

Registered number: 01830241  
Charity number: 290118

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR  
YOUNG PEOPLE**

**(A company limited by guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
**(A company limited by guarantee)**

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Trustees**

Mark Bland, Chair  
Temitope Ademosu (resigned 15 May 2023)  
Lipi Begum (appointed 2 October 2023)  
Jennifer Cantor, Treasurer (resigned 10 July 2023)  
Victoria Corbishley (resigned 5 February 2024)  
Michael Davis  
Catherine Florin (appointed 5 February 2024)  
Caroline Gardner (appointed 5 February 2024)  
Alexander Jasiulek (appointed 2 October 2023)  
Dr Lucy Moore  
Nicola Moore (resigned 13 May 2024)  
Joanna Stronach  
Jonathan Tait

**Company registered number** 01830241

**Charity registered number** 290118

**Registered office** 26 Prince of Wales Road  
Kentish Town  
NW5 3LG

**Company secretary** Julia Brown

**Chief executive officer** Julia Brown

**Independent auditors** Goodman Jones LLP  
Chartered Accountants  
29/30 Fitzroy Square  
London  
W1T 6LQ

**Bankers** Barclays Bank Plc  
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Senator House  
85 Queen Victoria Street  
London  
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# Brandon Centre for Counselling and Psychotherapy for Young People

## Trustees' Report for the year ended 31 March 2024

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## Introduction

The Council of Management, who are the directors for Companies Act purposes and Trustees for Charities Act purposes, have the pleasure in submitting the Trustees’ Report for 2023/24. This is a Directors’ Report required by s417 of the Companies Act 2006. The financial statements comply with current statutory requirements and the requirements of the Memorandum and Articles of Association.

## Achievements and Performance

Brandon Centre has supported young people in London for fifty-five years with their mental health and wellbeing. We also provide support to parents and families and to professionals who work with young people. Our services are designed with the guidance of young people, and we are flexible in providing a different experience to statutory services. Our goal is to offer a warm, personal, and confidential face-to-face experience that centres on building relationships as well as addressing immediate needs.

We are proud to report that this year we have succeeded in achieving these goals. Our largest service, Counselling and Psychotherapy, has received **632 referrals**, offered **323 assessment appointments**, and **4,021 therapy appointments**. Our outcome measures for this service, explained in more detail below, demonstrate that young people made significant improvements across all domains: emotional wellbeing; problems/symptoms; daily functioning; clinical risk; and global distress. For Brandon Centre Systemic Integrative Treatment (BC SIT) families that completed BC SIT in 2023- 2024 (and completed the outcome measure questionnaires):

- 87.5% of children were living at home at the end of their treatment.
- 87.5% of young people were in education at the end of their treatment.
- 100 % of cases had no further offences throughout the course of treatment.
- 50% of families had social care reduced at the end of their treatment.

These are a few examples of the achievements Brandon Centre has made and more can be found under each of our service headings below.

## Our Strategy and future plans

In 2022/23 we further refined our Strategy – **‘Nurturing Growth’ 2023 – 2026**. Over 2023/24 it has been helpful to review what we’ve achieved and to re-evaluate our strategic plans going forward. We want to ensure that our efforts not only make the most of our strengths but also reflect the current needs and priorities of the young people and families we support, whilst adapting to the challenges of the prevailing economic climate and post pandemic.

In recent years, we’ve seen a steady rise in demand for mental health and wellbeing services. In 2023/24 we have continued to see an ever-increasing number of referrals into our counselling services. Over the last six months of 2023/24 we have seen a doubling in referrals, with additional pressures on funding, leading to longer waiting lists. We have been working with commissioners and funders to ensure we reduce waiting list times and see Young People and Families in a timely way. The impact of the pandemic and cost of living crisis on young people’s mental health has been significant with public and third sector services finding it increasingly difficult to meet the demand.

Our aim continues to be the voluntary sector partner of choice for:  
*Creating and delivering accessible, leading-edge, and collaborative mental health and wellbeing services to young people under 25 and families so they can overcome difficulties, mobilise their resources, and shape the future they want.*

### **Our VISION is to be Here for Young People**

*We believe that all young people should be able to access the highest quality mental health and wellbeing support in a safe and welcoming environment.*

## **Our MISSION is to maintain and develop our accessible, flexible and specialist services**

*We aim to respond to the psychological and social needs and challenges of young people under 25 years old.*

### **Our VALUES:**

#### **Compassion**

We provide a welcoming and non-judgemental environment where our team can enjoy their work and where young people and families can access support that helps them live healthy and fulfilled lives.

#### **Respect**

We always respect and welcome our diverse community. Brandon Centre provides services in a collaborative and adaptive way, recognising the importance of difference and choice.

#### **Inclusion**

We strive to remove barriers to access for young people and staff and use our expertise to provide services that young people and families can trust to be safe and to meet their individual needs.

## **Environmental, Social and Governance (ESG)**

At Brandon Centre we take our responsibility to the environment, our staff, our young people and volunteers seriously.

Over the 2023/24 financial year, Brandon Centre was recognised by the Mayor of London for our participation in the Business Climate Challenge. As part of this initiative, we received a building eco-audit to identify potential improvements in our scope 1 emissions. This project has been crucial in establishing our baseline energy usage over the year and has facilitated networking with industry professionals, including international construction specialists ISG Ltd, who conducted an energy performance certificate. We also established a relationship with and now receive support from expert environmental sustainability consultants at Better Futures.

We have upgraded three out of our four energy meters to smart meters to enhance our energy data management. Additionally, we have applied for funding from the VCSE Energy Efficiency Scheme to upgrade the single-glazed windows in our building, which falls within a conservation area. To address our scope 2 and 3 emissions, we conducted face-to-face staff surveys on ESG topics.

Over the next financial year, we plan to leverage this data, along with access to the Better Futures Climate Essentials portal, to develop a carbon reduction plan aligned with our key ESG strategy goals.

## Open House 2023

We were delighted to have taken part in the Open House 2023, London Festival again on 9th September '23. Open House London is “a celebration of London’s buildings, architecture and neighbourhoods and the curiosity for what happens inside the buildings we walk past every day.” For Open House 2023 we aligned the day with ‘The River of Hope’ event planned across Camden. This collaboration worked well and encouraged more residents and partners from local community, statutory and corporate organisations to visit Brandon Centre. We had over 50 people visiting, and we were supported by four local volunteers who worked as stewards for the day. One of these volunteers, living locally to Brandon Centre, has recently informed us that they have started to train as a Counsellor in London following her volunteer work with Brandon Centre.

*Hands On London kindly attended Open House 23 discussing with visitors around the development of our wonderful mindful garden organising corporate volunteer teams to help us with the improvements and autumn clearing.*

Our community-based services make an important contribution to the mental health and wellbeing support available for young people in Camden, Islington and neighbouring boroughs. It is important that we are able to invite our local communities into Brandon Centre to learn more about our services and to see our wonderful non-institutionalised centre and mindful garden.

## Our Core Services

### **Mental Health and Wellbeing Services for Young People**

- Counselling and Psychotherapy Service which also includes:
  - Care leavers’ psychotherapy
  - Young People’s Brief Counselling Service (YPBCS) – Camden (John Lyons)
  - Young People’s Brief Counselling Service (YPBCS) – Islington (at Collective Theatre)
  - Psychotherapy for Young People in Crisis
  - Psychotherapy for LGBTQ+ Young People
  - Hostels Psychotherapy Service
  - Refugee Psychotherapy Service
- Mental Health Outreach: Brandon Connect & Arsenal in the Community
- BWell Health and Wellbeing Coaching
- Social Prescribing

### **Mental Health and Wellbeing Services for Families**

- Systemic Integrative Treatment (BC-SIT)
- Love and Limits
- ADHD Parent Programme
- CAMHS Waiting List Parent Support Group
- Families, Food and Feelings

### **Consultancy and Training for Professionals**

- Enhanced Healthy Living Service



- Ground Up and School Staff Support
- Cornerstone Croydon Project (started 23/24)

## **Community Outreach Programmes**

- She Is Supported (SIS)
- Arsenal Youth Sports & Wellbeing
- Platform and Lift Youth Hubs
- Minding the Gap and the Hive Youth Support
- UCLH OnWARD Adolescent Wellbeing Service
- Condoms - C-Card Collection, Advice and Information
- HandsOn London projects
- Volunteering Opportunities

*“Working with my therapist was so life changing, I couldn’t appreciate them or Brandon Centre’s services more.”*

## **Mental Health & Wellbeing Services for Young People**

Mental Health and Wellbeing Services at Brandon Centre offer direct support to young people and families in a variety of different types of support. At the heart of our centre is our Counselling and Psychotherapy Service, which has been operating since 1969 when Brandon Centre was founded by Dr Faith Spicer. Our innovative Brandon Centre Systemic Integrative Treatment (BC-SIT) Service supports families and carers of young people with severe conduct difficulties at risk of going into an out-of-home placement (e.g. custody or foster care). The Brandon Connect project, delivered in partnership with Arsenal in the Community, supports young men aged 16-25 in Islington who are not in education employment or training (NEET) because of their mental health difficulties. We also have a range of other exciting partnerships and projects, which deliver innovative projects, such as our psychotherapy service for care leavers.

### **Counselling and Psychotherapy Service**

Our Counselling and Psychotherapy Service operates across the London Boroughs of Camden and Islington for young people under the age of 25, with the majority of our young people in the 16-25 age range. We offer mainly Exploratory Psychotherapy for Young People, which is a holistic, goal-based, psychoanalytically informed approach, which also integrates coping skills as needed. As part of our holistic approach, we identify the young people’s needs beyond psychotherapy, and frequently signpost and refer to other service for other types of help and support (e.g. employment, sexual health, drug and alcohol, domestic violence, or housing services).

The team is clinically led and managed by a Consultant Clinical Psychologist, two Senior Clinical Psychologist, and a Senior Psychoanalytic Psychotherapist. The staff team includes Clinical Psychologists, Psychodynamic Psychotherapists, Integrative Psychotherapists, and Counsellors. The service operated a hybrid delivery model in 2023-2024, offering a mixture of remote (telephone or video call) appointments, and face-to-face appointments at Brandon Centre and in Youth Hubs in Islington. Most appointments took place in person.

In **Camden**, we received **356 referrals** for young people. We offered 182 **assessment appointments** and **2,206** therapy appointments during the financial year 2023-2024. In **Islington**, we received **276 referrals**. We offered **141 assessment appointments** and **1,815 therapy appointments**.

In Camden, young people attended 90% of their assessment appointments and 83% of their treatment appointments. In Islington, young people attended 88% of their assessment appointments and 79% of their treatment appointments. Across all appointments offered, our attendance rate averaged 85%, which is a high rate for engaging adolescents and young adults in a psychotherapy service.

Due to the increased number of referrals, waiting times increased across the year. In Camden, waiting times increased from 25 weeks in Q1 to 37 weeks in Q4 from referral to start of treatment. In Islington, waiting times remained relatively consistent at 25 weeks.

### **Complexity:**

Problem descriptors were recorded at the point of assessment to record the range of difficulties that a young person was facing including items such as 'self-harm', 'drug and alcohol difficulties', 'problems in attachment to carer', 'self-care issues', 'home problems', 'community problems', and several other items relating to mental health, family relationships, school-related, and social difficulties. The average number of problem descriptors for each young person was 9, with 81.2% of young people experiencing between 4 to 13 problem descriptors. ***This suggests that the young people seen at Brandon Centre present with a high level of complexity due to experiencing multiple psychosocial difficulties.***

### **Demographics:**

Across Camden and Islington, 70% of young people seen were female, 25% were male, and 3% identified with another term for their gender.

46% of young people who stated their ethnicity identified as being from Black, Asian, Minority Ethnic, and Mixed backgrounds, while 40% identified as White (British, Irish, or Other). When compared to the wider borough population of Camden, in particular, our data reflects the ethnically diverse population which in 2021 reported that 40.5% of Camden residents were from Black, Asian or other minority ethnic groups.

32% of young people identified as Heterosexual or Straight, 5% as Gay or Lesbian, 11% as Bisexual, and 3% as another sexual orientation.

### **Outcomes:**

Young people completed the **CORE-OM** – a psychometric outcome measure that measures psychological distress - at the start (Time 1) and end (Time 2) of their treatment. The CORE-OM measures the following dimensions: emotional wellbeing, mental health problems/symptoms, daily functioning difficulties, and clinical risk (e.g. suicidality). The total score is called global distress. The scores are divided into the severe, moderately severe, moderate, mild, low, and healthy range. ***On average, young people scored in the moderately severe range at the start of treatment. This reduced to the mild range at the end of***

**treatment, suggesting that their mental health significantly improved in response to therapy.**

Young people also completed the **Goal Based Outcome (GBO)** measure at the beginning and end of their treatment. The GBO is an idiographic measure – meaning that it is specific to the young person. Young people develop their own treatment goals, which we then rate on a scale of 0-10 (10 being goal achieved). 86 young people had re-rated at least one goal across two time points in their treatment. Of the young people who re-rated their goals, **we found that young people made a clinically significant improvement (change of more than 2.45 on their goals) on all three of their treatment goals.**

### **Feedback:**

At the end of treatment, the service routinely collects feedback using the Experience of Service Questionnaire (ESQ) - which consists of a mix of multiple choice and open-ended questions - to provide young people with the opportunity to share anonymously their experience at the Brandon Centre. This is incredibly valuable as it helps us identify areas of strength and improvement needed at Brandon Centre.

**97%** of young people answered “certainly true” or “partly true” to the statements:

***“I was treated well by the people who saw me.”***

***“Overall, the help I have received here is good.”***

**96%** of young people who responded to the CHI-ESQ answered “certainly true” or “partly true” to the statements:

***“I feel that the people who saw me listened to me.”***

**95%** of young people who responded to the CHI-ESQ answered “certainly true” or “partly true” to the statement:

***“My views and worries were taken seriously.”***

**94%** of young people who responded to the CHI-ESQ answered “certainly true” or “partly true” to the statements:

***“If a friend needed this sort of help, I would suggest to them to come here.”***

***“I feel the people here know how to help me.”***

**93%** of young people answered “certainly true” or “partly true” to the statements:

***“It was easy to talk to the people who saw me.”***

The sample feedback below was gathered from open-ended questions answered by young people who used the service in 2023-2024:

“The service I received was the most helpful support I believe I’ve ever had from any mental health service.”

“I’ve had a really wonderful experience here and would recommend both seeing [Therapist] and the centre to a friend who needed it. My therapy here was really truly life changing.”

### Psychotherapy for Care Leavers

We have a small specialist psychotherapy provision (0.6 FTE psychotherapy) for care leavers - young people who were formally looked after children - at our centre. Care leavers can either be those who were formally looked after children from the United Kingdom or those who were formally unaccompanied asylum-seeking children (UASC) from abroad. The native UK and formerly UASC care leavers have somewhat different needs and difficulties. For example, those who are formerly UASC may have ongoing immigration issues, may not speak English fluently, and have a complex trauma history including the original reason why they fled their country, as well as the secondary trauma of travelling without legal documentation to the UK, which can often take months or even years. Native UK care leavers often have a history of complex psychological trauma, including experiences of abuse and neglect, requiring a high level of emotional and practical support as young adults. Our psychotherapy service for care leavers is delivered by an experienced integrative psychotherapist, in partnership with the Camden and Islington Leaving Care Services.

In 2023-2024 we had **26 referrals** to the service from GPs, CAMHS, Social Services, and Adult Mental Health Services. **32 assessment appointments** and 344 psychotherapy appointments were offered.

In Camden, 83% of the young people accessing the service were female and the mean age of those referred was 20 years old. The majority (67%) were from Black, Asian, or Minority Ethnic backgrounds.

In Islington 50% of the young people were female. The mean age of those referred was 20 years old. The majority (72%) were from Black, Asian, or Minority Ethnic backgrounds.

Attendance rates were lower for this population than for our main psychotherapy service. In Camden, 75% of assessment appointments and 65% of treatment appointments were attended. In Islington, 65% of assessment appointments and 66% of treatment appointments were attended. Therefore, more effort is required to engage these young people in treatment.

### Outcomes:

Young people completed the **CORE-OM** – a psychometric outcome measure that measures psychological distress - at the start (Time 1) and end (Time 2) of their treatment. The CORE-OM measures the following dimensions: emotional wellbeing, mental health problems/symptoms, daily functioning difficulties, and clinical risk (e.g. suicidality). The total score is called global distress. The scores are divided into the severe, moderately severe, moderate, mild, low, and healthy range. **On average, care leavers scored in the moderate range at the start of treatment. This reduced to the low-level range at the end of treatment, suggesting that their mental health significantly improved in response to**

**therapy.** Specifically, young people made significant improvements across all domains: emotional wellbeing, problems/symptoms, daily functioning, clinical risk, and global distress. Some young people were also asked to complete the **CORE-10**, a shortened version of the CORE-OM, in sessions as a way for the therapist to measure changes throughout the course of therapy. **Average CORE-10 scores decreased from moderate to severe psychological distress at the start of treatment to non-clinical range at the end of treatment. This represents a clinically significant change in symptoms.**

Young people also completed the **Goal Based Outcome (GBO)** measure at the beginning and end of their treatment. The GBO is an idiographic measure – meaning that it is specific to the young person. Young people develop their own treatment goals, which we then rate on a scale of 0-10 (10 being goal achieved). **On average, young people recorded a +4.0 change in goal scores, indicating a clinically significant and reliable change.**

### **Feedback:**

100% of the young people who accessed the service and provided feedback answered "Certainly True" to the statement:

- If a friend needed this sort of help, I would suggest to them to come here.
- Overall, the help I have received here is good.

Young people said in their own words:

"Caring sweet and attentive staff, a safe place to open up."

"It was really great service, and I would like thank you for helping me to improve my mental health and feel very happy that there are such organisations who would offer such as service!"

### **Young People's Brief Counselling Service (YPBCS) – Camden (John Lyons)**

This service is delivered by a dedicated Psychodynamic Counsellor (0.5 FTE; 17.5 hours pw) and provides rapid-access, brief counselling (up to 6 sessions), to young people aged 12-25 who present to health services for a medical reason but could benefit from a space to talk about their difficulties. The service takes referrals from non-traditional referral pathways in order to provide mental health access to young people who may require mental health support but are not actively help-seeking. Referral partners currently include the New Horizon's Youth Centre, which supports homeless young people, local primary care services, and the UCLH OnWard Adolescent Health Clinic based at the Brandon Centre. The young people are mainly from Camden, but we also see a small number from other London Boroughs that form part of our funder's beneficial area (i.e. Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Kensington & Chelsea and the Cities of London and Westminster). In January 2024, our original Young People's Counsellor left Brandon Centre to pursue further therapeutic training. We successfully recruited and hired an Art Psychotherapist to fill this

position – she began seeing young people in February 2024. Across the 2023-2024 year, a total of 29 referrals were received for this service.

This work is supported by a generous grant from **John Lyon's Charity**.

## Young People's Brief Counselling Service (YPBCS) – Islington (at Collective Theatre)

The service originally began in July 2022 as a part-time post (0.7FTE) funded through the London Borough of Islington, with the aim of delivering brief counselling to young people attending the Platform Youth Hub. With a generous **Islington Giving** grant (0.3FTE), awarded in February 2023, the post was expanded to full-time. After successful recruitment, the full-time Young People's Counsellor joined Brandon Centre in July 2023. Although Platform Youth Hub closed in December 2023, sessions continue to be held in the same building, now run by **Collective Acting Studio**. The Young People's Counsellor saw a total of 34 young people since beginning the post in July 2023.

## Psychotherapy for Young People in Crisis

We have a specialist psychotherapy provision of 0.8 FTE (28 hours pw) for young people aged 18-25 who are referred to us by the Camden or Islington Mental Health Trust Crisis Teams or who self-refer to us while experiencing a mental health crisis (e.g. currently suicidal or following a recent suicide attempt). These young people are prioritised for assessment and treatment at the Brandon Centre to prevent another mental health crisis from occurring whenever possible. This service provides therapy to up to 50 young people per year and is supported by a generous grant from the **Henry Smith Charity**.

## Psychotherapy for LGBTQ+ Young People

Research suggests that young people who identify as LGBTQ+ experience higher rates of mental health difficulties than their heterosexual peers, due to a range of life experiences including experiencing discrimination. Over 1 In 4 (33.5%) of the young people we supported in 2023-2024 identified as LGBTQ+. We have therefore developed a specialist psychotherapy provision (0.8 FTE; 28 hours pw) available for young people aged 16-25 in Camden and Islington who identify as LGBTQ+. This service provides therapy to up to 50 young people per year and is supported by a generous grant from the **City Bridge Foundation**.

## Hostels Psychotherapy Service

A new service providing psychotherapy to homeless young people aged 16-25 using either the Depaul or YMCA (LandAid House) hostels in Islington. The service is led by a Psychoanalytic Psychotherapist (0.4 FTE). The Psychoanalytic Psychotherapist was hired in December 2023 and began seeing young people in January 2024. A total of 13 young people have been referred to the service. The project is generously funded by **Islington Giving**.

## Refugee Psychotherapy Service

A new service providing psychotherapy to Islington young people aged 5-25 on the Afghan Resettlement Scheme or Homes for Ukraine Scheme. The service is

led by a Psychoanalytic Psychotherapist (0.4 FTE). The Psychoanalytic Psychotherapist was hired in December 2023 and began seeing young people in January 2024. A total of 7 young people have been referred to the service. The project is generously funded by **Islington Council**.

### **Mental Health Outreach: Brandon Connect & Arsenal in the Community**

Brandon Connect is an innovative service that offers psychotherapy for young men aged 16-25 who are not in education employment or training (NEET) or who are struggling with to remain in education, employment, or training. A one-to-one counselling and psychotherapy service for 16 to 25-year-olds attending an Arsenal in the Community programme is delivered on Thursdays at the Arsenal Hub. Both services are provided by a Highly Specialist Psychotherapist (0.6 FTE; 21 hours pw). The objectives of treatment are to engage the young person so that they attend at least 10 sessions, to improve mental health problems that are a barrier to participation in education, employment, or training and then to connect young people back into education, employment, or training. The proactive and collaborative approach successfully helps young people to identify and overcome those barriers. The total number of **young people** seen in 2023/24 was **35** (32 male; 3 female). There was a high rate of attendance: 79% of appointments offered were taken up. Symptom outcomes were positive two thirds of follow ups in measures of generalised anxiety disorder and mood disorder reliably improved and areas of life functioning known to improve because of psychotherapy improved in 13 out of 15 young people who completed a follow up of the Outcome Rating Scale. There was also significant progress made by most young people in education, employment, or training because of therapeutic intervention. They also benefited from being introduced to Spear and Arsenal in the Community employability programmes. This work is generously supported through **Islington Giving**.

### **BWell Health and Wellbeing Coaching Service**

Our BWell – Young People’s Wellbeing Coaching Service funded by **The National Lottery - Reaching Communities Fund**. ended in February 2024. BWell provided an evidence-based health and wellbeing coaching offer to young people aged 12-25 living in Camden or Islington. This included one-one individual coaching, as well as group sessions and workshops. Topics included. exam stress, transitions, emotional wellbeing, resilience, LGBTQ wellbeing, confidence, relationships/friendships and mindfulness. We delivered our offer in the community with key partners including Fitzrovia Youth in Action, The Hive, Lift Youth Hub, Platform Youth Hub, Mary's, DePaul UK Hostels, the YMCA London, the Arts and Media School Islington, SoundSkool, Small Green Shoots, Soap Box and Parliament Hill High School. This outreach approach proved successful in going where young people were at to offer them support on a range of wellbeing issues using a coaching model. The service was evaluated externally through our academic partnership with the Salomons Consultancy, part of the Salomons Institute for Applied Psychology, Canterbury Christ Church University. Since the project finished In February 2024, we have provided coaching to **384 young people**. The young people we supported reported low wellbeing at the start of sessions, with a number of vulnerabilities and complexities. At the end of sessions young people reported improved wellbeing and made improvements in

their goals. We continue to seek funding to continue our BWell service to offer wellbeing coaching support within the community.

## Social Prescribing

The Social Prescribing pilot service was launched in July 2022, in partnership with The Hive and Fitzrovia Youth in Action. The service supports young people to engage in activities of their choice, with the aim of boosting mental and physical wellbeing. Brandon Centre's Social Prescriber can book activities and classes for young people, using social prescribing budget if there is a cost. The Social Prescriber can also accompany a young person to a class, activity, or youth hub if they would like that extra support.

Some examples of activities that young people have accessed through Brandon Centre's social prescribing service in the past year include: piano lessons at school, a sewing course, steel pan drumming classes, guitar lessons, gym membership, boxing classes, art therapy, dancing on skates classes, taster driving lessons, horse riding class, weekly ballet classes, female only swimming lessons, archery classes, jewellery making, and pottery painting. The Social Prescriber signposts young people to free activities at The Hive's Social Hub and will accompany any young person who feels anxious attending The Hive on their first visit.

The Social Prescriber offers basic emotional support to young people, often via weekly telephone calls, to 'check-in' with how they are getting on. We also make referrals to external services as appropriate (for example to Spear, Connexions, Camden Young Carers, LIFT Futures, 121 wellbeing support at The Hive etc) and assists young people self-referring for therapy at Brandon Centre.

In the first twelve months of the pilot service, Brandon Centre accepted 32 referrals. Over the past year (April 2023 - March 2024), we have accepted 42 referrals.

Initially, the four main referral pathways created were: Brandon Centre therapy team, Camden School for Girls, Caversham GP Surgery, and Camden Early Help. Over the past year (April 2023 - March 2024), referral sources naturally expanded, and we received referrals from an additional six services: La Sainte Union School, Parliament Hill School, Forward drug and alcohol service, CAMHS, Children's Social Care and BWell. Although the social prescribing service does not accept self-referrals, we received a request from a young person who was already receiving social prescribing support, asking if we could also support her sibling (a young carer, who benefited greatly from the support).

In July 2023, we altered the way we evaluate the impact of the social prescribing service. We moved away from using ONS3 questions, and started using a different set of questions that relate more to goals and achievement of those goals.

We codesigned a flyer with young people, which gives an overview to young people of what to expect from the social prescribing service, and a link to an 'activity menu'. The flyer also gives a link to Brandon Centre's privacy policy and notifies young people that we will share the outcome of their sessions with the



person who referred them. The flyer is sent to all young people referred into the social prescribing service at Brandon Centre.

We are well connected with Camden's community social prescribing teams and services. The Social Prescriber continues to attend a fortnightly Peer Support Group with Social Prescribers who work in Camden GP surgeries. These meetings are usually held at Parliament Hill GP Surgery, Caversham GP Surgery, or Castlehaven Community Centre. The focus is on sharing good practice and resources, and external services are often invited to these meetings to raise awareness of the support they can offer to Camden residents. The Social Prescriber also started receiving weekly supervision from a senior therapist at Brandon Centre.

Feedback on the service includes:

*Before receiving the support, I wouldn't do anything and I felt very down all the time, after receiving the support my mood improved a lot as I loved the activity I was doing.*

*Has done me the world of good. Loved every minute of it. A lot better now!*

## Mental Health & Wellbeing Services for Families

### Systemic Integrative Treatment (SIT) Service

Brandon Centre's Systemic Integrative Treatment (SIT) service works with the families and professional networks of young people displaying a range of problem behaviours and aims to prevent family breakdown and young people entering costly out-of-home care. Our SIT team successfully treats families across several London boroughs and nearby counties. In 2023-2024 we supported families living in Camden, Enfield, Haringey, Kensington and Chelsea and Westminster. Our service was also commissioned by the Forensic CAMHS Service at the Tavistock and Portman NHS Trust.

#### Key outcomes across the SIT service:

A total of 36 families were referred to Brandon Centre's Systemic Integrative Treatment service during the 2023-2024 year. 28 of these referrals were accepted into BC SIT.

Of the 28 of BC-SIT young people with accepted referrals in 2023-2024, 10 (36%) referrals were from Child and Adolescent Mental Health Service (CAMHS) professionals and 18 (64%) were from social care professionals.

17 (61%) of the referred cases were female and 11 (39%) cases were male.

A total of 1,125 session appointments were offered to BC-SIT families across 2023-2024. Of the 1,125 sessions offered, 952 (85%) of them were attended, 146 (13%) were cancelled, and 27 (2%) were missed without prior notice (DNA).

### Sample stakeholder feedback:

From Social Worker - There was a sense of involvement and support that came with the home visits that can't be replicated in an office or over the phone. I am very happy that this service exists. It is valuable and important.

### Sample family feedback:

From Mum- I am eternally grateful for this service, it was exactly what we needed. It has transformed my child's life and changed their entire trajectory. It has transformed our whole family.

From Dad - The worker really listens to what I said, and I feel there is no judgement but understanding and advice on how to work around these problems they have just been so kind and helpful I have learnt so much!

### Love and Limits Parent Programme

The Love and Limits parent programme is for parents/carers of teenagers (aged 12-16) with challenging behaviour. The programme offers parents strategies to improve behaviour coupled with psychoeducational elements and has been updated and adapted to be delivered online. 75 parents attended the programme over the last year.

### Feedback from parents

"Realising all parents are going through similar to me but most importantly, it reminded me how hard it must be for my daughter because it's not easy being a teenager and it's hard growing up"

"I thought the psychologists leading were helpful and gave good insight as well as both of them warm and empathic and held the group well."

### ADHD Parent Programme

The ADHD Parent Programme is for parents of children and young people (aged 5-12) who have a diagnosis of Attention Deficit Hyperactivity Disorder (ADHD). The programme offers psychoeducation about ADHD and discipline strategies related to the "1-2-3 Magic" model. 57 parents attended this programme over the last year.

### Feedback from parents

"Different experiences by different parents and different circumstances gave me a clearer picture of how parenting styles affect a child's behaviour. Instructors

were very straight to the point, precise and helpful about delivering their messages.”

### Parent support group for CAMHS waiting list

This project began as a pilot parent programme in 2022 delivered in partnership with Mind in London. The project was initially funded by NHS England, and later received bridge-funding to continue providing group support to parents.

Brandon Centre developed this parent programme to support the parents/carers of young people aged 11-16 who are on long waiting lists for assessment and treatment from statutory CAMHS, VCS and SEMH services. Initial difficulties with gaining enough referrals resulted in lower numbers than expected. However, by the last cohort, referral numbers were much higher. Feedback and outcomes from this programme are very positive and further funding has now been obtained from national Mind while further ICB funding is sought. 57 parents have attended the programme over the last year.

#### Feedback from Parents

“This is my first time attending the parent group and I feel like I should have had this group when I was going through difficulties with my 1st YP. I don't feel alone with this group, I feel I can share and interact with other parents while gaining more knowledge and support. There is definitely a brighter side”

### The Families, Food and Feelings programme

The Families, Food and Feelings programme was delivered to 60 parents.

#### Feedback from Families

“Thank you for all your help. The knowledge given will change our lives for the better.”

“Very good programme. I enjoyed listening to other parents' experiences and knowing I am not alone!”

## Training & Consultancy

### Enhanced Healthy Living Service

The Enhanced Healthy Living Service (EHLS) is a targeted service for children and young people who are overweight or obese in Camden and Islington. The service is an evidence-based intervention working with the parents of these children and integrating treatment with other teams/professionals via consultation and Multi-disciplinary Team (MDT) working.

- The Families, Food and Feelings programme was delivered to 60 parents.
- The MDT has supported 223 complex cases,
- A total of 168 professionals attended the quarterly webinars that were run as part of the EHLS training offer.

## Ground Up and School Staff Support

The Ground Up service aims to increase the mental health capacity and staff resilience in third sector organisations in Camden. Ground Up provides supervision, support and training to youth workers. North Central London (NCL) CCG (Camden) are funding this service.

Additional funding from Christ Church School enabled Ground Up to extend this offer to their school staff by providing one to one coaching, wellbeing consultations or short- term counselling.

- 115 support sessions to youth workers, school staff and volunteers
- 1 group supervision sessions to school staff
- 3 training workshops to professionals
- 12 short term counselling sessions to school staff
- 4 coaching sessions to school staff

This year we supported the following organisations:

- Fitzrovia Youth in Action
- New Horizon Youth Centre
- Home-Start Camden and Islington
- The Kids Network
- The Winch

### Feedback from organisations:

*“Able to voice the stress I was feeling. Reduced feelings of guilt around a particular case. Reminder to consider self-care in my working week.”*

*“The support helped me stop and think about how much mental and physical energy has to be poured out into my job. It also allowed me to slow down and process some of my experiences and how to discuss it in supervision.”*

## Cornerstone Croydon Project

Our Cornerstone Croydon Project – in collaboration with London Youth – supports Youth Organisations in the London Borough of Croydon by providing their youth staff with clinical supervision, reflective practice, and consultation, with a qualified Clinical Psychologist.

This year we supported staff from the following organisations:

- Palace for Life (part of Crystal Palace FC)
- Gloves not Gunz (now part of Be Inspired)
- Urban Yogis (now part of Be Inspired)
- Good Food Matters
- Reaching Higher
- BME Forum
- Play Place

# Community Outreach Programmes

## She Is Supported (SIS)

She Is Supported (SIS) is a two-year pilot project generously funded with support from **The Mayor of London and Propel partners** – a collaboration made up of funders of different sizes and sectors – both public and corporate as well as independent foundations. SIS is a consortium of 4 youth organisations: Brandon Centre, Prospex, Highbury Roundhouse, and Mary's Youth Club. The project targets 500 girls aged 10-25 in Islington. The three youth hubs provide girls groups and 1-1 mentoring, while Brandon Centre provides counselling and psychotherapy for any girls identified as needing extra support. Brandon Centre successfully recruited a Child and Adolescent Psychodynamic Psychotherapist (0.8 FTE) in February 2024. Her contract began on 1st April 2024, and she began seeing young people in May 2024. As part of this project, we also deliver an annual residential and recently took 40 girls to Hindleap Warren. For many of these girls, this was the first time they had left London, been away from their families and/or been on a holiday.

## Arsenal Girls Kicks – Wellbeing Support for Girls Community Football

The Arsenal Girls Kicks programme offers community football sessions to girls aged 8-16. It is part of the Premier League Kicks initiative, which aims to inspire young people by engaging them in football. Brandon Centre has been providing emotional wellbeing support to the Arsenal Girls Kicks programme, thanks to generous funding provided to us via Islington Giving. This has been delivered by a Chartered Sport and Exercise Psychologist. Our offer included pitch-side emotional wellbeing conversations on a 1:1 or group basis during football practice. This year we focused on 6 themes that we covered with young people in their football practice sessions – on and off the pitch. These are:

1. **Deliberate Practice:** Introduced and developed an understanding of deliberate practice and its use in advancing skill and performance.
2. **Effective Communication:** Developed an understanding of how to communicate effectively and why it is important in sports (but also in life).
3. **Emotional Awareness:** Developed an understanding of emotional awareness, emotion regulation, and how emotions impact the way we think feel and behave (relevant inside and outside of football).
4. **Mindfulness:** Introduced and developed an understanding of awareness from a “being present” and mindfulness perspective.
5. **Strengths and Values:** Introduced and developed an understanding and knowledge of why knowing your strengths and values is beneficial.
6. **Growth Mindset:** Introduced growth mindset. Learning how to recover from mistakes/ past “failures”. “Failures” as learning opportunities. Developing resilience.

Arsenal Girls Kicks in Numbers:

- **90 girls attended 10 or more sessions across two consecutive 4-month periods.**
- **117 sessions** were delivered lasting around 1h 15 m each.
- The age range was 8-18, with the majority of the girls aged 11-15
- 54% of the girls came from a Black, Asian and Minority Ethnic background; 38% were White; while 8% did not state their ethnicity.

## Minding the Gap and the Hive youth support

Brandon Centre seconded three young people's workers to provide holistic psychosocial support services at The Hive, a therapeutic youth hub in Camden. The Hive is jointly commissioned by the Camden Clinical Commissioning Group (now part of NCL ICB) and Camden Council. The Hive is provided by a consortium of service providers and is led by Catch-22. The consortium is made up of The Tavistock and Portman NHS Foundation Trust, Camden and Islington NHS Foundation Trust, Fitzrovia Youth in Action, The Winch, and the Brandon Centre. The Hive offers a free mental health and wellbeing service that supports young people aged 16 to 24 in Camden. The Hive is a youth hub with a warm and welcoming feel to it. The service allows workers to have a unique approach to each young person. This is achieved through 1-1 work and the social hub involving activity group work. This is a unique approach, holistically viewing mental health and creating a service that is non-clinical, accessible, flexible, and creative. We find this approach helps keep each young person at the centre of their journey.

## OnWARD: Outreach Service for The Wellbeing of Adolescents

In partnership with University College London Hospitals (UCLH) NHS Foundation Trust and the UCLH Charity, we have hosted and co-delivered an adolescent health hub at the Brandon Centre. The Outreach Service for the Wellbeing of Adolescents (OnWARD) provides a multi-professional service for young people (aged 13-18 years old) living or studying in Camden and Islington. They offer holistic reviews of patients' physical health, mental health and wellbeing, within the context of their wider lives and needs. The clinic's multi-clinician approach is beneficial to young people who often have complicated needs and do not fit easily into a service that is delivered by a single specialist. In addition to hosting the clinic, the Brandon Centre seconded a Psychodynamic Counsellor to the service who has been seeing up to 50 young people per year for brief counselling (6 sessions).

## Condoms - C-Card collection, advice and information

With funding from the local authority, Brandon Centre has continued to be a provider of the Come Correct (C-Card) scheme which provides condoms for Under 25's across London. With support from one of our Young Ambassadors and volunteers from the Big Alliance CoRe Project, in Summer 2023 we were able to raise numbers of new registrations to 71 and repeat encounters to 29 with a targeted effort to engage and promote the service on social media platforms not previously used by Brandon Centre. All full time and part time Front Office staff are now trained to register Young People for this vital service, ensuring that their needs are still met and the link to our sexual health history is maintained.

## HandsOn London

Our charity proudly collaborates with HandsOn London, an organisation that connects enthusiastic volunteers with meaningful community projects. This partnership not only provides invaluable support to our initiatives but also offers volunteers a profound sense of accomplishment and purpose.

In the 2023/2024 period, HandsOn London played a pivotal role in transforming our garden into a serene wellbeing space for our young people and staff. This therapeutic space now serves as a tranquil setting for counselling and psychotherapy sessions, housed in our beautiful Summer House, kindly donated by Crane Garden Buildings. The incredible efforts of volunteers from Ansadara, Immunebio, Lloyds Bank, Savanta, Flock Associates, and Invesco have been instrumental in creating this calming environment, making a lasting impact on our community's mental health and wellbeing.

## Volunteering

We encourage members of the community to engage in volunteering with Brandon Centre. Volunteering over this last year has continued to grow and embed in more of our Brandon Centre services and development projects. We have engaged with 62 volunteers, and it has been great to see the number of individual and group volunteers contribute and grow in so many ways. Over 23/24 we have provided opportunities for individual and group contributions from corporate and community organisations. Whilst we continue to develop our volunteering and corporate social responsibility offer, some examples of volunteer work available include gardening, reception, finance and human resources work and college experience, student placements and fundraising (university student challenges and events).

## CoRe Project

The CoRe project progressed into 23/24.

The Programme involved 6 corporate volunteers from Macquarie, Expedia and Slaughter and May. They have been incredibly supportive in helping us with two key projects:

- Reviewing, testing and developing our Social Media presence on Instagram and Tik Tok
- Supporting us with our Trustee recruitment (replacement of x3 retiree's (x2 clinical and Honorary Trustee) and 2 new Trustees (EDI)). We haven't been successful in recruiting a fundraising Trustee. This is being reviewed in 24/25.

## Young Patron

Our Young Patron, Grace Campbell organised a comedy fundraiser on 9th November 2023. We raised over £9k in aid of Brandon Centre Services with over 350 local people attending. Grace is focused to continue to help raise money and social awareness of our Brandon Centre's work.

## Young Ambassadors

We have involved 101 young ambassadors in our online group and 15 of these young ambassadors have been working on specific projects in person. Young Ambassadors have been involved in the design, development and improvement of our services. Over this last year, we have also involved our young ambassadors in the review of and re-launch of our strategy, through discussions at the Young People's Leadership Board and attendance at our Away days.

Our Young Ambassadors have also been involved in some exciting projects at Brandon Centre. An example of this is the De-Mystifying Therapy Project where our Young Ambassadors visited Brandon Centre to produce video clips of interviews with some of our therapists' answering questions about therapy and what young people could expect before, during and after therapy sessions.

The video clips for this wonderful project are now held on our You Tube channel to make sure they are easily available and accessible for young people. The links to these videos are also provided on our website and shared on our social media platforms.

## Organisation and Governance of the Charity

### a. Legal Status

Brandon Centre for Counselling and Psychotherapy for Young People is a company limited by guarantee, number 1830241, and therefore has no share capital and is also a registered charity, number 290118.

### b. Constitution

Brandon Centre for Counselling and Psychotherapy for Young People is registered as a charitable company limited by guarantee, number 1830241, and therefore has no share capital and is also a registered charity, number 290118. The Brandon Centre was formerly The London Youth Advisory Centre, which was founded in 1969. It was registered as a charity and incorporated as a company in 1984. The names of the members of the Council of Management on 31st March 2022 are set out on page 1. The objectives and activities of the company are governed by its Memorandum and Articles of Association.

### c. Appointment of Council Members

Members of the Council must be Members of the Company and shall be elected either by the Members of the Company in General Meeting or by the Council. At each AGM one-third of the Members of the Council are required to retire from office by rotation however are eligible for re-election. The Council may appoint someone to be a Member of the Council, either to fill a casual vacancy or as an addition to the existing membership, and anyone so appointed holds office only until the next AGM but is eligible for re-election. No Director shall serve for more than nine consecutive years, unless the Directors consider it would be in the best interests of the Charity for a particular Director to continue to serve beyond that period and that Director is reappointed in accordance with the Articles. Last year the Council met for four Ordinary Meetings, two Strategy Meetings and one AGM.

We have been supported by 11 Trustees, members of the Council, in 2023/24 and as some Trustees have stood down, we have successfully recruited a new Treasurer Trustee, 2 new ED&I Trustees and a general Trustee.



#### d. Brandon Centre Board

Brandon Centre's Board enjoys the support of a broad range of experienced Trustees. Our Trustees continue to contribute so much to Brandon Centre. The Board has met quarterly, with one Annual General Meeting, a Board Strategy Away Day and a whole Organisational Away Day. The Board ensures Brandon Centre's aims are delivered effectively and sustainably. It has quarterly sub-committees for Finance, Audit & Remuneration, Quality, Safety & Risk, People, Business Development, Information Governance, Fundraising and our newly developed Environmental, Social and Governance Committee.

New trustees have an induction process and are encouraged to meet senior managers and attend meetings. There are regular awaydays to enable the trustees to understand the organisation better and meet face-to-face with management. Trustees complete core trainings as part of Brandon Centre's training programme and there are regular additional trainings within the Board and/or at awaydays.

Our Chief Executive, supported by the Senior Leadership Team, remains accountable to the Board for administration and financial management and works together with the Board to develop Brandon Centre's long-term strategy, business development, budget and business plan.

Our governance focus has included ensuring:

- Board Away Day framework is maintained, including monitoring number of away days, effectiveness of sessions, and inclusion of Young People's voices on our Board
- Including an ESG topic on the agenda of a Board meeting at least once per year
- Staggered recruitment of Board members in line with our Memorandum of Association
- Trustee membership is representative of our local community
- Effective recruitment and succession planning for Board members

#### e. Young People's Leadership Board (YPLB)

The Young People's Leadership Board reports into the main Board, through the People Committee and enables our Young Ambassadors support the Senior Leadership Team in making the best service developments and recommendations for the young people in our community. They have also been very much involved in the development of our overall strategy.

We have a new Chair for the YPLB, with one of our active Young Ambassadors, Sajida, stepping into the role this year. Sajida has been very active in her support of Brandon Centre, with attendance at the Board Away Day, joining us for the Mayor of Camden's visit to Brandon Centre and also sitting on the interview panels of our Trustee recruitment.

#### f. Parent's Advisory Committee (PAC)

We were excited this year to launch and begin to grow our Parents Advisory Committee, with members including parents, carers and or family members

who have accessed our services. The parents and carers who attend the committee meetings are very enthusiastic and committed to developing the forum. They are also very keen to contribute to the development of our Parent programmes and to supporting developments at Brandon Centre.

We were also able to hold our first 'in person' Parents Advisory Committee in November, where members visited Brandon Centre to hear an overview of Brandon Centre and our services, plus having a 'tour' of the building. They also met members of staff from each service who spoke about their roles to explain the services Brandon Centre offers and the support available to parents and carers.

We have also received funding from the Charlie Waller Trust to fund two parents from our PAC to undergo Parent Carer Peer Support Worker training. Alongside this we have also secured a grant from the Trust for Brandon Centre to provide supervision for both parents. We hope this will lead to further opportunities and funding to develop Parent Carer Peer Support work in future.

#### g. Equality, Diversity and Inclusion Working Group

We are committed to ensuring an inclusive environment where people can be their genuine selves in accordance with our values. We are dedicated to taking proactive steps to advance a culture of non-discrimination, inclusion and equity and to support this have established an Equality, Diversity and Inclusion working Group.

Our two new ED&I Trustees lead this group and at our Board Strategy away day led discussions on the group's objectives, priorities and actions. The group has staff representatives, young ambassador representatives and is also supported by a Brandon Centre Ambassador.

#### h. Objectives and Public Benefit

The objectives of the Brandon Centre are:

1. To maintain and develop an accessible and flexible professional service in response to the psychological, medical, sexual and social problems of young people aged 12- to 25-years old.
2. To relieve distress, mobilise personal resources and facilitate growth in adolescents by working towards responsibility and self-fulfilment.
3. To prevent or alleviate the suffering caused by unwanted pregnancy, ill mental health, psychological disturbance and maladaptation in adult and future family relationships.

The Trustees have reviewed these objectives with regard to the Charity Commission's guidance on public benefit and determined they are consistent with it.

#### i. Pay policy for key management personnel

Staff and management pay is set annually subsequent to a review of the employment market. The Board approve the annual pay rise as part of the budgeting process and the CEO is required to keep the total cost of the organisation within the agreed budget but has the flexibility to shift funds between cost items. The CEO, Head of Finance and Head of People meet

fortnightly to review any changes to staff hours or salaries. Salary changes must be approved at this meeting before being implemented. Any change to the CEO salary must be approved by the Chair.

## Financial review

### a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

### b. Reserves policy

As a reserves policy, the Council of Management have agreed there should be 3 months running costs. On 31st March 2024, the Centre had total reserves of £815k (2022: £793k) of which free reserves (excludes restricted funds and funds invested in the Brandon Centre's building) amounted to £389k (2022: £383k). Unrestricted reserves currently cover 2.5 months of operating costs. This is slightly lower than prior year due to increase in income. The improvement in reserves was lower than we planned because we were not able to deliver as many Systemic Integrative Therapy (SIT) cases as planned due some staff going on maternity leave. Our goal is to close this gap with the reserve policy during the next couple of years.

### c. Finances of the Charity

Brandon Centre's financial position on 31st March 2024 remains sound. As explained below, in 2023/24 the Centre continued to run a surplus.

As shown by the Statement of Financial Activities, total incoming resources for the year to 31st March 2024 were £1,878k (£(100)k (5.1%) lower than in previous year). Excluding income from our sexual health service, which was discontinued during 22/23, income grew 1%. Income growth would have been higher but we were not able to deliver as many Systemic Integrative Therapy (SIT) cases as planned due some staff going on maternity leave.

Expenditure totalled £1,856k (£4k (0.3%) higher than in previous year). The growth in expenditure (0.3% growth) was higher than the change in income (5.1% lower) due to expenditure against restricted reserves and higher payroll costs due to excellent staff retention.

Net incoming resources during the year amounted to £22k (£(104)k lower than previous year). The increase in unrestricted reserves was £6k which was £(85)k lower than previous year. As explained above, the decrease was due to lower SIT activity resulting from maternity leave and higher payroll costs due to staff retention. As in previous years, the Centre has benefited from the financial support of Health and Local Authorities, Charitable Trusts and Corporate donors.

#### d. Risk analysis

A review of the major risks to which the charity is exposed and the systems that have been established to mitigate those risks was carried out by the Honorary Treasurer and Director, in consultation with the auditors as required. The review initially considered external factors. Changes in social policy, overall public spending, the standing of Child and Adolescent Mental Health Services and legislation were identified as potential areas of risk. Potential human resources and infrastructure problems at the Centre were also considered. However, the review conducted found that there were already systems in place to mitigate the possible impact of the main risks identified. Based on the report's recommendations, areas of potential vulnerability identified were rectified. Formal risk analysis is being conducted on a continuing basis and any new areas of risk will be addressed.

#### e. Fundraising

Brandon Centre is registered with the Fundraising Regulator and has committed to following the Code of Fundraising Practice and the Fundraising Promise. No complaints were received during the year regarding Brandon Centre's fundraising activity. Expenditure on fundraising in 2023/24 was £58,312 which was 3.1% of income.

### Auditors

A resolution to re-appoint Goodman Jones LLP as the auditor of the company will be proposed at the next AGM.

### Statement of Trustees' Responsibilities

The Trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual 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 must 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- a) Select suitable accounting policies and then apply them consistently.
- b) Observe the methods and principles in the Charities SORP.
- c) Make judgments and accounting estimates that are reasonable and prudent.

- d) State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- e) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

The Trustees confirm that as far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

## Small company provisions

This report has been prepared in accordance with the small companies' regime under the Companies Act 2006.

Approved by the Board and signed on its behalf by:

*Mark Bland*

**Mark Bland**

Chair and Trustee

Date: 29-10-24

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**

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**Opinion**

We have audited the financial statements of Brandon Centre for Counselling and Psychotherapy for Young People (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and Charities Act 2011.

**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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the 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.

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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 charity and sector, we identified that the principal risks of non-compliance with laws and regulations related to sector regulations and unethical and prohibited business practices, 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, Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried out. These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries;
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.



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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE (CONTINUED)**

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**Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 opinions we have formed.

*Goodman Jones LLP*

**Goodman Jones LLP**  
Chartered Accountants  
Statutory Auditors  
29/30 Fitzroy Square  
London  
W1T 6LQ

Date: 29-10-24

Goodman Jones LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

|                                    | Note | Unrestricted<br>funds<br>2024<br>£ | Restricted<br>funds<br>2024<br>£ | Total<br>funds<br>2024<br>£ | Total<br>funds<br>2023<br>£ |
|------------------------------------|------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |      |                                    |                                  |                             |                             |
| Donations and legacies             | 4    | 39,623                             | 424,001                          | 463,624                     | 355,908                     |
| Charitable activities              | 5    | 1,405,442                          | -                                | 1,405,442                   | 1,620,555                   |
| Investments                        | 6    | 8,768                              | -                                | 8,768                       | 1,831                       |
| <b>Total income</b>                |      | <b>1,453,833</b>                   | <b>424,001</b>                   | <b>1,877,834</b>            | <b>1,978,294</b>            |
| <b>Expenditure on:</b>             |      |                                    |                                  |                             |                             |
| Raising funds                      |      | 21,878                             | -                                | 21,878                      | 47,870                      |
| Charitable activities              |      | 1,426,067                          | 407,820                          | 1,833,887                   | 1,804,122                   |
| <b>Total expenditure</b>           |      | <b>1,447,945</b>                   | <b>407,820</b>                   | <b>1,855,765</b>            | <b>1,851,992</b>            |
| <b>Net movement in funds</b>       |      | <b>5,888</b>                       | <b>16,181</b>                    | <b>22,069</b>               | <b>126,302</b>              |
| <b>Reconciliation of funds:</b>    |      |                                    |                                  |                             |                             |
| Total funds brought forward        |      | 383,208                            | 409,655                          | 792,863                     | 666,561                     |
| Net movement in funds              |      | 5,888                              | 16,181                           | 22,069                      | 126,302                     |
| <b>Total funds carried forward</b> |      | <b>389,096</b>                     | <b>425,836</b>                   | <b>814,932</b>              | <b>792,863</b>              |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 36 to 52 form part of these financial statements.

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)  
REGISTERED NUMBER: 01830241

**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

|  | Note | 2024<br>£      | 2023<br>£      |
|--|------|----------------|----------------|
| <b>Fixed assets</b>                            |      |                |                |
| Tangible assets                                | 11   | 274,000        | 264,801        |
|  |      | <u>274,000</u> | <u>264,801</u> |
| <b>Current assets</b>                          |      |                |                |
| Debtors  | 12   | 143,794        | 148,878        |
| Investments                                    | 13   | 320,000        | -              |
| Cash at bank and in hand                       |      | 426,667        | 731,175        |
|  |      | <u>890,461</u> | <u>880,053</u> |
| Creditors: amounts falling due within one year | 14   | (349,529)      | (351,991)      |
|  |      | <u>540,932</u> | <u>528,062</u> |
| <b>Net current assets</b>                      |      | <u>540,932</u> | <u>528,062</u> |
| <b>Total assets less current liabilities</b>   |      | <u>814,932</u> | <u>792,863</u> |
| <b>Total net assets</b>                        |      | <u>814,932</u> | <u>792,863</u> |
| <b>Charity funds</b>                           |      |                |                |
| Restricted funds                               | 15   | 425,836        | 409,655        |
| Unrestricted funds                             | 15   | 389,096        | 383,208        |
| <b>Total funds</b>                             |      | <u>814,932</u> | <u>792,863</u> |

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

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

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

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2024**

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

*Mark Bland*

.....  
**Mark Bland**  
Chair

Date: 29-10-24

The notes on pages 36 to 52 form part of these financial statements.

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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|   | <b>2024</b>      | <b>2023</b>     |
|---|------------------|-----------------|
|   | <b>£</b>         | <b>£</b>        |
| <b>Cash flows from operating activities</b>             |                  |                 |
| Net cash used in operating activities                   | <b>27,289</b>    | <b>(32,944)</b> |
|   | <hr/>            | <hr/>           |
| <b>Cash flows from investing activities</b>             |                  |                 |
| Purchase of tangible fixed assets                       | <b>(20,565)</b>  | <b>(8,971)</b>  |
| Investment income                                       | <b>8,768</b>     | <b>1,831</b>    |
| Transfers to treasury deposits                          | <b>(320,000)</b> | <b>-</b>        |
|   | <hr/>            | <hr/>           |
| <b>Net cash used in investing activities</b>            | <b>(331,797)</b> | <b>(7,140)</b>  |
|   | <hr/>            | <hr/>           |
| <b>Change in cash and cash equivalents in the year</b>  | <b>(304,508)</b> | <b>(40,084)</b> |
| Cash and cash equivalents at the beginning of the year  | <b>731,175</b>   | <b>771,259</b>  |
|   | <hr/>            | <hr/>           |
| <b>Cash and cash equivalents at the end of the year</b> | <b>426,667</b>   | <b>731,175</b>  |
|   | <hr/> <hr/>      | <hr/> <hr/>     |

The notes on pages 36 to 52 form part of these financial statements

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**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**1. General information**

Brandon Centre for Counselling and Psychotherapy for Young People is a charitable company registered in England and Wales. The registered office address is 26 Prince of Wales Road, Kentish Town NW5 3LG. The objects of the Charity are set out in the Trustees' Report on page 2.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Brandon Centre for Counselling and Psychotherapy for Young People meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in Sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

**2.2 Going concern**

Having considered the future plans of the Charity, including expected income and expenditure, for a period of at least twelve months from the date of approval of the financial statements, the Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Accordingly, the financial statements are prepared on a going concern basis.

**2.3 Company Status**

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**2.4 Fund accounting**

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

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

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.5 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis and to the extent that any performance conditions attached to the grants have been met. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**2.6 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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

All expenditure is inclusive of irrecoverable VAT.

**2.7 Interest receivable**

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.8 Tangible fixed assets and depreciation**

Tangible fixed assets costing £1000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

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

Depreciation is provided on the following bases:

|                                  |                               |
|----------------------------------|-------------------------------|
| Freehold property                | - Not depreciated per note 10 |
| Fixtures, fittings and equipment | - 3 years straight line       |
| Fixtures and fittings            | -                             |

**2.9 Debtors**

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

**2.10 Cash at bank and in hand**

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

**2.11 Liabilities and provisions**

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

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

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



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.12 Financial instruments**

The Charity only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.13 Operating leases**

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

**2.14 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**3. Critical accounting estimates and areas of judgement**

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

Critical accounting estimates and assumptions:

The preparation of financial statements requires the use of certain critical accounting estimates. Management must also exercise judgemental in applying the Charity's accounting policies. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Income recognition:

The Charity receives income from contracts and performance grants. These agreements include various quantitative and qualitative milestones and performance conditions to be met in order for the Charity to have entitlement to the funds. The Charity makes various assumptions in determining the stage of completion of these contracts and performance grants.

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**4. Income from donations and legacies**

|                   | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|-------------------|--|--|---------------------------------------|---------------------------------------|
| Donations         | 18,293                                       | -  | <b>18,293</b>                         | 34,970                                |
| Grants            | 21,330                                       | 424,001                                    | <b>445,331</b>                        | 320,938                               |
|                   | <u>39,623</u>                                | <u>424,001</u>                             | <u><b>463,624</b></u>                 | <u>355,908</u>                        |
| <i>Total 2023</i> | <u>24,170</u>                                | <u>331,738</u>                             | <u>355,908</u>                        |                                       |

**5. Income from charitable activities**

|  | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|--|--|--|---------------------------------------|---------------------------------------|
| London Borough of Camden                 | 664,370                                      | -  | <b>664,370</b>                        | 592,493                               |
| London Borough of Islington              | 86,318                                       | -  | <b>86,318</b>                         | 185,446                               |
| NHS North Central London ICB             | 385,319                                      | -  | <b>385,319</b>                        | 431,331                               |
| NHS South West London ICB                | 225  | -  | <b>225</b>                            | -                                     |
| Mind in Enfield and Barnet               | 34,009                                       | -  | <b>34,009</b>                         | 54,769                                |
| UCL Training                             | 69,247                                       | -  | <b>69,247</b>                         | 57,152                                |
| Tavistock and Portman                    | 52,000                                       | -  | <b>52,000</b>                         | 138,250                               |
| Catch 22                                 | 84,593                                       | -  | <b>84,593</b>                         | 88,851                                |
| Other charitable activities              | 29,361                                       | -  | <b>29,361</b>                         | 39,763                                |
| Camden and Islington Mental Health Trust | -  | -  | -                                     | 32,500                                |
|  | <u>1,405,442</u>                             | <u>-</u>                                   | <u><b>1,405,442</b></u>               | <u>1,620,555</u>                      |
| <i>Total 2023</i>                        | <u>1,546,891</u>                             | <u>73,664</u>                              | <u>1,620,555</u>                      |                                       |

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**6. Investment income**

|                          | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|--------------------------|--|---------------------------------------|---------------------------------------|
| Bank interest receivable | 8,768  | <b>8,768</b>                          | 1,831                                 |

**7. Analysis of expenditure by activities**

|                       | <b>Direct costs<br/>2024<br/>£</b> | <b>Support<br/>costs<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|-----------------------|------------------------------------|---|---------------------------------------|---------------------------------------|
| Charitable activities | 1,606,863                          | 227,024                                 | <b>1,833,887</b>                      | 1,804,123                             |
| <i>Total 2023</i>     | <i>1,587,652</i>                   | <i>216,471</i>                          | <i>1,804,123</i>                      |                                       |

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**7. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

|                                    | <b>Charitable<br/>activities<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|------------------------------------|---|---------------------------------------|---------------------------------------|
| Staff costs                        | 1,503,925                                       | <b>1,503,925</b>                      | 1,385,555                             |
| Depreciation                       | -   | -                                     | 13,359                                |
| Advertising and promotion          | 1,000   | <b>1,000</b>                          | 4,678                                 |
| Books, pamphlets and subscriptions | 3,827   | <b>3,827</b>                          | 12,865                                |
| Computer maintenance               | 19,727  | <b>19,727</b>                         | 42,122                                |
| Course and conferences             | -   | -                                     | 590                                   |
| Household expenses and sundries    | 2,257   | <b>2,257</b>                          | 11,325                                |
| IG consulting                      | -   | -                                     | 3,317                                 |
| Insurance                          | -   | -                                     | 17,686                                |
| Light, heat and power              | -   | -                                     | 2,427                                 |
| Locums and temporary staff         | 6,982   | <b>6,982</b>                          | 3,664                                 |
| Medical staff                      | -   | -                                     | 12,920                                |
| Printing, postage and stationary   | -   | -                                     | 598                                   |
| Professional fees                  | 6,969   | <b>6,969</b>                          | 19,606                                |
| Rent, rates and repairs            | -   | -                                     | 11,023                                |
| Sub-contract service provision     | 44,431  | <b>44,431</b>                         | -                                     |
| Staff expenses                     | 5,507   | <b>5,507</b>                          | -                                     |
| Telephone and communications       | 7,349   | <b>7,349</b>                          | 13,375                                |
| Travel, recruitment and training   | 4,889   | <b>4,889</b>                          | 29,796                                |
| Governance costs                   | -   | -                                     | 2,746                                 |
|                                    | <u>1,606,863</u>                                | <u><b>1,606,863</b></u>               | <u>1,587,652</u>                      |

**BRANDON CENTRE FOR COUNSELLING AND PSYCHOTHERAPY FOR YOUNG PEOPLE**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**7. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

|                                    | <b>Charitable<br/>activities<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|------------------------------------|---|---------------------------------------|---------------------------------------|
| Staff costs                        | 76,773  | <b>76,773</b>                         | 128,580                               |
| Depreciation                       | 11,365  | <b>11,365</b>                         | 1,558                                 |
| Advertising and promotion          | 15,494  | <b>15,494</b>                         | 7,169                                 |
| Books, pamphlets and subscriptions | 513   | <b>513</b>                            | 3,385                                 |
| Computer maintenance               | 19,304  | <b>19,304</b>                         | 2,957                                 |
| Courses and conferences            | (248)   | <b>(248)</b>                          | 170                                   |
| Household expenses and sundries    | 25,155  | <b>25,155</b>                         | 20,402                                |
| IG consulting                      | 10,799  | <b>10,799</b>                         | 7,483                                 |
| Insurance                          | 21,104  | <b>21,104</b>                         | 2,063                                 |
| Light, heat and power              | 8,554   | <b>8,554</b>                          | 5,473                                 |
| Medical supplies                   | 35  | <b>35</b>                             | 76                                    |
| Printing, postage and stationary   | 1,911   | <b>1,911</b>                          | 1,319                                 |
| Professional fees                  | 7,475   | <b>7,475</b>                          | 7,017                                 |
| Rent, rates and repairs            | 7,217   | <b>7,217</b>                          | 17,933                                |
| Telephone and communications       | 8,991   | <b>8,991</b>                          | 1,560                                 |
| Travel, recruitment and training   | 1,782   | <b>1,782</b>                          | 3,132                                 |
| Governance costs                   | 10,800  | <b>10,800</b>                         | 6,194                                 |
|                                    | <u>227,024</u>                                  | <u><b>227,024</b></u>                 | <u>216,471</u>                        |

**8. Auditors' remuneration**

The auditors' remuneration amounts to an auditor fee of £10,800 (2023 - £8,620), and fees for preparation of the charity's corporation tax return of £ - (2023 - £500).

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**9. Staff costs**

|  | <b>2024</b>             | <b>2023</b>             |
|--|-------------------------|-------------------------|
|  | <b>£</b>                | <b>£</b>                |
| Wages and salaries                                   | <b>1,411,511</b>        | 1,369,029               |
| Social security costs                                | <b>132,427</b>          | 137,306                 |
| Contribution to defined contribution pension schemes | <b>36,760</b>           | 34,534                  |
|  | <b><u>1,580,698</u></b> | <b><u>1,540,869</u></b> |

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

|                                 | <b>2024</b>      | <b>2023</b>      |
|---------------------------------|------------------|------------------|
|                                 | <b>No.</b>       | <b>No.</b>       |
| Director                        | <b>1</b>         | 1                |
| Psychotherapy                   | <b>28</b>        | 26               |
| Contraception and sexual health | <b>3</b>         | 2                |
| Systemic integrative therapy    | <b>9</b>         | 9                |
| Central administration          | <b>14</b>        | 15               |
|                                 | <b><u>55</u></b> | <b><u>53</u></b> |

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

|                               | <b>2024</b> | <b>2023</b> |
|-------------------------------|-------------|-------------|
|                               | <b>No.</b>  | <b>No.</b>  |
| In the band £60,001 - £70,000 | <b>1</b>    | 1           |
| In the band £70,001 - £80,000 | <b>1</b>    | -           |

Total expenditure incurred in respect of key management personnel, including employer's national insurance and employer's pension costs, totalled £106,284 (2023: £109,412).

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £NIL).

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**11. Tangible fixed assets**

|                          | Freehold<br>property<br>£ | Plant and<br>machinery<br>£ | Fixtures and<br>fittings<br>£ | Total<br>£     |
|--------------------------|---------------------------|-----------------------------|-------------------------------|----------------|
| <b>Cost or valuation</b> |                           |                             |                               |                |
| At 1 April 2023          | 252,387                   | 60,759                      | -                             | 313,146        |
| Additions                | -                         | 8,913                       | 11,652                        | 20,565         |
| At 31 March 2024         | <u>252,387</u>            | <u>69,672</u>               | <u>11,652</u>                 | <u>333,711</u> |
| <b>Depreciation</b>      |                           |                             |                               |                |
| At 1 April 2023          | -                         | 48,344                      | -                             | 48,344         |
| Charge for the year      | -                         | 8,299                       | 3,067                         | 11,366         |
| At 31 March 2024         | <u>-</u>                  | <u>56,643</u>               | <u>3,067</u>                  | <u>59,710</u>  |
| <b>Net book value</b>    |                           |                             |                               |                |
| At 31 March 2024         | <u>252,387</u>            | <u>13,029</u>               | <u>8,585</u>                  | <u>274,001</u> |
| At 31 March 2023         | <u>252,387</u>            | <u>12,414</u>               | <u>-</u>                      | <u>264,801</u> |

The Trustees consider that any depreciation charge on the freehold property would be immaterial on the grounds that the estimated residual value is not materially different from the carrying value (which is the cost of acquisition) and given market value is considered to be significantly higher (based on a professional valuation from February 2022). As a result, no depreciation has been provided.

The freehold property, 26 Prince of Wales Road, London NWS, was acquired in April 1983 at a cost of £35,559. Donations were received for the cost of the premises and a capital reserve fund was established for these funds. An extension to the building was subsequently added and further donations were received and placed to the credit of the capital reserve. In 2009, building works were carried out to convert the top floor flat into offices for the use of the Centre. This was funded from the development fund set up for this purpose. An amount equal to the cost has been transferred from the development fund to the capital reserve fund. The balance on the capital reserve fund equals the cost of the property.

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**12. Debtors**

|                                | 2024<br>£      | 2023<br>£      |
|--------------------------------|----------------|----------------|
| <b>Due within one year</b>     |                |                |
| Trade debtors                  | 61,678         | 77,155         |
| Other debtors                  | 80             | 261            |
| Prepayments and accrued income | 82,036         | 71,462         |
|                                | <u>143,794</u> | <u>148,878</u> |

**13. Current asset investments**

|                   | 2024<br>£      | 2023<br>£ |
|-------------------|----------------|-----------|
| Treasury deposits | <u>320,000</u> | <u>-</u>  |

**14. Creditors: Amounts falling due within one year**

|  | 2024<br>£      | 2023<br>£      |
|--|----------------|----------------|
| Trade creditors                        | 30,970         | 5,079          |
| Other taxation and social security     | 28,581         | 37,247         |
| Other creditors                        | 8,110          | 8,340          |
| Accruals and deferred income           | 281,868        | 301,325        |
|  | <u>349,529</u> | <u>351,991</u> |
|  | 2024<br>£      | 2023<br>£      |
| Deferred income at 1 April 2023        | 266,612        | 353,399        |
| Resources deferred during the year     | 244,061        | 266,612        |
| Amounts released from previous periods | (266,612)      | (353,399)      |
|  | <u>244,061</u> | <u>266,612</u> |

Deferred income represents income being received in advance of entitlement under the grant agreements/contracts.



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**15. Statement of funds**

**Statement of funds - current year**

|   | Balance at 1<br>April 2023<br>£ | Income<br>£             | Expenditure<br>£          | Balance at<br>31 March<br>2024<br>£ |
|---|---------------------------------|-------------------------|---------------------------|-------------------------------------|
| <b>Unrestricted funds</b>                                   |                                 |                         |                           |                                     |
| General Funds - all funds                                   | 383,208                         | 1,453,833               | (1,447,945)               | 389,096                             |
| <b>Restricted funds</b>                                     |                                 |                         |                           |                                     |
| Arsenal Connect   | 17,171                          | 10,987                  | (16,259)                  | 11,899                              |
| Brandon Connect - Islington                                 | -                               | 38,334                  | (38,334)                  | -                                   |
| Capital reserve   | 252,387                         | -                       | -                         | 252,387                             |
| Coaching  | -                               | 92,995                  | (92,995)                  | -                                   |
| Islington Hostel and Young People therapy Support           | -                               | 45,000                  | (17,726)                  | 27,274                              |
| Healthy Eating  | 22,495                          | -                       | (22,495)                  | -                                   |
| Mentoring for Young People                                  | -                               | 63,685                  | (47,011)                  | 16,674                              |
| Therapy Support for Young People with SH Problems           | 18,002                          | 31,000                  | (31,000)                  | 18,002                              |
| Clinical supervision  | -                               | 14,000                  | (14,000)                  | -                                   |
| Psychotherapy for Young People from the LBGTQ+ Community    | 33,828                          | 50,000                  | (50,000)                  | 33,828                              |
| Psychotherapy for Young People with significant MH problems | 65,772                          | 78,000                  | (78,000)                  | 65,772                              |
|   | <u>409,655</u>                  | <u>424,001</u>          | <u>(407,820)</u>          | <u>425,836</u>                      |
| <b>Total funds</b>  | <u><u>792,863</u></u>           | <u><u>1,877,834</u></u> | <u><u>(1,855,765)</u></u> | <u><u>814,932</u></u>               |

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

**Statement of funds - prior year**

|   | <i>Balance at<br/>1 April 2022<br/>£</i> | <i>Income<br/>£</i>     | <i>Expenditure<br/>£</i>  | <i>Balance at<br/>31 March<br/>2023<br/>£</i> |
|---|--|-------------------------|---------------------------|---|
| <b>Unrestricted funds</b>                                   |  |                         |                           |   |
| General Funds - all funds                                   | 292,202                                  | 1,572,892               | (1,481,886)               | 383,208                                       |
| <b>Restricted funds</b>                                     |  |                         |                           |   |
| Arsenal Connect   | 21,181                                   | 12,500                  | (16,510)                  | 17,171  |
| Brandon Connect - Islington                                 | -  | 36,729                  | (36,729)                  | -   |
| Capital reserve   | 252,387                                  | -                       | -                         | 252,387                                       |
| Coaching  | -  | 95,809                  | (95,809)                  | -   |
| Grow Back Greener   | 5,000                                    | 5,000                   | (10,000)                  | -   |
| Healthy Eating  | 22,495                                   | 73,664                  | (73,664)                  | 22,495  |
| Mentoring for Young People                                  | 11,000                                   | 11,000                  | (22,000)                  | -   |
| Therapy for UCL Students                                    | 20,099                                   | -                       | (20,099)                  | -   |
| Therapy Support for Young People with SH Problems           | 18,002                                   | 31,000                  | (31,000)                  | 18,002  |
| Walking Project   | 2,227                                    | 1,500                   | (3,727)                   | -   |
| Young Person's Involvement                                  | 7,000                                    | -                       | (7,000)                   | -   |
| Young Person's Progression Programme                        | 14,968                                   | -                       | (14,968)                  | -   |
| Psychotherapy for Young People from the LBGTQ+ Community    | -  | 50,000                  | (16,172)                  | 33,828  |
| Psychotherapy for Young People with significant MH problems | -  | 88,200                  | (22,428)                  | 65,772  |
|   | <u>374,359</u>                           | <u>405,402</u>          | <u>(370,106)</u>          | <u>409,655</u>                                |
| <b>Total funds</b>  | <u><u>666,561</u></u>                    | <u><u>1,978,294</u></u> | <u><u>(1,851,992)</u></u> | <u><u>792,863</u></u>                         |

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

Restricted funds comprise:

**Arsenal Connect** - A project supporting girls/young women of Islington in non-stigmatising group settings.

**Brandon Connect - Islington** - A project supporting young people in Islington to engage in education, employment or training who have been restricted from doing so due to mental health problems.

**Brandon Prevent** - A project that builds on the Centre's group parent training programme for parents of challenging teenagers by providing parents with weekly individual skills, based on the strategies they learn at the parent training classes.

**Capital reserve** - As described in note 10 this fund equals the cost of the freehold property.

**Coaching** – Coaching support for young people, aged 12-24 who are vulnerable to poor mental health; delivered through an open door/rapid access community approach.

**Counselling and psychotherapy for young Islington residents** - A psychotherapy service for 16 to 21 year olds based in Islington.

**Counselling for 16 to 24 year olds with mental health problems** - A mental health project that offers support to 16 to 24 year olds with mental health problems.

**Covid response** - The improvement of the building and computer systems to enable continuity of services and safe delivery during Covid.

**Grow Back Greener** – To develop a community space for young people in the garden of the Brandon Centre's Prince of Wales office.

**Ground Up** - A project to strengthen the Third Sector's Mental Health Capacity.

**Healthy Eating** – To support families with overweight children where weight is a significant health need.

**Systemic Integrative Treatment** - A project working with families of young people displaying a range of problematic behaviours with the aim of preventing these young people entering costly-out-of care.

**Therapeutic Support/ Coping Skills for Young People waiting for counselling** - A project to provide support and coping skills for young people on the waiting list for psychotherapy.

**Therapy for UCL Students** – “Widening Access and Participation” pilot scheme to offer direct support in the form of psychological therapy to UCL students who come from disadvantaged and underrepresented backgrounds.

**Therapy Support for Young People with SH Problems** – To support young people experienced difficulties with sexual health issues.

**Walking Project** – Support young peoples' wellbeing through walking activity.

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**15. Statement of funds (continued)**

**Youth Ambassadors** - A project giving young people with mental health problems a platform to ensure their voice is heard and listened to.

**Young Person's Involvement** – To engage young people in all aspects of Brandon Centre activity including the governance, strategy, operations and development of new projects.

**Young Person's Progression Programme** - To provide work-based opportunities within Brandon Centre for young people, who we are otherwise not able to place with supportive partner organisations.

**16. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

|                               | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-------------------------------|--|--|---------------------------------------|
| Tangible fixed assets         | 274,000                                      | -  | <b>274,000</b>                        |
| Current assets                | 464,625                                      | 425,836                                    | <b>890,461</b>                        |
| Creditors due within one year | (349,529)                                    | -  | <b>(349,529)</b>                      |
| <b>Total</b>                  | <b>389,096</b>                               | <b>425,836</b>                             | <b>814,932</b>                        |

**Analysis of net assets between funds - prior period**

|                               | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Restricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|-------------------------------|--|--|---------------------------------------|
| Tangible fixed assets         | 264,801                                      | -  | 264,801                               |
| Current assets                | 470,398                                      | 409,655                                    | 880,053                               |
| Creditors due within one year | (351,991)                                    | -  | (351,991)                             |
| <b>Total</b>                  | <b>383,208</b>                               | <b>409,655</b>                             | <b>792,863</b>                        |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**17. Reconciliation of net movement in funds to net cash flow from operating activities**

|  | 2024<br>£      | 2023<br>£       |
|--|----------------|-----------------|
| Net income for the period (as per Statement of Financial Activities) | <b>22,069</b>  | 126,302         |
| <b>Adjustments for:</b>  |                |                 |
| Depreciation charges   | <b>11,366</b>  | 14,918          |
| Investment income  | <b>(8,768)</b> | (1,831)         |
| Decrease/(increase) in debtors                                       | <b>5,084</b>   | (75,197)        |
| Decrease in creditors  | <b>(2,462)</b> | (97,136)        |
| <b>Net cash provided by/(used in) operating activities</b>           | <b>27,289</b>  | <b>(32,944)</b> |

**18. Analysis of cash and cash equivalents**

|  | 2024<br>£      | 2023<br>£      |
|--|----------------|----------------|
| Cash in hand                           | <b>426,667</b> | 731,175        |
| <b>Total cash and cash equivalents</b> | <b>426,667</b> | <b>731,175</b> |

**19. Analysis of changes in net debt**

|                          | At 1 April<br>2023<br>£ | Cash flows<br>£  | At 31 March<br>2024<br>£ |
|--------------------------|-------------------------|------------------|--------------------------|
| Cash at bank and in hand | <b>731,175</b>          | <b>(304,508)</b> | <b>426,667</b>           |
| Liquid investments       | -                       | <b>320,000</b>   | <b>320,000</b>           |
|                          | <b>731,175</b>          | <b>15,492</b>    | <b>746,667</b>           |

**20. Pension commitments**

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund in the year of £36,760 (2023: £34,534). Contributions totaling £7,260 (2023: £7,652) were payable to the scheme at the end of the period and are included in creditors.

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**21. Operating lease commitments**

At 31 March 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|  | <b>2024</b>              | <b>2023</b>              |
|--|--------------------------|--------------------------|
|  | £                        | £                        |
| Not later than 1 year                        | <b>981</b>               | <b>981</b>               |
| Later than 1 year and not later than 5 years | <b>981</b>               | <b>1,716</b>             |
|  | <hr/> <b>1,962</b> <hr/> | <hr/> <b>2,697</b> <hr/> |

**22. Related party transactions**

Other than disclosed elsewhere in these financial statements, there were no related party transactions requiring disclosure during the current or previous year.