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CHARITY REGISTERED NUMBER:1013623

THE BAYSWATER INSTITUTE

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

NOEL & CO.
CHARTERED ACCOUNTANTS
4 PARLIAMENT CLOSE
PRESTWOOD
GREAT MISSENDEN
BUCKINGHAMSHIRE
HP16 9DT

THE BAYSWATER INSTITUTE

LEGAL AND ADMINISTRATIVE INFORMATION

Company Number: 02546262

Registered Charity Number: 1013623

Registered Office: 4th Floor Silverstream House
45 Fitzroy Street
London W1T 6EB

Accountants: Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood
Great Missenden
Buckinghamshire
HP16 9DT

THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2022

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THE BAYSWATER INSTITUTE
DIRECTORS' AND TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The trustees submit their annual report and the unaudited financial statements for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing the annual report and financial statements of the charity.

Structure, Governance and Management

The charity was incorporated on 5th October 1990 as a company limited by guarantee and not having a share capital. The company is registered in England and Wales (Company number 02546262). The governing document is the Memorandum and Articles of Association. Clause 7 of the Memorandum restricts the liability of each member, as defined by paragraph 2 of the Articles of Association, to one pound in the event of the Charity being wound up. The Charity cannot pay dividends and must use all its funds to further its stated charitable objectives. At March 2021, there were four members (2020:five). The Charity is registered at the Charity Commission (Registered Charity number 1013623).

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Malcolm Ballantine (Chair)
Bob Collingham
Penny Jones
Alan Dale

The Charity has its registered office in London. A Board of Trustees governs the work of the charity as the decision-making body of the organisation, according to its Memorandum and Articles of Association. The Trustees meet at intervals of about three months to consider the current and future work of the Institute and make financial and staffing decisions.

The day-to-day management of the Institute is the responsibility of the Chief Executive Officer, Dr. Priya Davda.

Trustees are appointed at the Annual General Meeting of the charity, or by the existing Trustees to hold office until the Annual General Meeting.

The Board of Trustees is the governing body of the Charity and determines its policy. It is also responsible for the general management of the Charity and for ensuring the Charity policy is implemented by the staff.

New Trustees are appointed by the Board of Trustees, and at any time there should not be less than three Trustees. Since the Charity is a company limited by guarantee, Board members are also Directors and are registered as such in accordance with the Companies Act 2006. Board members can claim for reasonable expenses in undertaking the Charity's business but they receive no remuneration or other financial benefit. All members of the Board have confirmed that they do not have, and have not had, any beneficial interest in any contract with the Charity.

The Trustees have assessed the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

Financial review

This report was approved by the board of directors and trustees on:.....

.....
Malcolm Ballantine, Chair of Trustees

Objectives and Activities

The Bayswater Institute was founded in 1990 with the objective of turning the social sciences to practical use. The Institute uses the methods and findings of the social sciences to help organisations integrate human and social considerations with economic and technical ones in the design and development of organisations and work.

In practice this means using research and action research to further organisational developments which reflect and integrate the whole complex of factors (human, technical and economic) existing in an organisation and its members. It means an approach to organisation diagnosis which moves across disciplinary boundaries and is capable of drawing on anthropology, psychology, social psychology, sociology and psychodynamics for concepts and methods. It also means considering the needs and development of people in the design and implementation of technical and managerial systems and using education and training to further these ideas. The Bayswater Institute also works to disseminate these methods of integrating human aspects of organisation.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Institute in 2021-22

Covid-19 remained a major influence, determining both the activities the Institute could engage in during 2021-22 and how it was able to work with clients. It remained very difficult to undertake face-to-face training events and the Institute reluctantly decided to postpone the relaunch of its training programme until 2022-23. Undertaking social science work with client organisations would normally involve fieldwork but this remained problematic. The Institute adapted its methods so that research and consultancy could be undertaken by working remotely using digital technologies.

The Institute undertook work for a variety of clients in three strategic programmes, two traditional for the Institute and a new one which is of growing importance. The traditional programmes are, firstly, assisting organisations as they engage in socio-technical systems change. In recent years the focus has been upon the human and organisational ramifications of the adoption of digital technologies. The second programme is working with organisations as they implement policy change. Using evaluation and action research methods this work collects evidence of issues associated with the implementation of new policies and supports organisational stakeholders in reviewing the way forward. The third, emergent, programme is to support organisations in the development and implementation of their Equality, Diversity and Inclusion strategy. In this programme the Institute is undertaking research to determine the local EDI needs of organisations within a national and global context and assist client staff in the formulation and delivery of policies to address these issues.

In the section below brief descriptions are provided of projects undertaken in 2021-22 under these three programme headings.

1. Socio-technical systems developments

The WORKTECC Project (Workforce Operations that Realise Knowledge-based Transformational Efficiency gains in Community Care): This four-year research project came to an end in 2021-22. It was funded by the Health Foundation, led by CORU at UCL with other partners in Care City and two North East London Boroughs. The aim was to determine what efficiency savings could be made from the adoption of new operations research (OR) based work strategies in community care. In 2021-22 CORU presented eight possible OR innovations and the Institute, using methods developed in the project and evidence from studies of how community care is currently delivered, identified the 'readiness for change' in the London Boroughs to adopt these innovations.

The Evaluation of 'Hear Me Now' In 2020-21 the Institute undertook an evaluation of the adoption of the digital app 'Hear Me Now' which is designed to give a voice to people with learning disabilities and autism especially with respect to their health and wellbeing. In 2021-22 the Institute was invited to undertake a further evaluation of the implementation of 'Hear Me Now' this time in Devon and Bristol, and with the explicit objective of using the app to develop Annual Health Plans with local GPs.

2. From Policy to Practice

Food Poverty Initiatives by ABRI (formerly RADIANT). The Housing Association, ABRI, had policies to establish and support community actions to combat food poverty in deprived areas. It asked the Institute to explore the successes achieved by these initiatives and what may be required to develop and sustain them.

The Earth Journalism Network The network funds journalists to do investigative work in many countries. The Institute was part of a project to gather information by questionnaires and interviews from journalists in the Asia-Pacific region about the support they need to undertake their journalistic work.

3. Equality, Diversity and Inclusion

The Equalities and Human Rights Commission (EHRC) asked the Institute to undertake a quantitative analysis of NHS and Social Care statistics to explore the demographic breakdown of low-paid worker patterns of work.

Community Health Profiles for Public Health in Birmingham. The Institute was asked by the Public Health Department of Birmingham City Council to compile five Community Health Profiles of the health and wellbeing issues associated with minority communities, for example, the Muslim community. The profiles covered national and local (Birmingham) sources of evidence on a range of issues including health protection measures e.g. vaccinations, and physical and mental health at all ages. The profiles had to present evidence in an accessible way for the general population in order to support engagement between public health staff and the leaders of minority populations.

Assessment of equality and diversity for Queen Mary's College in Basingstoke. The Institute has been assessing the College's current data relating to EDI, including student and staff demographics and mapping current initiatives to promote inclusion. The aim of this research is to inform the client's wider EDI strategy and to reflectively engage with inclusion, anti-racism and diversity.

Other Developments

During 2021-22 the Institute was able to use the Government Kickstart scheme to employ two young graduates for 6 months each, one to support the administrative work of the Institute and the other as a Research Assistant. In both cases it was possible to give the graduates direct experience of working in a small, dynamic, research-oriented organisation and they have both gone on to permanent work roles in the health and social care sector.

Financial review

During the year the Institute reported income of £58,638 and expenditure of £88,863 leaving net assets in the charity of £49,492 (2020/21: £80,595).

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three- and six-month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. The future plans for the Institute will include a commitment to ensuring that these levels of reserves are achieved and maintained.

Plans for 2022-23

The Institute has an on-going work programme in respect of the evaluation of the Hear Me Now application, development of Queen Mary's College EDI strategy and the work for the Public Health Department of Birmingham City Council. There are significant opportunities for further work in the three strategic areas identified above where the Institute has an established track record and a proven suite of methods to deploy. Covid-19 permitting the Institute will also seek ways to re-launch its training programme. A third Kickstart graduate has been appointed as a Research Assistant and opportunities will be sought to ensure she is given a career-enhancing experience. The Institute will also be offering summer and course-related internships to students and graduates of Kings College London.

Statement of Trustees' Responsibilities

The Trustees, who are also the directors of The Bayswater Institute for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the board of directors and trustees on 14 September 2022

Malcolm Ballantine

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Malcolm Ballantine Chairman of Trustees

INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF THE BAYSWATER INSTITUTE
FOR THE YEAR ENDED 31 MARCH 2022

I report on the accounts which are set out on pages 4 to 11

Respective responsibilities of the Trustees

The trustees are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. It is my responsibility to: examine the accounts under section 145 of the 2011 Act; follow the procedures laid down in the general directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act); and state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Linda Noel

....**Linda Noel FCA**.....Dated:4 October 2022

Noel & Co.
Chartered Accountants
4 Parliament Close
Prestwood

Great Missenden
Buckinghamshire
HP16 9DT

COMPANY NUMBER: 02546262

THE BAYSWATER INSTITUTE

BALANCE SHEET

AT 31 MARCH 2022

	Note	2022		2021	
		£	£	£	£
Current assets					
Debtors	7	0		1,500	
Bank Accounts		68,009		87,881	
		<u>68,009</u>		<u>89,381</u>	
Creditors					
Amounts falling due within one year	8	18,638		8,786	
		<u>18,638</u>		<u>8,786</u>	
Net current assets			49,371		80,595
Total assets less current liabilities			<u>49,371</u>		<u>80,595</u>
Net assets			<u>£ 49,371</u>		<u>£ 80,595</u>
Capital funds					
Unrestricted funds			49,371		80,595
Total funds			<u>£ 49,371</u>		<u>£ 80,595</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022. No member of the company has deposited a notice, pursuant to section 476 of the Companies Act 2006, requiring an audit of these accounts. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The accounts were approved by the Board on 14 September 2022

Malcolm Ballantine Chairman of Trustees

Malcolm Ballantine

Company Registration No. 02546262

The annexed notes form part of these financial statements.

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

	Unrest'd Funds £	Total Funds 2022 £	Total Funds 2021 £
Incoming resources			
Incoming Resources from generated funds:			
Voluntary income	2,511	2,511	8,173
Activities to generate funds	55,904	55,904	36,438
Investment income	223	223	558
	<u>58,638</u>	<u>58,638</u>	<u>45,169</u>
Total incoming resources	<u>58,638</u>	<u>58,638</u>	<u>45,169</u>
Resources expended			
Charitable activities	88,056	88,056	83,897
Governance costs	1,807	1,807	1,764
Total resources expended	<u>89,863</u>	<u>89,863</u>	<u>85,661</u>
Net movement in funds	(31,225)	(31,225)	(40,492)
Total funds brought forward	£ 80,596	£ 80,596	121,087
Total funds carried forward	<u>£ 49,371</u>	<u>£ 49,371</u>	<u>£ 80,595</u>

Details of Incoming resources and resources used are given in the notes to the financial statements.

THE BAYSWATER INSTITUTE

STATEMENT OF FINANCIAL ACTIVITIES

DETAILED ANALYSIS OF MOVEMENTS IN FUNDS

FOR THE YEAR ENDED 31 MARCH 2022

	2022		2021	
	£	£	£	£
General Fund				
Balance B/fwd	(471,060)		(430,569)	
Deficit for the year	(31,225)		(40,492)	
	<hr/>		<hr/>	
		(502,285)		(471,061)
- Unrestricted fund 1 -				
Opening balance	551,656		551,656	
	<hr/>		<hr/>	
		551,656		551,656
		<hr/>		<hr/>
Total funds at 31 March 2022		£ 49,371		£ 80,595
		<hr/> <hr/>		<hr/> <hr/>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1. **Accounting policies**

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 (as updated through Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis under the historical convention (modified to include certain items at fair value). The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years unless otherwise stated.

Cashflow statement

The Company has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cashflow statement on the grounds that it is a small company.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees for particular purposes. the aim and use of each designated fund is set out in the notes to the financial statements.

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 cost of raising and administering such funds are charged against the specific fund. the aim and use of each restricted fund as set out in the notes to the financial statements.

Pension costs

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

2. **Turnover**

3. **Operating loss**

	2022	2021
	£	£
This is stated after charging:		
Accountancy	270	262
	<u> </u>	<u> </u>

4. **Staff costs**

The average number of persons employed by the company, including director, during the year was as follows:

	2022	2021
Charitable Activities	2	2
Generating funds	1	2
Administration	1	1
Salaries	63,369	52,806
Social security	1,204	1,793
Pension costs	4,478	4,541
	<u> </u>	<u> </u>
	<u>69,051</u>	<u>59,140</u>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

5. **Trustees' emoluments**

During the year £36 (2021: £0) was paid to 1 trustee to reimburse travel costs.

6. **Investment Income**

	2022	2021
	£	£
Investment income 1	223	558
	<u> </u>	<u> </u>

7. **Debtors and prepayments**

Amounts falling due within one year:

	2022	2021
	£	£
Prepayments and Accrued Income	0	1,500
	<u> </u>	<u> </u>

8. **Creditors**

Amounts falling due within one year:-

	2022	2021
	£	£
Other Taxes & PAYE	1,250	1,071
Amount due to Pension Fund	808	1,433
VAT	3,577	2,505
Accruals And Deferred Income	13,000	3,777
	<u> </u>	<u> </u>
	£18,638	£ 8,786
	<u> </u>	<u> </u>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

9. **Incoming resources**

	Unrest'd Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Voluntary Income			
Donations and Grants	2,511	2,511	8,173
	<u>2,511</u>	<u>2,511</u>	<u>8,173</u>

Grants during the year were £2, 511 from the Job Retention Scheme (2021: £5,173, Mulberry Trust £3,000)

Activities for generating funds

IR - generated funds - activities	55,904	55,904	36,438
	<u>55,904</u>	<u>55,904</u>	<u>36,438</u>

Investment income

Investment income 1	223	223	558
	<u>223</u>	<u>223</u>	<u>558</u>

10. **Charitable activities**

	2022 £	2022 £	2021 £
Staff costs	69,847		59,140
Associates' costs	3,658		15,546
Property costs	2,785		2,503
Office costs	804		6,708
Project costs	10,962		0
		<u>88,056</u>	<u>83,897</u>

11. **Governance costs**

	2022 £	2022 £	2021 £
Independent Examiner	1,500		1,500
Trustee expenses	37		0
Accountancy	270		264
		<u>1,807</u>	<u>1,764</u>

THE BAYSWATER INSTITUTE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 MARCH 2022

12. **Related party transactions**

There were no related party transactions to report.

