll never forget the staff for the support they've given me. I don't know where I'd be without that. I'm eternally grateful for the support. They're just lovely people – everyone I've met has been so supportive and concerned and caring. It's been incredible."

"I've got a lot to look forward to in life – my youngest grandson was 3 on Friday. In the early days, I found it hard to be around them because of their association with my wife who died by suicide. I've been able to not let what's happened stop me from living"

Peer Support in Hospitals

During the year, BLG Mind completed delivery of the pilot Hospital to Home scheme, which supported people being discharged from mental health inpatient wards in Bromley and Greenwich to return home. Building on this, and working in partnership with other local Minds in South London we secured funding for and started delivery of a peer support programme providing support to people before and after discharge from mental health rehabilitation wards.

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 and Being Dad supported over 450 parents across Bromley, Lewisham and Greenwich during the year.

Mindful Mums services include wellbeing and resilience groups for pregnant women and new parents across all three Boroughs. Each group runs for five sessions and is co-facilitated by trained and supported volunteers with lived experience of perinatal mental health problems. The support is supplemented by drop-in support sessions for expectant and new mothers. We also deliver an individual befriending service for new mothers in Bromley. During the year we secured further funding to develop tailored Mindful Mums delivery for women from culturally diverse communities, LGBTQ+ parents and young mothers in Lewisham.

Evaluation of the Mindful Mums groups during the year found that 94% of attendees felt better able to cope. In addition, 100% learnt skills they could take away and use, and 99% had increased confidence.

Perinatal Community Outreach & Mindful Mums Client Story

'Rhiannon' is a mum to two girls: Ella, who is five and Aoife who is 21 months old.

"When I had my first daughter apart from the sleepless nights, I felt amazing. I was free, in control and happy. I assumed it would be the same for my second daughter Aoife. My pregnancy overall with Aoife was horrible - I was sick for about 4 months, we were renovating our house so had to live in the back garden converted garage"

Aoife was delivered by C-section: *"I've never felt such pain in my life and she came into the world crying....and it felt like she never stopped"*

Rhiannon, overwhelmed by the juggling act of raising a 3 year old and a demanding baby, struggled with everyday tasks: *"Dropping my 3 year old at pre-school, running a household, spending dedicated time with each of my kids. I was slowly losing control of my life, my hormones were all over the place and I felt numb"*

One day, Rhiannon reached a tipping point, and realised that she needed support: *"The brave face I was putting on was beginning to crack and I'll never forget one outing to Tescos with my two girls and husband just about sent me over the edge. When I got home I ran upstairs and put the quilt over my head and sobbed my heart out. My bewildered husband came into the room and it dawned on all of us that I needed help"*

Rhiannon was referred to the Perinatal Support team as she was 5 months into her maternity leave. A support worker from BLG Mind, 'Maria', was assigned to her.

"Maria would come to my house, sit down and ask 'How are you doing'. She would listen with a compassionate non-judgemental ear and I could offload. On some visits she would come with me to pick up Ella from preschool or suggest we meet in the park. Some days I would just stare into space and not say anything and she would say 'this will pass'.... I never believed her and she would insist that it will pass... Either way, after

every visit I would feel lighter and like some of the weight had been lifted”

Rhiannon signed up to the 5 week BLG Mind Mindful Mums course which gave her a forum for meeting other like-minded mums and offload: *“There was no pressure to participate or pretend to be happy, you could just be your authentic self. I felt validated with what I was hearing from other mums and felt less crazy - this meant everything to me as I felt so so alone”*

With the support from BLG Mind and the Perinatal Community Support Service, Rhiannon no longer felt alone: *“As we know depression is like a wave - there are ups and there are downs, and when things got really bad to the point I was having suicidal thoughts I could text/call Maria from BLG Mind and say 'I'm struggling' and know she would be there. Through her support she was able to help off load some of these things - arrange the doctors appointment at the children and family centre, look after Aoife in the 'sensory room' so I could have my appointment, cry to the doctor without having to juggle a screaming baby... Things like this are invaluable to someone who is so vulnerable and obviously needs help”*

Rhiannon may not be here without this service: *“All of this help made me feel like I had a voice, that I can get through this - most importantly that I matter. And when you're in the depths of despair feeling so worthless and out of control, its truly lifesaving...without this help and support I don't know where I would have ended up and I feel so passionate/lucky that I had this service that I too want to empower others by volunteering as a befriender / Mindful Mums course facilitator to give hope that it will indeed pass.”*

Being Dad provided online and in-person 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% reported improved confidence and 96% felt more positive. 100% learnt skills they could use and 91% felt better able to cope. During the year, we secured longer-term funding for the service from the London Borough of Lewisham.

Being Dad Client Story

‘Martin’ and his partner had a baby in March 2022. *“When the adrenaline of the first few weeks had passed, I was experiencing differences in the way I was being treated by family members/friends. It felt like a change in identity”*

Martin found out about Being Dad as his partner had benefited from our Mindful Mums service. Martin felt immediately welcomed into the Being Dad group: *“The facilitator helped to frame the conversation by speaking about his challenges and vulnerabilities – this created a safe space....I saw people transform over the course of sessions, a real culture of sharing which for a lot of dads isn't there. Dads often don't talk and don't share”*

Martin enjoyed the structure of the Being Dad sessions. *“It was really helpful each of the five sessions were structured. I felt more open and honest, it opened up new conversations with other new dads that I wouldn't have had before – instead of small*

talk, we'd quickly move onto something real"

Martin found the BLG staff to be warm, understanding and supportive. *"I found him to be kind, caring, helpful, supportive, he felt like a mentor, facilitator. It's helpful that they've had lived experience themselves – it's not unusual but it's unusual to share them so freely, without any shame. They normalise and humanise the experience of being a dad.*

"BLG mind services are so impactful. They're not just supporting a dad, but a parent, a partner, a husband, a brother – someone in your community to be in a better place. It goes beyond the individual you're helping – it's such a crucial time, it's exactly where support is needed"

Bromley Well is an early intervention and prevention service operating to support a wide range of client groups across the Borough. BLG Mind were responsible for delivering the mental wellbeing pathway (until September 2022 when the pathway was integrated into the Bromley Mental Health Hub) and continue to provide support for mental health carers and Cognitive Behavioural Therapy groups for carers.

Bromley Well Mental Health Carer Story

'Jackie' began accessing support for herself when her daughter's mental health deteriorated. Her daughter had struggled to fit in and form long lasting friendships at primary school, a pattern which then continued into her secondary school. Jackie felt that this, coupled with hormonal changes was largely responsible for the onset of what became a number of really difficult years. Years where she felt failed by services, with a lack of joined up working and, at times she felt like no one understood her family's situation and that there was no end to it all.

Eventually Jackie's daughter was diagnosed with Emotional Dysregulation (a form of Complex Emotional Needs). Getting a diagnosis was a great start on the journey of understanding what to do in the face of a largely poorly understood condition which often includes suicidal thoughts – a terrifying prospect for a mum.

Jackie experienced a range of emotions and feelings including shock, disbelief, guilt, anger and self-blame. Accessing the Bromley Well Carers service provided by BLG Mind provided her with both emotional and practical support right from the start. It also enabled her to meet people in similar situations, caring for others with mental health problems. Sharing her personal experiences, and listening to those disclosed by others, felt supportive and cathartic. She felt less alone and more able to share her circumstances in an authentic way, leading to reassurance and an improved confidence to face her incredibly stressful day to day life.

Attending the courses provided by the service added problem solving skills and other tips to Jackie's toolbox of coping mechanisms, but also helped her to validate her own feelings and know that she was doing something positive by educating herself to look at the reasons behind the behaviour being displayed by her daughter. She shared that

“a lack of understanding fuels hostility”.

Through the carers courses she also learnt about the importance of making time for herself and timetabling self-care into her carer’s routine.

Today, Jackie takes each day as it comes but ensures that she reaches out for support when she needs it and talks about her situation with others. Her daughter has now been diagnosed with autism and ADHD which Jackie has begun to learn about. She feels strongly that refreshing your knowledge is key to living the best life possible in the face of mental health struggles.

Minds Up provides wellbeing interventions to young people in local secondary schools. During the year we worked with five schools across Lewisham and Greenwich. Minds Up is funded by donations received in memory of two local young people who tragically died by suicide, and from April 2023 this income will be supplemented by funding from the Royal Borough of Greenwich. The programme was successful in increasing students’ understanding of mental health and the tools they have to support their wellbeing, as well as helping a significant number of young people who were struggling to access further help. Evaluation found that **72%** of pupils would like to participate in another workshop on mental health in the future and **12%** used the opportunity to highlight to the school that they would benefit from support with their mental health. During the year we also recruited a team of eight 14-17 year-old young people as Minds Up Influencers to contribute to the future development of the programme as a Youth Advisory Board

Mental Wellbeing Training was provided to **302** 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 offer Mental Health First Aid as one of the courses available, alongside our ‘pick and mix’ selection of shorter courses. During 2022-23 we provided Suicide Prevention training to **168** people across the Royal Borough of Greenwich, and will be continuing this work in 2023-24.

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.

Respite at Home Service provided an average of **296** hours a week of respite in the home to give family carers a break. Flexible care packages include regular daytime and evening respite and programmes to support active lifestyles. MindCare staff engage clients in a range of stimulating activities during their visits. During the year, the service was integrated into Bromley Well delivery and commissioned for a further five years. The Care at Home service was last inspected by the Care Quality Commission in 2017 and received a ‘Good’ rating across all areas inspected.

MindCare Dementia Respite Client Story

In March ‘Karen’ contacted social services to ask for some additional support in looking after her husband ‘John’ who was suffering from dementia. John was no longer able to

talk and would have moments where he could get very frustrated and angry.

Social services referred Karen to BLG Mind and the Respite at Home Service. Karen wasn't sure at the time how her husband would respond to this outside support as he had made it clear that he really didn't want any additional help.

However right from the first meeting, John took to the carer instinctively. For Karen it was as if a weight had been lifted from her shoulders. The carer suggested places to go out and as their weekly meetings progressed, she took John out to cafes where he met other people and even without being able to speak, he was visibly enjoying the company of others. It really lifted his mood.

The BLG Mind carer now takes John regularly to a breakfast club where he meets other people and regularly to the barbers and other times just provides John with someone to sit with. The carer has also helped Karen when she hasn't been feeling well and collected prescriptions for her.

If other people think they may need support as they care for a love one with dementia, Karen's advice is just try the MindCare support for carers. *"You don't know until you try. It takes a while for someone to get used to a carer and when they have that bond and relationship it is really powerful. BLG Mind services are wonderful."*

Young Onset Dementia Activists (YODA) provides life-changing support to people aged under-65 with a dementia diagnosis, and their families, with activities this year including making an animated film, ceramic painting, cycling and an allotment project.

YODA Client Story

'Jane' started to experience signs of dementia 5 years ago. She first noticed some issues with her driving ability and her friends and family began to make a few comments. Jane decided she needed to see a doctor but the doctor didn't initially find anything wrong. The issues with driving continued and other memory related issues started to creep in at work, as well as daily life, so Jane went back to the doctor. This time referred to Kings, the diagnosis came back with young onset dementia and Jane was given medication to tackle the symptoms and the anxiety.

Around this time, Jane was told about BLG Mind's Young Onset Dementia Activists group. Immediately on joining the group, Jane felt an affinity with the people and the facilitator. Jane is now a regular member of the Friday sessions. She likes the fact that she is mixing with other people with the same issues and also helping them. Just participating in the group takes her mind off things and improves her mental wellbeing. Jane is actively involved in suggesting and organising the social activities and has also helped fundraise for the service. *"I am just so lucky to be part of such a supportive group."*

Jane feels fortunate to have good support from family and friends who are helping her manage her daily life. Her Friday YODA sessions are however a focal point of her week. She believes in the importance of talking about young onset dementia and not being embarrassed by it. She said BLG Mind is brilliant and would highly recommend. *"If I*

were to give points out of 100, I would give 100 for YODA. It's a brilliant service".

Lewisham Dementia Support Hub was 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. The contract came to an end in March 2023 when staff and clients transferred to a new provider. The service was supplemented this year by a Dementia Befriending service during the year, which provided much-needed support to people experiencing social isolation, and was scheduled to continue until July 2023.

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 **99%** of those trained feeling more able to support their relative as a result
- Cognitive Stimulation Therapy (CST) groups
- Volunteer befriending support

Bromley Dementia Support Hub Client Story

'Claire' is an only child and after losing her father six years ago she started noticing that her mum was struggling to understand certain words and needed to write everything down. Claire found it difficult to talk to her mum and worried that she was being impatient with her. It was only after her mum suffered a fall that they determined she was showing symptoms of dementia.

The diagnosis gave them some answers, but it also created a lot of questions. Fortunately, they were referred to BLG Mind and the Dementia Hub team. For the first time since she lost her dad Claire did not feel alone in caring for her mum. There was someone to illuminate the path ahead for them, to offer advice and support.

Her mum was a shy woman, content with reading books and doing puzzles. Claire noticed that the dementia had made her more distant and closed off from the things she used to love. The Dementia Hub invited them to group sessions with others going through similar experiences. Despite finding these groups overwhelming at first, Claire's mum began to open up, getting her smile back and socialising with others. Claire breathed a sigh of relief seeing her mother gaining back her independence.

The Hub offered Claire a place on a six-week dementia carers course which covered everything from communication techniques to financial advice. She was able to share her experiences and develop supportive relationships with other carers. The advice and resources she received were lifesaving. So much so that she set up a coffee morning at work to let others know about the amazing work the Dementia Hub are doing.

Without the support of BLG Mind and their brilliant staff Claire and her mum wouldn't have the quality of life they have today. Being part of the Dementia Hub felt like a warm embrace; a safe haven during a turbulent time.

Greenwich MindCare provides post-diagnosis dementia support in partnership with Oxleas Memory Service. The small team provided individual support to 424 people with dementia and their carers during the year. An increase of 28% on the previous year.

Dementia Skills Training and Consultancy was delivered to a total of **411** staff from other organisations & members of the public. Participants included health and social care professionals & service providers in Bromley and Lewisham, as well as staff working in a range of other roles, including Care Homes & Agencies, Local Trading Standards Authority, Bromley Central Library, Churchill Theatre, St Christopher's Hospice, Kent Association for the Blind, a College, GPs Surgeries, community groups & cafes, leisure services and wellness & activity groups.

Analysis of participant feedback showed that as a result of the training sessions:

- **99%** felt they were better equipped to support people with dementia.
- **99%** had a better understanding of dementia. **77%** of respondents reported this improvement as significant

Financial Review

The financial results for the year are set out in pages 34 to 52.

Our income in 2022/23 increased to £6,825K from £5,398K in 2021/22. This £1,427K (26%) increase was due mainly to the further expansion of our community mental health services across all three boroughs.

We are reporting a surplus for the year of £449K, compared to £621K in 2021/22. This surplus, equivalent to 7% of our turnover in the year, is mainly the result of staffing vacancies during the year. In common with the wider economy, we are finding it more difficult to recruit and retain staff. We are working hard to address these vacancies as they arise to ensure that we are continuing to provide safe, good quality services. Any surpluses we make are added to our reserves which are used to provide financial stability for the charity and also to fund projects to benefit our service users. For example, this year we have spent £258K on renovating our Head Office building in Orpington. This work led to the creation of a new and larger dedicated room for the delivery of group activities, an outside area to be enjoyed by our clients, an office for the staff that run our Recovery College, two one to one counselling rooms, new toilet facilities, improved accessibility and the repair of our driveway which had become unsafe. More information on our reserves and how we use and manage them is included in the Reserves policy section of document below.

We continue to be a charity in a very strong financial position, with a good reserves base and well diversified income streams. Our income comes predominately from service delivery contracts with the NHS and/or local government. Contracts are typically awarded for periods between three and five years, giving us some security over our income. We are confident in our financial sustainability and ability to respond to changes in funding and need in the boroughs we 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.

Funding sources and expenditure

Of the £6,825K of total income:

- 96% (2021/22: 94%) was received from statutory bodies: South East London Integrated Care Board, 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).
- 2% (2021/22: 3%) was from grants
- 1% (2021/22: 2%) was from donations and legacies
- The remaining 1% was mostly from trading activities such as the sale of training (2021/22: 1%)

The total expenditure of £6,376K was spent as follows:

- £4,862K (76.26%) was spent on Mental Health services
- £1,286K (20.17%) was spent on MindCare Dementia services
- £218K (3.41%) was spent on Wellbeing & Resilience
- £10K (0.16%) 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 BLG Mind's services. It allows us to fund and develop services that are not part of local authority or NHS statutory provision, such as Minds Up and YODA. Our community fundraising activity is overseen by our Developments Committee and included work to promote legacies and corporate partnerships and to help individuals wanting to raise money for BLG Mind. 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 and are signed up to the Fundraising Regulator's Code of Practice. 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 2022/23.

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 2022/23 our free reserves (excluding designated funds) stand at £1.8M, which is equivalent to three months' expenditure from a total 2023/24 budgeted unrestricted spend of £7.4M.

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 by the organisation for planned future expenditure. The largest of our designated funds are:

- Premises Fund - The balance on this fund at the start of the year was £485K, During the year we have spent £258K on the renovation of our Head Office premises in Orpington. We have a number of other buildings on which we would like to spend money to improve for our services users, and are using some of the surplus from this year to top up this fund to £505K.
- Service Development Fund – This fund exists to help us develop local services where there is unmet need. The fund is being increased to £200K for this coming year and our staff will be able to make applications to the fund where they have an idea to help meet need.
- Tangible Fixed Assets Fund – This fund represents the net book of physical assets and is therefore not available to be spent.

Designated and restricted funds are detailed in Notes to the Financial Statements numbers 15 and 14 respectively.

Investment policy

BLG Mind seeks to produce the best financial return on our reserves within an acceptable level of risk. All investments therefore need to:

- a) Provide additional income where possible
- b) Be capable of being made liquid in a short period of time should an emergency arise
- c) Provide some level of inflation protection

However, as our reserves are also required for capital expenditure and provide resilience, 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.

Staff Pay

BLG 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 Leadership Team Plus (SLT Plus). All staff in the organisation are paid at least the Living Wage Foundation London Living Wage and BLG Mind is an accredited Living Wage Foundation Employer.

The ratio between the average pay of SLT and average pay of all contracted staff in the organisation is 1.9:1. The gender pay gap in BLG Mind continues to fall and is currently 8.2% (down from 9.5% last year, and well below the 15.5% average in the UK). The most recent national data regarding ethnicity pay gap is from 2019 and indicates an average ethnicity pay gap (using White or White British as the reference group) of 2.3% (ONS), but with big regional differences (the average gap in London is 23.8%). In BLG Mind the gap is 3.6% (down from 7.0% last year). Both the gender and ethnicity pay gaps are primarily due to relatively lower representation of women and people from racialised communities in the SLT. During the year, a one-off cost of living

was paid to staff on a sliding scale, with the least well-paid staff receiving the largest payment and the most well-paid receiving nothing.

Plans for Future Periods

We continue to see significant mental health implications from the cost-of-living crisis and anticipate this will only increase this year.

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

- Work with services to review and increase our focus on quality outcome measures for our clients
- Consolidate and expand on learning and practice from our work with culturally diverse communities
- Analyse client feedback to better understand how representative our service reach is of the local communities we work within

Our People

- Launch our new People Strategy and begin implementation, including the implementation of a new HR database
- Develop an improved wellbeing offer for staff to support retention
- Conduct an Inclusion Survey with staff, volunteers and clients to assess progress on our inclusion recommendations

Development

- Continue successful implementation of Year 3 of the Community Mental Health Transformation projects and secure ongoing funding
- Establish a Developments Fund to support and fund innovation within our services
- Manage grant funding programmes in Bromley and Greenwich aimed at addressing inequalities

Engagement

- Work with local media and external stakeholders to increase our identity and brand
- Strengthen relationships with other local minds to enable successful partnership working
- Expand the involvement of our Lived Experience Consultants in organisational decisions

Our Infrastructure

- Redevelop the Rachel Notley Centre to accommodate the Bromley Mental Health Hub
- Implement Sharepoint across the organisation, increasing the security and collaboration potential of our shared data
- Recruit additional resource in HR to support the implementation of the People Strategy

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 27 September 2023 and signed on its behalf by:

Rebecca Jarvis, Chair

LEGAL AND ADMINISTRATIVE DETAILS as at 31 March 2023

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 ORZ

Honorary Officers	
Rebecca Jarvis	Chair
Donald Burford	Vice Chair & Senior Independent Trustee
Sharon Kerridge	Treasurer

Trustees and Committee membership	
Donald Burford (F&GP, P&PS, Q&P)	Lisa Burnand (DC) (to 23 November 2022)
Rebecca Jarvis (F&GP, P&PS)	Sharon Kerridge (Chair F&GP, P&PS)
Melissa King (F&GP, P&PS)	Lydia Lee (Q&P) (to 23 November 2022)
Zainnab Makele (DC)	Jonathan Moore (Q&P)
Rhian Morallee (F&GP, Chair P&PS)	Paula Morrison (Q&P, Chair DC)
Dr. Stuart Robertson (Chair Q&P)	Chloe Waters (DC)

Senior Leadership Team	
Ben Taylor	Chief Executive
Debbie Witherick	Director of Finance & Resources
Dominic Parkinson	Director of Services
Sally Jones	Director of Operations

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 2023 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 2023 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 29, 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; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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
London

10 Queen Street Place

EC4R 1AG

Date:

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
For the year ended 31 March 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Income from:							
Donations & legacies		66,116	33,739	99,855	68,066	30,335	98,401
Other trading activities	5	59,104	-	59,104	42,442	-	42,442
Investment income		15,276	-	15,276	1,076	-	1,076
		<u>140,496</u>	<u>33,739</u>	<u>174,235</u>	<u>111,584</u>	<u>30,335</u>	<u>141,919</u>
Charitable activities:							
Statutory funding	2	6,521,544	-	6,521,544	5,106,743	-	5,106,743
Grants	3	18,636	85,578	104,214	-	148,479	148,479
Fees receivable	4	25,119	-	25,119	978	-	978
Other income		-	-	-	-	-	-
		<u>6,565,299</u>	<u>85,578</u>	<u>6,650,877</u>	<u>5,107,721</u>	<u>148,479</u>	<u>5,256,200</u>
Total income		<u>6,705,795</u>	<u>119,317</u>	<u>6,825,112</u>	<u>5,219,305</u>	<u>178,814</u>	<u>5,398,119</u>
Expenditure on:							
Expenditure on raising funds	6	9,988	-	9,988	16,169	-	16,169
Expenditure on charitable activities	6	6,219,978	145,858	6,365,836	4,571,094	189,410	4,760,504
Total expenditure		<u>6,229,966</u>	<u>145,858</u>	<u>6,375,824</u>	<u>4,587,263</u>	<u>189,410</u>	<u>4,776,673</u>
Net income for the year		475,829	(26,541)	449,288	632,042	(10,596)	621,446
Fund balances brought forward		2,854,559	129,972	2,984,531	2,222,517	140,568	2,363,085
Fund balances carried forward	14 & 15	<u>3,330,388</u>	<u>103,431</u>	<u>3,433,819</u>	<u>2,854,559</u>	<u>129,972</u>	<u>2,984,531</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 37 to 52 form part of these financial statements.

BALANCE SHEET
As at 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Tangible fixed assets	10		530,845		272,911
Current assets					
Debtors	11	469,058		626,497	
Cash at bank and in hand		3,496,039		3,251,297	
		<u>3,965,097</u>		<u>3,877,794</u>	
Creditors: amounts falling due within one year	12	(1,062,123)		(1,166,174)	
		<u></u>		<u></u>	
Net current assets			2,902,974		2,711,620
Net assets			<u>3,433,819</u>		<u>2,984,531</u>
Funds					
Restricted funds	14,16		103,431		129,972
Unrestricted funds:					
Designated funds	15		1,549,932		1,022,968
General funds	16		1,780,456		1,831,591
			<u>3,433,819</u>		<u>2,984,531</u>

The notes on pages 37 to 52 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 27 September 2023 and signed on their behalf by

Rebecca Jarvis

STATEMENT OF CASH FLOWS

As at 31 March 2023

	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities:				
Net cash provided by operating activities		528,468		1,378,613
Cash flows from investing activities:				
Interest from investments	15,276		1,076	
Purchase of property, plant and equipment	(299,002)		(44,947)	
Net cash used in investing activities		(283,726)		(43,871)
Change in cash and cash equivalents in the reporting period		244,742		1,334,742
Cash and cash equivalents at the beginning of the reporting period		3,251,297		1,916,555
Cash and cash equivalents at the end of the reporting period		3,496,039		3,251,297
Reconciliation of net income/(expenditure) to net cash flow from operating activities			2023	2022
			£	£
Net income/(expenditure) for the reporting period (as per SOFA)			449,288	621,446
Adjustments for:				
Depreciation charges			41,067	33,968
Loss on disposal of fixed assets			-	2,564
Interest			(15,276)	(1,076)
Decrease/(increase) in debtors			157,440	204,281
(Decrease) / Increase in Creditors			(104,051)	517,430
Net cash provided by operating activities			528,468	1,378,613
Analysis of cash and cash equivalents				
Cash in hand			3,496,039	3,251,297
Total cash and cash equivalents			3,496,039	3,251,297

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

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 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 in 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.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2023

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.

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 where they are 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.

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

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.

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.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

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 2023

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
2. Statutory Funding				
London Borough of Bromley	682,819	-	682,819	847,344
London Borough of Lewisham	585,016	-	585,016	521,922
Royal Borough of Greenwich	343,312	-	343,312	309,343
South East London Clinical Commissioning Group	3,219,695	-	3,219,695	1,879,443
Oxleas NHS Foundation Trust	280,500	-	280,500	339,118
South London & Maudsley NHS Foundation Trust	1,143,740	-	1,143,740	973,347
Bromley Third Sector Enterprise	266,462	-	266,462	236,226
	<u>6,521,544</u>	<u>-</u>	<u>6,521,544</u>	<u>5,106,743</u>
3. Grants				
Mind – Connector Fund	-	-	-	508
Mind – Mentally Healthy Universities	-	-	-	30,533
Peer Support Greenwich	-	45,000	45,000	45,000
Connecting Communities Greenwich	-	40,500	40,500	40,500
Access to Work Scheme	-	18,675	18,675	-
Government furlough grants	-	-	-	765
London Borough of Bromley – Workforce Retention Grant	-	-	-	10,457
Royal Borough of Greenwich – Workforce Retention Grant	-	-	-	6,230
Being Dad	-	-	-	1,282
Mind - Database for Suicide Bereavement Service	-	-	-	3,000
MindCare Support Centres	-	-	-	3,754
Young Onset Dementia Activists	-	39	39	6,450
	<u>-</u>	<u>104,214</u>	<u>104,214</u>	<u>148,479</u>
4. Fees receivable				
MindCare Services	25,119	-	25,119	978
	<u>25,119</u>	<u>-</u>	<u>25,119</u>	<u>978</u>

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
5. Trading Activities				
Room hire & equipment	1,360	-	1,360	3,095
Training and Consultancy	45,427	-	45,427	22,350
Other	12,317	-	12,317	16,997
	59,104	-	59,104	42,442

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
6. Expenditure						
Expenditure on raising funds	9,988	-	9,988	16,169	-	16,169
	<u>9,988</u>	<u>-</u>	<u>9,988</u>	<u>16,169</u>	<u>-</u>	<u>16,169</u>
Expenditure on charitable activities						
<i>Mental Health Services</i>						
Staff costs	3,072,674	58,073	3,130,747	2,252,112	92,523	2,344,635
Other direct costs	775,366	12,238	787,604	453,340	22,751	476,091
Support costs	918,843	25,085	943,928	620,157	20,990	641,147
<i>Wellbeing and Resilience</i>						
Staff costs	142,880	26,017	168,897	110,417	9,720	120,137
Other direct costs	7,926	1,293	9,219	11,893	2,616	14,509
Support costs	36,010	3,554	39,564	28,037	4,950	32,987
<i>Dementia Services</i>						
Staff costs	788,093	9,089	797,182	668,068	26,209	694,277
Other direct costs	234,104	9,035	243,139	222,849	7,452	230,301
Support costs	244,082	1,474	245,556	204,221	2,199	206,420
	<u>6,219,978</u>	<u>145,858</u>	<u>6,365,836</u>	<u>4,571,094</u>	<u>189,410</u>	<u>4,760,504</u>
Support Costs						
Salaries	559,943	14,064	574,007	410,821	13,562	424,383
Other staff costs	131,846	3,311	135,157	42,126	1,391	43,517
Premises costs	108,272	2,720	110,992	102,148	3,372	105,520
Governance	110,703	2,780	113,483	92,337	3,048	95,385
Office costs	59,418	1,492	60,910	53,487	1,766	55,253
Publicity	8,272	208	8,480	7,128	235	7,363
Fees for professional services	72,087	1,810	73,897	12,367	408	12,775
Computer support	108,333	2,722	111,055	99,118	3,272	102,390
Depreciation	40,061	1,006	41,067	32,883	1,085	33,968
	<u>1,198,935</u>	<u>30,113</u>	<u>1,229,048</u>	<u>852,415</u>	<u>28,139</u>	<u>880,554</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 2023

	2023	2022
7. Net expenditure		
	£	£
This is stated after charging:		
Audit fees	13,214	11,490
Depreciation charges	41,067	33,968
Operating leases	35,446	36,706
8. Employees		
The average (full time equivalent) number of persons employed during the period was	135	109
Average number of staff during the period	192	157
Staff costs (for the above persons)	£	£
Salaries	4,198,612	3,242,875
Social Security costs	376,316	269,146
Pension costs	150,555	119,184
Agency costs	19,770	22,953
Redundancy costs	4,500	-
	<u>4,749,753</u>	<u>3,654,158</u>

One employee received remuneration (excluding employer pension contributions) that fell in the band £70,000 to £80,000 (2022: one). Remuneration of key management staff was £275,259 for the year (2022: £260,777). This has increased due to pay awards.

9. Trustees

No Trustees received any remuneration for their services during the year (2022: nil). No Trustees expenses were paid during the year (2022: nil).

Expenditure on Trustee training was £980 for the year (2022: £819).

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

10. Fixed Assets

	Freehold Property	Freehold renovation	Leasehold improvement	Furniture & equipment	Computer equipment	Total 2023
Cost/value	£	£	£	£	£	£
At 1 April 2022	230,000	76,256	16,280	116,476	176,224	615,236
Additions in the year	-	257,526	-	-	41,476	299,002
Disposals in the year	-	-	-	-	-	-
At 31 March 2023	230,000	333,782	16,280	116,476	217,700	914,238
Depreciation						
At 1 April 2022	79,350	36,265	9,768	97,040	119,903	342,326
Charge for the year	-	-	1,628	5,311	34,128	41,067
Disposals in the year	-	-	-	-	-	-
At 31 March 2023	79,350	36,265	11,396	102,351	154,031	383,393
Net book value at 31 March 2023	150,650	297,517	4,884	14,125	63,669	530,845
Net book value at 31 March 2022	150,650	39,991	6,512	19,436	56,321	272,911

	2023 £	2022 £
11. Debtors		
Prepayments	30,057	27,491
Sales ledger and other debtors	439,001	599,006
	469,058	626,497

The sales ledger balance at year end included balances for London Borough of Lewisham (£237,388), South London & Maudsley NHS Foundation Trust (£81,616) and London Borough of Bromley (£40,833) all of which were paid in full post year end.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

	2023	2022
	£	£
12. Creditors		
Amounts falling due within one year		
Trade creditors	138,847	195,478
Other creditors	7,273	5,445
Accruals and deferred income	916,003	965,251
Other taxes and social security	-	-
	<u>1,062,123</u>	<u>1,166,174</u>

Included within other creditors is an amount totalling £2,868 (2022: £3,615) due in respect of pension contributions.

	£	£
13. Deferred income		
B/f	882,403	345,068
Released in SOFA	(312,105)	(345,068)
Deferred during year	233,750	882,403
Carried forward	<u>804,048</u>	<u>882,403</u>

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

14. Restricted Funds

	At 1 April 2022	Income	Expenditure	At 31 March 2023	At 1 April 2021	Income	Expenditure	At 31 March 2022
	£	£	£	£	£	£	£	£
Dementia Support	-	39	-	39	-	3,754	(3,754)	-
Recovery Works Fundraising	1,377	-	-	1,377	1,377	-	-	1,377
Recovery Works Donations & legacies	2,425	-	-	2,425	2,398	27	-	2,425
Lewisham MindCare donations	343	-	(343)	-	2,131	-	(1,788)	343
Bromley Dementia Hub donations	5,291	-	-	5,291	74	5,217	-	5,291
Mindful Mums	186	20	-	206	86	100	-	186
Dementia Café Donations	-	-	-	-	382	-	(382)	-
MindCare Donations	2,100	80	-	2,180	-	2,100	-	2,100
Greenwich Amenities Fund	1,684	-	-	1,684	1,684	-	-	1,684
Greenwich Donations	26,022	160	-	26,182	25,782	240	-	26,022
Greenwich Connecting Communities	15,532	40,500	(39,971)	16,061	8,321	40,500	(33,289)	15,532
Greenwich Peer Support	7,743	45,000	(47,060)	5,683	6,617	45,000	(43,874)	7,743
Mind – Get Set Go	6,507	-	-	6,507	6,507	-	-	6,507
Mind – Peer Support Hub	8,364	-	(8,364)	-	11,366	-	(3,002)	8,364
SLaM – BAMER grant	-	-	-	-	5,503	-	(5,503)	-
Mind – Mentally Healthy Universities	9,846	-	-	9,846	8,448	30,533	(29,135)	9,846
Greenwich Counselling Services	625	-	-	625	625	-	-	625
Greenwich Mindline	444	-	-	444	444	-	-	444
Mind – Connector Fund grant	-	-	-	-	8,847	508	(9,355)	-
Orpington Dementia Respite	7,500	-	(6,750)	750	15,000	-	(7,500)	7,500
Minds Up	31,200	23,694	(30,863)	24,031	34,046	14,440	(17,286)	31,200
Time to Change Greenwich	1	-	(1)	-	830	-	(829)	1
Furlough	-	-	-	-	-	765	(765)	-
Mind IT grants	-	-	-	-	-	3,000	(3,000)	-
Recovery College	100	-	-	100	100	-	-	100
Young Onset Dementia Activists	2,682	9,824	(12,506)	-	-	14,661	(11,979)	2,682
Being Dad	-	-	-	-	-	1,282	(1,282)	-
LBB Workforce Retention	-	-	-	-	-	10,457	(10,457)	-
RBG Workforce Retention	-	-	-	-	-	6,230	(6,230)	-
	129,972	119,317	(145,858)	103,431	140,568	178,814	(189,410)	129,972

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

Dementia Support – grant and donation income used to fund online dementia support services.

Recovery Works Fundraising – funds raised to support the service.

Recovery Works Donations – donations to support this service.

Lewisham MindCare donations – donations to support this service. The fund was fully utilised in the year.

Bromley Dementia Hub donations – donations to support this service.

Mindful Mums – donations to support this service.

Dementia café donations – donations to support the dementia café.

MindCare donations – donations received to support our dementia work.

Greenwich Amenities Fund - the accumulation of donations and fundraising income. It is used to support group activities.

Greenwich donations – donations to support our services in Greenwich.

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

Greenwich Peer Support - a project to provide peer support to people funded from a grant from the Royal Borough of Greenwich. The fund was fully utilised in the year.

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 BAME communities. This grant has now been spent.

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

Greenwich Counselling Service – donations to support this service.

Greenwich Mindline Fund – donations to support this service.

Mind – Connector Fund – a grant from Mind to facilitate closer collaboration between BLG Mind and Lambeth & Southwark Mind. The fund was fully utilised in the year.

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 and ongoing fundraising.

Mind Time to Change Greenwich – a grant from Mind to fund the purchase of resources for anti-stigma work

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

Mind IT grant - grants from Mind to support the provision of IT equipment during the pandemic and to fund the set up a database for a new service.

Recovery College – donations made to support this service.

Young Onset Dementia Activists (YODA) – various grants and fundraising income used to fund our work with young onset dementia clients. This is also funded by our designated funds

Being Dad - donations to support this service.

LBB Workforce Retention – a grant to help retain care staff that we used in our MindCare respite service.

RGB Workforce Retention – a grant to help staff retention across the organisation.

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

15. Designated Funds

	At 1 April 2022	Increase in the year	Decrease in the year	At 31 March 2023	At 1 April 2021	Increase in the year	Decrease in the year	At 31 March 2022
	£	£	£	£	£	£	£	£
Tangible Fixed Assets Fund	272,910	299,002	(41,067)	530,845	264,495	33,349	(24,933)	272,911
Service Development Fund	100,000	140,000	(40,000)	200,000	60,000	40,000	-	100,000
Dementia Café	5,057	-	(2,359)	2,698	5,914	-	(857)	5,057
Premises Fund	485,000	277,526	(257,526)	505,000	485,000	-	-	485,000
Digital Fund	100,000	-	-	100,000	50,000	50,000	-	100,000
Minds Up! Fund	60,000	-	-	60,000	-	60,000	-	60,000
Lambeth and Southwark Mind	-	100,000	-	100,000	-	-	-	-
YODA	-	40,000	(2,415)	37,585	-	-	-	-
Mindful Mums	-	5,700	-	5,700	-	-	-	-
Greenwich Equality Grants	-	8,104	-	8,104	-	-	-	-
	1,022,967	870,332	(343,367)	1,549,932	865,409	183,349	(25,790)	1,022,968

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.

Service Development Fund - to enable the organisation to respond to new initiatives

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

Premises Fund - to help fund the organisation's future premises needs. We will continue to spend this in 2023/24.

Digital Fund - to fund improvements to our digital capacity and capabilities

Minds Up! Fund – set up to fund the expansion of this project to help young people with their mental health to other schools

Lambeth and Southwark (L&S) Mind – while we consider a possible merger with them, we have set aside some funds to support some of their services, if necessary.

YODA – to fund the continuation of our work with clients with young onset dementia

Mindful Mums – to fund some consultancy on our newly funded Lewisham Mindful Mums LGBTQ+ groups

Greenwich Equality Grants – to fund a grant giving programme to smaller charities working with underrepresented communities in Greenwich

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

16. Analysis of Net Assets between Funds

	Tangible Fixed Assets 2023	Net Current Assets 2023	Total
	£	£	£
Restricted funds	-	103,431	103,431
Unrestricted funds	530,846	2,799,542	3,330,388
	530,846	2,902,973	3,433,819

	Tangible Fixed Assets 2022	Net Current Assets 2022	Total
	£	£	£
Restricted funds	-	129,972	129,972
Unrestricted funds	272,911	2,581,648	2,854,559
	272,911	2,711,620	2,984,531

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2023

17. Commitments under Operating Leases

	2023		2022	
	Land & buildings £	Equipment £	Land & buildings £	Equipment £
Total payment due:				
Within one year	32,200	-	38,605	-
Within two to five years	4,167	-	-	-
After five years	-	-	-	-
	<u>36,367</u>	<u>-</u>	<u>38,605</u>	<u>0</u>

18. Related parties

Declarations have been obtained from all of the Trustees and Senior Leadership Team 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.

19. 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 12 (2020: 76) members is limited to the sum of £1. In November 2021 our Articles of Association were amended so that the only members of the organisation are the Trustees (Directors).

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

20. 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 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme until January 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 £892 at 31 March 2023 (2022: £1,400) and the liability is reflected in the accounts. The discount rates used for the March 2023 valuation is 5.52%

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.