Bromley

MindCare
Dementia Support

Bromley Mind

ANNUAL REPORT AND FINANCIAL STATEMENTS

1st April 2011 - 31st March 2012

Registered Charity Number 1082972
Company Registration Number 4071152
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 2012

Bromley Mind was incorporated on 13 September 2000 as a company limited by guarantee. Members are required to contribute up to £1 in the event of the charity winding up. On 1st January 2001 a merger of Beckenham Mind, Orpington Mind and Stepping Stones Club Limited transferred ongoing activities to Bromley Mind. MindCare is Bromley Mind's specialist dementia arm, and delivers services in both Bromley and, from 2011, Lewisham.

Structure, Governance and Management

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

- Trustees are elected by members of the Annual General Meeting
- The Board is comprised of a minimum of seven and a maximum of fifteen Trustees
- At each Annual General Meeting one-third of the Trustees retire by rotation and may offer themselves for re-election
- At other times of the year, the Board of Trustees may appoint a person who is willing to serve either to fill a vacancy or as an additional Trustee, provided the election does not cause the number of Trustees to exceed the maximum permitted. A Trustee so elected shall hold office only until the next following annual general meeting.
- At least three Trustees are required to have been users of mental health services

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. The period 2011-12 saw a number of changes on the Board with one of Bromley Mind's founding Trustees, Anne Stooke, and two others stepping down, having made valuable contributions to the organisation. New Trustees were recruited with finance, HR and change management skills, as well as with experience as a carer. Trustees serving in 2011-12 are listed on page 15.

Trustee induction and training

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

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

An Induction Pack is provided. Trustees have access to all Bromley Mind Policies and Procedures on the 'staff and trustee' section of the organisation's website and paper copies can also be provided. Trustees complete a Skills Audit form.

Trustees are given opportunities throughout the year to meet staff and service users through planned events and presentations to the Board and its Committees. An annual Board Review Day is held to assess the Board's performance during the past year, consider improvements and identify any training needs.

Organisation

The Board of Trustees meets every second month and is responsible for the strategic direction and policies of the charity. The Board has a number of sub-committees, Trustee membership of which is reported on page 15:

- The Finance and General Purposes Committee (F&GP) meets every second month. It has delegated authority to deal with human resource issues and is responsible for scrutinising financial matters.
- The Quality and Performance Committee (Q&P) meets quarterly. It reviews quality and performance across all service areas and identifies areas in which to undertake more detailed scrutiny.
- The Developments Committee (DC) meets quarterly. It is responsible for examining emerging needs, considering proposed action plans and maintaining an overview of service developments, tenders and funding applications and new work programmes.

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

In January 2012, Trustees agreed the appointment of Paula Morrison, Associate Director of Public Health at Bromley Council, as a Specialist Advisor to the Board regarding Public Health issues.

Risk Management

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

- Quarterly reviews by Senior Managers of the risks the charity may face, reporting any changes to the Board
- Annual review of the full Risk Register by the Board
- Policies and procedures to mitigate risks identified
- Policies and procedures to minimise the impact should a risk materialise

As part of this strategy the charity has prepared a Major Incident Recovery Plan that looks at ways of recovering from incidents and, where possible, preventing them happening. Procedures are in place to ensure the charity complies with regulations and current best practice including health and safety, food hygiene and fire regulations.

Working in Partnership

Bromley Mind is affiliated to Mind, the national mental health charity. In all more than 160 local Mind associations are affiliated to Mind. Bromley Mind is also active in key local partnerships including relevant Partnership Groups, Bromley's Voluntary Sector Reference Group, Develop (a Social Inclusion Network) and Bromley's Mental Health Forum. In Lewisham, MindCare is active in the Health and Social Care Forum, the Personalisation consortium and relevant partnership groups.

In the year under review, Bromley Mind was involved in two formal partnerships to provide integrated services. Bromley Working for Wellbeing (Bromley's Improving Access to Psychological Therapies service) was delivered in partnership with Bromley

Healthcare. The Lewisham integrated dementia pathway was a new partnership with South London and Maudsley NHS Foundation Trust (SLaM), Lewisham HealthCare and Carers Lewisham. Partnership agreements are in place to clarify the approach to joint working and partners' responsibilities and liabilities.

Other projects were delivered in partnership with Bishop Justus School, Age UK Bromley and Greenwich, Bromley Adult Education College, Bromley Council, Community Options and Bromley Field Studies Centre. Meanwhile a strategic partnership agreement was developed with Bromley Mencap. Bromley Mind also supported another local mental health charity, Credo, by providing premises for its ceramics studio, until they secured new premises during the year. Bromley Mind provided placements for students from Greenwich University and Bromley College, and for a graduate management trainee from the National Skills Academy for Social Care (NSASC).

Aims and Objectives

Bromley Mind's aims and objectives were reviewed during the year in preparing the organisation's new 3-year Strategic Plan (which will run from 2012-15).

Bromley Mind works alongside people with mental health needs and dementia to improve their quality of life
To achieve this, Bromley Mind will work to:

- Enable people to make informed choices about their lives
- Enable people to cope with, manage and improve their own mental health
- Provide access to fulfilling activities and valued roles in their community
- Provide safe and trusted services when people are most vulnerable
- Improve awareness and understanding of mental health needs and dementia

Services are provided in three strands (further detail is provided in the 'Performance' section, below):

1. MindCare Dementia Services for people with dementia and their carers
2. Mental Health Services for people with severe and enduring mental health needs
3. Bromley Working for Wellbeing for people whose lives are being affected by low mood and anxiety

Strategic objectives for the year under review were set out in Bromley Mind's Strategic Plan 2009-12. Key objectives for 2011-12 were largely achieved. These included:

- Agreeing a Strategic Plan for 2012-15 and achieving a smooth transition to the new Senior Management Team structure
- Obtaining further funding for and developing Bromley Working for Wellbeing
- Successfully launching and establishing MindCare in Lewisham
- Extending Dementia Skills Training and Coaching to work with family carers and a range of other organisations
- Reviewing membership structure and carrying out a recruitment drive
- Developing new structures for service user involvement in our mental health services
- Making more efficient use of available space

Trustees have considered the Charity Commission's Public Benefit requirements and believe Bromley Mind meets its objectives by virtue of its ongoing work within the

field of mental health care. This Trustees' report clearly demonstrates the benefit of the charity's work to the general public across a range of activities

Main Achievements in 2011-12

Despite a challenging external environment, it was a year of growth for Bromley Mind, with several areas of work expanding to meet growing demands.

Achievements were made against all our Strategic Objectives:

Maintaining and building on high quality services
All quality marks and awards continued or were renewed and we continued to receive national recognition for quality and innovation, with work featured at national conferences and in Mind publications. We extended our dementia skills training project to provide workshops and individual coaching for family carers of people with dementia.

Demonstrating benefits and value for money of our services
A review showing the benefits of the Peace Outreach Service led to the contract for this work being extended, and the service being made available across the Borough for the first time. Evidence of the effectiveness of dementia training programmes led to more work being commissioned. A plan to develop greater and more accurate awareness of the organisation and the outcomes it delivers was developed.

Maintain services and develop in new areas
Following a successful tender bid, Lewisham MindCare was established to provide information and support to people with dementia from across the Borough of Lewisham. The Bromley Working for Wellbeing service was expanded during the year, with an additional 6 staff employed by Bromley Mind to provide support as part of the Improving Access to Psychological Therapies programme. New dementia training and coaching contracts were secured with Bromley and Lewisham Councils.

Diversifying funding streams
Contracts with Lewisham and Bexley Councils for dementia services have diversified our funding sources. Fundraising activities were more limited this year, but success in selling dementia and peer support training and the licences for our Coping with Life courses continued.

Informing and involving stakeholders
New structures were introduced for involving people with experience of using our services in Bromley Working for Wellbeing and Community Wellbeing Services. Bromley Mind's membership structures were reviewed and we undertook a recruitment drive for new members.

Developing staff and volunteer roles
Volunteer numbers continued to go up as they make an increasingly vital contribution to the effective running of the organisation. Workshops for staff from across the organisation were held on topics including Recruitment, Induction, Complaints and Health & Safety, leading to improvements in policy and practice. Staff and volunteer events were held during the year to acknowledge team efforts and celebrate individual achievements.

Performance in 2011-12

In the year under review, Bromley Mind services provided direct help to 1,890 people.

	Beneficiaries in the Year
Mental Health Services	
Community Wellbeing Services	686
Peace Outreach	52
Bromley Working for Wellbeing	557
MindCare Dementia Services	
Dementia Support Centres	221
Care at Home (Domiciliary care and respite at home)	129
Lewisham Information and Support Service	184
Dementia Training for Carers	61
Total 2011-12	**1,890**
Total 2010-11	1,415

Overall, the number of beneficiaries increased by 34% compared to the previous year, mainly because of the development of new dementia services and the expansion of Bromley Working for Wellbeing.

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

Community Wellbeing Services support people through the ups and downs of mental distress by enabling them to take control of their own lives and use the services in the way that works for them. We provide peer and professional support and help open doors to the wider community. We also help people manage their mental health, rediscover lost skills and develop new ones. Our person-centred Navigator Model provides a flexible range of opportunities from three Centre bases and a range of community venues.

In total 686 people made use of these services during the year, a decrease of 7% on the previous year, although the average number of people attending each quarter increased by 8% compared with 2010-11, suggesting increased consistency of attendance. There was a significant increase in the delivery of individual person-centred support by the end of 2011-12, with the final quarter seeing 24% more activity than the average for the previous year. Meanwhile 'Branching Out', a partnership project with Community Options, Bromley Field Studies Centre and Bromley Adult Education to support engagement in horticultural activities, continued to deliver excellent outcomes.

'Tom', who has Bipolar Affective Disorder, was referred to Bromley Mind at a time when he was experiencing great difficulties with his housing, benefits and considerable issues regarding family and friends. Tom was supported to undertake person centred planning work to address these issues. During this process he was supported to remain focused on manageable and achievable goals, whilst holding in mind the ultimate desire of finding employment. To increase the chances of success Tom was encouraged to attend one of our Coping With Life Anger Management courses. He was also supported to begin attending the local gym, and to access cooking training at Adult Education.

Staff set about helping Tom address the housing and benefit issues which were impacting on his ability to manage and get on with his life. As these difficulties were brought under control, Tom could turn his attention to his future, and following some creative work with his Support Worker he was enabled to find voluntary work with an arts organisation. Tom's dedication to his voluntary work meant that he was encouraged to apply for a position of paid employment with the company, which he has recently been successful with. He takes great pride in being one of the crew and attends social functions with his colleagues. Tom is also a lot more settled with regards his family relationships and feels far less insecure about himself and his life.

Peace Outreach Service offers individual and group support to 17 mothers, with a total of 35 dependent children, who feel the need for support independent of statutory mental health or children and families services. Peace provides practical and emotional support for parents, peer support from other parents in a group setting and activities and outings for both parents and children. During the year a review of the service resulted in work beginning on the integration of Peace into the Community Wellbeing Services from April 2012, with the service becoming available across the Borough of Bromley during the coming year.

Reported Outcomes in the Mental Health Services

During the year, mental health service users monitor changes in their lives that result from their participation in Community Wellbeing Services and the Peace Project. The 'outcome' figures below represent the number of positive changes reported in each area of life where 'room for improvement' has been identified.

	Outcome Indicators
267	**Community participation**, e.g. sustained volunteering, using community groups and facilities
438	**Social networks**, e.g. development or improving relationships, maintaining parenting or caring roles through a crisis
320	**Employment**, e.g. taking up paid employment, using a job broker, starting a work placement
192	**Education and training**, e.g. enrolling in a college course, obtaining a qualification
212	**Physical health**, e.g. undertaking regular exercise, seeking support for physical health needs, making healthy lifestyle changes
702	**Mental wellbeing**, e.g. enhanced confidence and self-esteem, using new coping strategies, reducing reliance on mental health services

370	**Independent living**, e.g. developing skills such as cooking or budgeting, using public transport independently, moving to more independent housing
52	**Choice**, eg using direct payments to fund activities, become actively involved in decisions about one's own support

Bromley Working for Wellbeing helps people struggling with low mood or anxiety that can lead to difficulties in everyday life and, in the longer term, can affect their ability to work, socialise and hold relationships together. The service supports people to learn skills to make real changes in their lives using Cognitive Behavioural Therapy (CBT) approaches. Our trained staff provide Coping with Life courses, individual Guided Self-Help, support on the telephone or via computer and support with employment issues. Bromley Working for Wellbeing is part of the national Improving Access to Psychological Therapies programme and is provided as a partnership between Bromley Mind and Bromley Healthcare.

Following good outcomes being achieved in 2010-11, funding was secured to expand the service from October 2011. In addition to employing an additional 4 trainee Psychological Wellbeing Practitioners (PWPs), a second Employment Worker and administrator joined the team. Premises in Orpington were re-configured to accommodate the additional staff and service activity. Meanwhile, the 3 existing trainees all successfully completed their post-graduate training and took up posts as qualified PWPs in the service.

"Just before my 49th birthday I completed my sessions of low intensity CBT with Bromley Mind. It changed my life.

"Before therapy I suffered from anxiety, worry about the future, regrets about past actions and low self-esteem. I would stay awake at night plagued by negative thoughts. All this led to low energy, lack of motivation and finally, depression. Fortunately, before it was too late, family members were able to make me see the impact this was having on me, on them and especially on my young daughter. This drove me to see my GP who suggested I should try CBT.

"Before my first session I was sceptical – my thought was "*how is 6 sessions of this going to cure a nightmare that has been going on for years?*" Today I want to let everyone know that it does work - With the help of a therapist who was able to perfectly combine professionalism and warmth in her guidance I slowly, but surely, 'got to grips' with my problems and was able to learn simple ways to overcome them.

"Every day my life offers me opportunities to use my CBT skills. I use them and by so doing raise the quality of my living."

During the year, 71% of those who accessed the Bromley Mind part of the service saw their level of depression and/or anxiety improve to the extent that it was no longer considered a clinically significant problem at the point of discharge from the service, exceeding national expectations for an IAPT service, and particularly impressive for such a new service. 4 people were supported to re-enter the workplace and 11 had specialist support which helped them to retain their jobs

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

Dementia Support Centres: MindCare's Dementia Support Centres provided an average of 250 day places each week to a total of 221 clients in 2011-12 Developments during the year included piloting shorter sessions for people not requiring the service all day and the use of more volunteers to help with administration, small group activities and in the kitchens. Individual Support Plans for clients are reviewed and refreshed throughout the year to give them roles and tasks to recover or maintain life skills and boost self-esteem. Alongside other activities that stimulate memory and improve physical health, this ensures our clients enjoy a varied and fulfilling day.

'Ron' started attending one of our Dementia Support Centres a year ago. Initially, he was very reluctant to attend; he arrived agitated, angry, found socialising difficult and had minimal concentration. In the early days he attempted to climb the fence in the Centre garden, as he didn't want to be there.

The Centre staff all persevered to find things that interested him and help him settle Ron used to own his own printing company, and as his concentration has improved he has joined our office group and assists with filling envelopes and shredding paperwork. He also enjoys making cakes. Ron joins in socially, and now arrives relaxed, with a smile on his face. He appears more confident and has made close friends. As a result, he is communicating and socialising more. Ron has attended other centres, but he never settled. He now attends the MindCare Centre 3 days per week and he is continually progressing. Ron's family are very impressed by his progress.

Care at Home Services provided an average of 529 hours a week of essential personal care for clients in their own homes, or respite in the home to give family carers a break. Flexible care packages include domiciliary care, sitting services, extended overnight or weekend respite and programmes to support active lifestyles. The Domiciliary Care service is regulated by the Care Quality Commission. Throughout the year there was a continuous need to recruit and train staff to our high standards in order to meet the demands of these highly valued and busy services.

Lewisham Dementia Information and Support Service began taking referrals in September 2011, and by the end of March had provided support to more than 180 Lewisham residents with dementia. The team of a Manager and 4 Dementia Advisors work very closely with the Lewisham Integrated Memory Service to provide a joined up and comprehensive service to people from the point of diagnosis (or even before) until end of life. The Lewisham Dementia Pathway, which the MindCare service is a key part of, has received a lot of recognition during the year as a model of good practice in dementia care and partnership working.

Elements of the service include signposting, developing person-centred support plans, facilitating access to community resources and advocacy. The service has also established a peer self-advocacy group for people with dementia, an exercise group at a leisure centre and gardening and walking groups. Funding was secured during the year for a Volunteer Co-ordinator to work as part of the service and further develop what it can offer.

'Mr Brown' was referred to Lewisham MindCare having being recently diagnosed with dementia. He was also low in mood and worried. Living alone, Mr Brown was quite isolated and lonely, and wanted information about local groups. The Dementia Advisor referred Mr Brown to MindCare's monthly Advocacy group for people in the early stages of Dementia and supported him to attend. She also referred him to a horticulture Project and supported him to attend initially before setting up regular weekly transport through the Volunteer Care Driver scheme. Mr Brown enjoys the social stimulation and being part of new group which has given him a sense of purpose and lifted his mood.

MindCare's Dementia Advisor has also supported Mr Brown to get the practical and financial help he needs, including:

- Liaising with DVLA to confirm that he is still able to drive
- Referring Mr Brown for support preparing his will and advice over Lasting Power of Attorney arrangements
- Accessing support for him to clear his garden and cupboards
- Supporting Mr Brown to apply for Attendance Allowance so that he can pay for a cleaner.

With his practical and social needs being better met, and having been referred for psychological therapy support regarding his low mood, Mr Brown's situation is much improved. MindCare will keep in touch and continue monitoring his changing needs.

Examples of other positive outcomes for MindCare clients were:

- Rediscovering lost skills and interests
- Building social relationships; reduced isolation and loneliness
- Improved communication skills and social confidence
- Avoiding or delaying need for residential care; remaining in own home
- Showing more motivation; started doing simple domestic tasks at home
- Beginning new activities in local community
- Understanding and managing their dementia better
- Having their dignity upheld until the end of life

...And for carers included:

- Ability to continue in paid employment
- Having energy and support to carry on in caring role
- Having access to specialist advice and 'a listening ear'
- Having a much needed weekend away and attending family celebrations
- Ability to maintain and re-start hobbies
- Having increased understanding of and ability to support relative
- Help arranging physiotherapy for relative post hospital discharge
- Being able to relax knowing their relative was well cared for

Dementia Skills Training and Coaching has successfully built on the excellent outcomes achieved in the pilot during this year. Funding was secured to provide training and coaching packages for residential and domiciliary care providers in Lewisham, Reablement Service staff in Bromley and to deliver further training to Bromley's Extra Care Housing staff. Reported outcomes in terms of increased skills, confidence and understanding continue to be very good.

Another development during the year was the piloting of this training for the family carers of people with dementia, using a grant from National Mind. This training was delivered to a total of 61 people during the year, through a combination of workshops and individual coaching sessions in people's own homes. An end of project evaluation found that 100% of participants felt the training had increased their knowledge, confidence and ability to support their relative.

'Mr and Mrs Williams' requested dementia training in their home following Mr Williams' mother being diagnosed with a mixed type dementia. They had no services in place and wanted to know more about how their mother is and would be affected by her dementia.

MindCare's trainer worked through a training booklet with them, to begin to understand how their mother was affected by the dementia. They had an opportunity to discuss how their actions as care givers would impact on their mother's emotional state and affect her reactions to them. By discussing real incidences they were able to better understand what lay behind the difficulties their mother was experiencing with her dementia, and what her experience may be. They also reflected on how their mother's life history may impact on her dementia.

Mr and Mrs Williams were given information about the services that were on offer in the community and how to access that support as and when they needed it. They felt reassured that support was available to help support their mother at home for as long as she and her family wanted.

Reflecting on the training, they felt that 'It was very important to speak with someone rather than read about it. Thank you so much for this service – we found it very helpful'

Financial Review

The financial results for the year are set out in pages 19 to 27.

The year-end surplus on unrestricted funds is £241,190. This was achieved as a result of successful efforts to further diversify our income streams from delivering training, the in-year expansion of Bromley Working for Wellbeing and the development of new services, together with the careful management of costs.

This surplus has allowed us to reach our targeted reserves, please see below. It has also allowed us to set up a new designated fund for service transition. We are facing funding cuts on most of our contracts this year, either in real terms due to no inflationary uplifts being awarded or in absolute terms as the London Borough of

Bromley implements a savings programme connected to their reducing income. The new service transition fund will be used to allow us to continue to provide valued services whilst we try to find alternative ways of funding them.

In addition to pressures on income we continue to face upward pressure on costs. Careful management of this situation is critical and is dealt with by a careful budget setting process each year and the production of regular management accounts throughout the year, which are reviewed by budget holders, senior managers and Trustees.

Funding sources
Of the £2,142,692 of total income, 81% (2010-11: 80%) is received from statutory bodies, with 54% of total income from the London Borough of Bromley (2010-11: 65%), 16% from Bromley Primary Care Trust (2010-11.15%) and 11% from London Borough of Lewisham (2010/11: 0%). Of the remaining 19% of income, 16% is from fees receivable for MindCare services and activities to generate funds such as the provision of training.

Of the total resources expended of £1,909,472, that identified as charitable and relating to governance amounted to £1,893,984

- £1,277,411 (67%) was spent on MindCare Dementia services
- £306,667 (16%) was spent on Mental Health services
- £276,038 (15%) was spent on Bromley Working for Wellbeing services
- £33,868 (2%) was spent on governance

Investment policy
Due to the limited availability of free cash and the fluctuating level at any one time, the Board of Trustees has agreed to put on deposit cash balances in excess of the amount needed to cover current payments and to look to gain the best interest available.

Reserves policy
The Trustees have decided to build up general reserves equivalent to 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. Currently the free funds are £525K, equivalent to three months of the 2012/13 budgeted unrestricted expenditure; this is an increase from 8 weeks at the end of 2010/11.

The charity has a number of designated and restricted funds, which are detailed in Notes to the Financial Statements number 13 and 14.

Plans for Future Periods

The key objectives in Bromley Mind's new Strategic Plan 2012-15 are:

1. **Development** – We will develop new services and funding streams, where appropriate in partnership, to ensure the sustainability and growth of Bromley Mind and to meet changing needs
2. **Customer Care** – We will ensure everyone's experience of Bromley Mind is of a consistent high quality, tailored to their individual needs

3. **Promotion** – We will promote Bromley Mind and MindCare to attract more people to choose our services and support the organisation
4. **Staff, including Volunteers** – We will improve the ways we motivate, support and recognise the achievements of our staff
5. **Engagement** – We will listen to, communicate with and engage people in improving, promoting and delivering Bromley Mind's services
6. **Value for Money** – We will make best use of our resources to provide affordable services that prove their effectiveness through positive outcomes

Key priorities and plans for the coming year are to:

1. Improve the 'first impressions' of people contacting Bromley Mind
2. Implement the communications and marketing plan to raise awareness of Bromley Mind and MindCare and of what we do
3. Further expand and build on the success of the Bromley Working for Wellbeing service
4. Develop the provision of training and information services for the carers of people with dementia
5. Build on our reputation as a leading provider of mental health peer support
6. Ensure all Bromley Mind volunteers have the support and supervision they need
7. Increase understanding and communication between different parts of the organisation
8. Develop more flexible approaches to the use of staff, premises and support services

Over the coming year we will continue to do what has worked well for us, focusing all our combined efforts on:

- Maintaining our reputation for the highest quality in service provision
- Holding fast to the values that underpin everything we do
- Making every penny count to provide the best possible value for money
- Being flexible and creative in finding ways to attract the resources we need to carry out our essential work.

Auditors

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

Approved by the Board of Trustees on the 20th September 2012 and signed on its behalf by:

Linda Gabriel, Chairperson

LEGAL AND ADMINISTRATIVE DETAILS
as at 31 March 2012

Status
Bromley Mind is an incorporated charity registered with the Charity Commission.

Charity Registration Number	1082972
Company Registration Number	4071152
Registered Office	5 Station Road Orpington Kent BR6 0RZ

Officers (Honorary)	
Linda Gabriel	Chairperson
Michael Ricketts	Vice Chairperson
Julie Mahoney (to 24 May 2012)	Treasurer
Peter Cardell (from 24 May 2012)	Treasurer

Trustees and Committee membership	
Peter Cardell (F&GP) (from 24 May 2012)	Tom Carter (Q&P) (from 29 February 2012)
Margaret Cunningham (DC)	Gillian Deering (Q&P) (to 27 February 2012)
Laurence Dullaway (DC and F&GP) (from 3 November 2011)	Peter Edmundson (Q&P) (from 22 March 2012)
Beryl Freeman (Q&P) (to 17 May 2012)	Linda Gabriel (F&GP and Q&P)
Trevor Knapp (F&GP and DC)	Jane LeBaigue (Q&P) (to 13 February 2012)
Julie Mahoney (F&GP) (to 26 June 2012)	Michael Ricketts (F&GP and DC)
Anne Stooke (to 3 November 2011)	Lillian Swatton (F&GP and DC) (from 17 November 2011)
John Witton (Q&P)	

Senior Management Team	
Sandi Lowing (to 31 March 2012)	Chief Executive
Ben Taylor (from 1 April 2012)	Chief Executive
Ben Taylor (to 31 March 2012)	Deputy Chief Executive
Debbie Witherick	Head of Finance
Darren Vella (from 9 May 2012)	Head of Services

Bankers	**Auditors**
HSBC Bank PLC 141 High Street Beckenham Kent BR3 1BX	Haysmacintyre Chartered Accountants and Registered Auditors Fairfax House 15 Fulwood Place London WC1V 6AY

STATEMENT OF THE 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
- 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 TRUSTEES OF BROMLEY MIND

We have audited the financial statements of Bromley Mind for the year ended 31 March 2012 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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 auditors' 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 its members, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of affairs of the charitable company as at 31 March 2012 and of the incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Adam Halsey (Senior Statutory Auditor)
for and on behalf of haysmacintyre,
Statutory Auditors and Chartered Accountants

Date: 20 September 2012

Fairfax House
15 Fulwood Place
London
WC1V 6AY

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2012

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2012 £	Total Funds 2011 £
Incoming resources					
Generated funds					
Donations and legacies		13,787	8,467	**22,254**	17,354
Activities for generating funds		60,611	-	**60,611**	70,459
Interest receivable		2,930	-	**2,930**	2,177
		77,328	8,467	**85,795**	89,990
Charitable activities					
Statutory funding	2	1,743,595	-	**1,743,595**	1,339,001
Grants from charitable trusts	3	-	13,041	**13,041**	31,700
Fees receivable	4	286,894	-	**286,894**	196,086
Other income	5	13,367	-	**13,367**	14,536
		2,043,856	13,041	**2,056,897**	1,581,323
Total incoming resources		**2,121,184**	**21,508**	**2,142,692**	**1,671,313**
Resources used					
Cost of generating funds	6	15,488	-	**15,488**	21,650
Charitable expenditure					
Direct and support costs	6	1,830,638	29,478	**1,860,116**	1,609,408
Governance	6	33,868	-	**33,868**	29,531
Total resources used		**1,879,994**	**29,478**	**1,909,472**	**1,660,589**
Net incoming / (outgoing) resources for the period	7	241,190	(7,970)	**233,220**	10,724
Fund balances brought forward		857,959	31,657	**889,616**	878,892
Transfer between funds		23,687	(23,687)	**-**	-
Fund balances carried forward	13 & 14	**1,122,836**	**-**	**1,122,836**	**889,616**

All of the charity's activities are continuing. The charity had no recognised or unrecognised gains or losses other than the net outgoing resources for the period. The movement in reserves is shown above.

The notes on pages 21 to 27 form part of these financial statements.

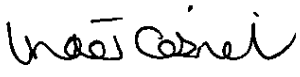
BALANCE SHEET
As at 31 March 2012

Company Number: 4071152

	Note	2012 £	2012 £	2011 £	2011 £
Tangible Fixed Assets			**265,150**		241,390
Current Assets					
Debtors		97,668		85,872	
Cash at bank and in hand		897,366		676,900	
		995,034		762,772	
Creditors: amounts falling due within one year		137,348		114,546	
Net current assets			**857,686**		648,226
Net assets			**1,122,836**		889,616
Funds					
Restricted funds			-		31,657
Unrestricted funds:					
Designated funds			597,752		558,556
General funds			525,084		299,403
			1,122,836		889,616

The notes on pages 21 to 27 form part of these financial statements.

Approved by the Trustees on 20 September 2012 and signed on their behalf by



Linda Gabriel, Chairperson

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2012

1. Accounting polices

a. The financial statements have been prepared under the historical cost convention in accordance with applicable accounting standards and the follow the recommendations in the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" published in March 2005.

b. 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.

c. Donations and Gifts
Income received by the way of donations and gifts are included in the Statement of Financial Activities in the year which they are received. Donations received in the year for specific activities have been deferred into the year in which the activities occur. No amounts are included in the financial statements for services donated by volunteers.

d. Fixed Assets and Depreciation
Tangible fixed assets costing more than £500 are capitalised, £250 in the case of computer equipment, and included at cost or valuation in the case of freehold property.
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 years depreciation charge in the year of acquisition, as follows:
Freehold over fifty years
Leasehold improvements over the remaining life of the lease
Furniture over ten years
Computers over four years
Motor vehicles over five years

e. Resources Expended
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. Governance costs include costs incurred in meeting the constitutional and statutory requirements.

f. 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 2012

1. Accounting polices (cont.)

g. 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.

h. Pensions

The Charity makes employer contributions to two schemes run by the Pensions Trust. The contributions are treated as expenditure in the year in which they are payable.

	Unrestricted Funds £	Restricted Funds £	Total Funds 31 Mar 2012 £	Total Funds 31 Mar 2011 £
2. Statutory Funding				
London Borough of Bromley	1,147,545	-	1,147,545	1,090,156
London Borough of Lewisham	240,108	-	240,108	-
London Borough of Bexley	8,522	-	8,522	-
Bromley NHS Primary Care Trust	347,420	-	347,420	248,845
	1,743,595	-	1,743,595	1,339,001
3. Grants from Charitable Trusts				
Bromley Adult Education College	-	5,151	5,151	3,613
Community Options (Ecominds)	-	7,890	7,890	7,715
City Bridge Trust	-	-	-	13,500
Mind – Carers grant	-	-	-	2,000
Help a London Child	-	-	-	1,872
Mind – Mindful money	-	-	-	3,000
	-	13,041	13,041	31,700
4. Fees receivable				
MindCare Services	286,894	-	286,894	196,086
5. Other income				
Catering income	10,367	-	10,367	14,536
Sale of minibus	3,000	-	3,000	-
	13,367	-	13,367	14,536

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2012

	Unrestricted Funds	Restricted Funds	Total Funds 31 Mar 2012	Total Funds 31 Mar 2011
	£	£	£	£
6. Resources Expended				
Cost of generating funds				
Salaries	10,876	-	10,876	14,504
Other direct costs	4,612	-	4,612	7,146
	15,488	-	15,488	21,650
Charitable Expenditure				
Mental Health Services				
Salaries	209,010	-	209,010	212,020
Other direct costs	30,096	13,291	43,387	64,567
Support costs	54,270	-	54,270	69,317
Bromley Working for Wellbeing				
Salaries	165,865	-	165,865	77,930
Other direct costs	61,323	-	61,323	24,981
Support costs	48,850	-	48,850	26,818
Dementia Services				
Salaries	845,224	-	845,224	704,005
Other direct costs	189,943	16,187	206,130	206,424
Support costs	226,057	-	226,057	221,605
Supported housing				
Other direct costs	-	-	-	1,741
	1,830,638	29,478	1,860,116	1,609,408
Governance				
Salaries	22,191	-	22,191	16,568
Office and admin expenses	29	-	29	-
Legal and professional fees	4,209	-	4,209	5,445
Audit fees	5,940	-	5,940	4,800
Committee meeting expenses	1,499	-	1,499	2,718
	33,868	-	33,868	29,531
	1,879,994	29,478	1,909,472	1,660,589

Within the governance costs: salaries have been calculated based on time spent on governance issues.

Support Costs				
Salaries	200,814	-	200,814	224,830
Office and admin expenses	98,353	-	98,353	66,131
Depreciation	30,010	-	30,010	26,779
	329,177	-	329,177	317,740

Support costs are allocated to projects in the ratio of the projects' direct expenditure, as this is considered to be a reasonable allocation in order to reflect the amount of support provided.
Other direct costs for Working for Wellbeing include £22K of expenditure on the reconfiguration of on of our offices This has been expended during the year rather than capitalised as it has not added to the value of our assets.

NOTES TO THE FINANCIAL STATEMENTS (Continued)
for the year ended 31 March 2012

7. Net incoming Resources

	2012	2011
	£	£
This is stated after charging		
Audit fees	**5,940**	5,820
Depreciation charges	**30,010**	26,779

8. Employees

The average (full time equivalent) number of persons employed during the period was	**72**	62
Staff costs (for the above persons)		
Salaries	**1,349,489**	1,159,958
Social Security costs	**91,689**	82,497
Pension costs	**12,802**	7,403
	1,453,980	1,249,858

9. Trustees

Travelling expenses of £28 71 (2011 nil) were paid to Trustees in the period No Trustees received any remuneration for their services during the period.
In the year, the charity paid £22 (2010: £21) for trustee indemnity insurance as part of the National Mind block insurance scheme.

10. Fixed Assets

	Freehold property £	Leasehold improvement £	Minibuses £	Furniture & Equipment £	Computer equipment £	Total 2012 £
Cost/value at merger						
At 31 March 2011	230,000	36,570	102,415	198,405	79,388	**646,778**
Additions during the year	-	-	42,664	3,025	8,081	**53,770**
Disposals during the year	-	-	(65,420)	-	-	**(65,420)**
At 31 March 2012	**230,000**	**36,570**	**79,659**	**201,430**	**87,469**	**635,128**
Depreciation						
At 31 March 2011	47,150	10,118	102,415	170,891	74,814	**405,388**
Disposals during the year	-	-	(65,420)	-	-	**(65,420)**
Charge for the year	4,600	7,054	8,533	6,243	3,580	**30,010**
At 31 March 2012	**51,750**	**17,172**	**45,528**	**177,134**	**78,394**	**369,978**
Net Book Value						
At 31 March 2012	**178,250**	**19,398**	**34,131**	**24,296**	**9,075**	**265,150**
At 31 March 2011	182,850	26,452	-	27,514	4,574	241,390

NOTES TO THE FINANCIAL STATEMENTS (Continued)
for the year ended 31 March 2012

		2012 £	2011 £
11.	**Debtors**		
	Prepayments	**12,566**	14,529
	Sales ledger and other debtors	**85,102**	71,343
		97,668	85,872

12.	**Creditors**		
	Amounts falling due within one year		
	PAYE and National Insurance	**28,748**	20,960
	Other creditors and accruals	**108,600**	93,586
		137,348	114,546

13. Restricted Funds

The income resources of the Charity include restricted funds and the following unexpended balances which are held on trust to be applied for specific purposes.

	B/fwd At 31 March 2011 £	Incoming Resources £	Outgoing Resources £	Transfers in the period £	**At 31 March 2012 £**
Donations – Minibus Appeal	23,687	-	-	23,687	-
Other restricted donations and grants	7,970	13,041	21,011	-	-
West Kent Golf Club	-	8,467	8,467	-	-
	31,657	**21,508**	**29,478**	**23,687**	-

A new minibus was purchased using all of the restricted fund and part of the minibus designated fund. Since the asset has been capitalised, a transfer has been made to reflect the release of the restriction.

The balance brought forward on other restricted donations relates to funds from local fundraising unspent at 31 March 2011. This has been spent during the year on equipment to be used within the services, decoration of service areas and service provision.

Donations were received from West Kent Golf club to build a garden suitable for use by our clients with dementia at our St Paul's Wood day centre. Further monies were received during 2012/13 when the garden was finished.

NOTES TO THE FINANCIAL STATEMENTS (Continued)
for the year ended 31 March 2012

14. Designated Funds

	At 31 March 2011	Transferred in the period	**At 31 March 2012**
	£	£	**£**
Tangible fixed assets fund	241,390	23,760	**265,150**
Minibus replacement fund	61,977	(18,977)	**43,000**
Research and Development fund	20,000	10,000	**30,000**
Premises review fund	120,000	-	**120,000**
Service transition fund	-	65,000	**65,000**
Deferred income fund	115,189	(40,587)	**74,602**
	558,556	39,196	**597,752**

The Tangible fixed asset fund represents the balance of unrestricted income of the Charity used for the purchase of tangible fixed assets after the deduction of depreciation, which is therefore not free for other use within the Charity

The Minibus replacement fund exists to help fund the replacement of vehicles at the end of their useful working life. Trustees agreed when reviewing the reserves that this fund should be maintained at a value sufficient to purchase one minibus.

The Research and Development fund has been set up to enable the organisation to respond to new initiatives, which may arise in the financial year £10,000 has been added to this fund this year in preparation for personalisation.

The Premises Review fund exists to cover the costs of any review of Bromley Mind's premises needs and the costs of any development work required.

A new service transition fund has been set up this year to allow for shortfalls in funding that will exist in the short term due to funding cuts. The fund will allow us to make provision for the effective transition of valued services and securing alternative funding

At the end of the year £74,602 was held in deferred income. This relates to service contract funding received upfront during 2011/12 or before, where the related expenditure will be incurred in future years. The Charity is entitled to contract income on its receipt and as such has recognised it in full

15. Analysis of Net Assets between Funds

	Tangible Fixed Assets	**Net Current Assets**	**Total**
	£	£	**£**
Restricted funds	-	-	**-**
Unrestricted funds - general	-	525,084	525,084
Unrestricted - designated	265,150	332,602	597,752
	265,150	**857,686**	**1,122,836**

NOTES TO THE FINANCIAL STATEMENTS (Continued)
for the year ended 31 March 2012

16. Commitments under Operating Leases

	2012		2011	
	Land & buildings	**Equipment**	Land & buildings	Equipment
	£	**£**	£	
Operating leases expiring:				
Between two and five years	**-**	**14,069**	-	10,584
After five years	**31,387**	**-**	31,387	-

17. Related parties

The Chair of Trustees is an equity partner at Thackray Williams, a firm that supplies us with legal services. Payments of £2,022 were made to the company during the 2011-12 financial year in respect of work done on the renewal and registration of two leases

Declarations have been obtained from all of the Trustees of Bromley Mind that, with the exception of the above, they have no related party interests and that each is a fit and proper person to act as a Charity Trustee under the Finance Act 2010.

18. 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 would up, the liability of each of the 108 (106, 2011) members is limited to the sum of £1

19. Pension

The Charity makes employer contributions to two schemes run by the pensions trust. One of the schemes is defined as a defined contribution scheme under the Financial Reporting Standard 17. However the other has been re-categorised retrospectively as a result of the 2011 Pensions Act as a defined benefit scheme On this scheme the Charity has a contingent liability equal to its share of the deficit on the pension fund valued at £82,017. This liability could crystallise if we were to withdraw from the fund. At present we have four members in the fund and are investigating other options whereby we can add new members to a new version of the fund that is defined contribution.