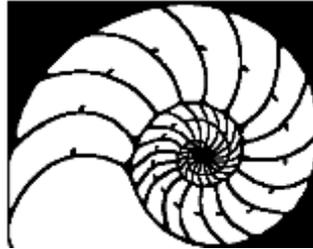


The Minster Centre



Annual Report and Financial Statements Year ended 31 December 2015

The Minster Centre
20 Lonsdale Road
Queen's Park
London
NW6 6RD

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Trustees' report and financial statements for the Year to 31 December 2015

1. Company information

Trustees

Pamela Atkinson (elected 7 January 2015)
Christopher Brooks (Treasurer)
Julia Bueno (elected 7 January 2015)
Norma Clayton (elected 8 January 2016)
Lucy Clyde
Kea Horvers (Vice Chair)
Robert Hudson (resigned 27 November 2015)
Jill Martin (resigned 27 November 2015)
Tamar Posner (Chair)
Rita Rupal
Sean Titley (elected 7 January 2015)

Company Secretary

Christopher Brooks

Senior staff

Director Felicity Wright
Deputy Director Philip Reilly
Deputy Director Alyson Jaffe

Company Registered in England, Number: 02966937

Registered Charity Number: 1042052

Registered Office and Business Address: 20 Lonsdale Road
Queen's Park
London
NW6 6RD

Auditors: Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

Bankers: CAF Bank Ltd
25 Kings Hill Avenue,
Kings Hill,
West Malling,
Kent, ME19 4TA.

Bank of Scotland, Commercial Banking
PO Box 2000
BX2 1LB

The Minster Centre

Trustees' report and financial statements for the Year to 31 December 2015

The Trustees present their report and financial statements for the year ended 31 December 2015.

The Trustees confirm that the annual report and financial statements of the charity comply with current statutory requirements, the requirements of the charity's governing document, and the provisions of the Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102).

2. Principal aims and activities

2.1 Aims and Objects

The Minster Centre is a registered charity (number 1042052) and a company limited by guarantee, registered in England, incorporated on 12 September 1994 (number 02966937).

Its principal aims and objects, as defined by the Memorandum and Articles of Association, are:

- (a) to advance the education of the public by providing tuition and training programmes in individual and group psychotherapy for psychotherapists and counsellors and trainee psychotherapists and counsellors
- (b) to relieve persons suffering from mental, emotional and/or physical illness or distress by the provision of psychotherapy and counselling

2.2 Public benefit statement

The Centre pursues these objects through the delivery of training courses in counselling and psychotherapy and the provision of a community-based, low-cost therapy service.

The Centre strives to be as accessible as possible to people from different cultures and backgrounds and welcoming to trainees and service users from all ethnic communities, sexual orientations, genders, beliefs and cultures. We aim to make our training and services accessible for people with disabilities wherever possible.

In 2015 the Centre initiated a new Bursary scheme to support individuals wishing to undertake training in psychotherapy and counselling who could not otherwise afford to do so. The scheme aims to support two students per annum on foundation level courses and one new student per annum undertaking professional training as a counsellor or psychotherapist. The Bursary Committee, which considers applications, has discretion to award these as fully funded or partially funded places or to award more bursaries for smaller amounts.

The training work of the Centre is integrating with the work of the Centre's low-cost, community therapy service as therapy is provided by senior trainees. In 2015, this service provided approximately 3,300 therapy hours.

3. Review of the period

3.1 Strategic aims and objectives for 2015

The Board of Trustees review the organisation's strategic aims and shorter term objectives at least annually. In January 2015 the Trustees agreed the following objectives for the next three years.

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- Launch the new CPD-based Masters/Postgraduate Diploma courses starting with the Supervision subject option in 2015, the Advanced Clinical Practice in 2016, Clinical Management in 2017 and then exploring the scope for further options.
- Continue to diversify income streams, focussing initially on room use at times when the building is underused and the development of Continuing Professional Development (CPD) courses.
- Increase the number of students taking Introductory and Foundation level courses – both to widen participation and support entry into the main training courses 2015/16.
- Over the next three years, improve the employability of Minster Centre graduates by including more training on short-term work; offering further training to support graduates in establishing and running private practices; exploring the compatibility between the skills acquired on Minster Centre trainings and those required for the main Improving Access to Psychological Therapies (IAPT) approved therapies. Increase on-going opportunities for networking and CPD post qualification to improve employment support and sense of community for our graduates.
- Establish a bursary scheme as a means of widening access to Minster Centre training courses
- Undertake an exercise to rebrand the Minster Centre including upgrading the website by summer 2016.

3.2 Outcomes 2015

Launch the new Masters/PG Diploma courses

The option to extend study for a Minster Centre Supervision Diploma to obtain a Post graduate Diploma or MA from Middlesex University was offered to the first cohort of supervision students in 2015. Two students elected to take this option, one to undertake a PG Dip and the other the MA. During 2015, recruitment began for the PG Dip/ MA in Advanced Clinical Practice and for a second Supervision cohort. A cohort of six students began the Advanced Clinical Practice course in January 2016 and a further two students opted to extend their Supervision studies to PG Dip/MA level from February 2016.

Room use

In 2015 we installed a new room booking system which has allowed us to respond to enquiries about room use more quickly, track room bookings more accurately and invoice for room hire more promptly. During the summer we contacted suitable organisations and local businesses to inform them of the availability of facilities for meetings, seminars etc. particularly outside term time. Income from room hire has increased from £40,149 in 2014 to £58,139 in 2015.

CPD development

The CPD programme which had taken off in 2014 has successfully continued with 18 well-attended events during 2015. The programme consists of a regular monthly evening talk plus a selection of day or weekend workshops.

The evening talks have included the following topics: The Truth about the Making of DSM, How Therapists manage their life experiences in relation to clinical work, Narcissists and their Children, Female Genital Mutilation, The Embodied Psychotherapist, The Dynamics of Suicide, and Working with Transition to Later Life. The day/weekend workshops included: Working with Chronic Illness and Disability (this was so successful that it is being held again

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in 2016), Creative Choices for Therapists, Gestalt Therapy (this was requested by our students and is being repeated in 2016), Addressing Collective Trauma, and What Yoga can offer Therapist and Client. We also offered 3 CPD day courses related to Supervision which were combined with MA Professional Practice seminars. The topics included Working with Difference, Risk Management and Complex Cases, and Working in Organisations. All the events held were well attended. Attendees included a significant percentage of our students, students from other trainings, Minster Centre graduates and other professionals. We are particularly pleased to see this mix and that these events are drawing in people new to the Minster Centre.

The contribution of CPD events to overall training income was £10,319 in 2015.

Student Numbers on Introductory and Foundation Courses

The open-entry *Introduction to Counselling Skills* course ran six times in 2015, with a total of 71 trainees. In addition one intensive, week long, version of the course was run during the summer break for a further 15 students. The total number of students attending these courses, 86, was a slight decrease on the 2014 numbers of 90 but maintained the increase in numbers compared to earlier years. The introductory courses are aimed at those with little or no experience of counselling who wish to use the opportunity to develop basic skills. Attendees came from a variety of backgrounds and included a range of professionals who will use the skills gained in their professional lives, and others who were considering further training as therapists.

The Foundation Certificate course in Integrative Counselling and Psychotherapy is aimed at trainees with little or no prior experience of the field. The course is offered as a one-year evening course over 30 weeks or can be 'fast tracked' over eight intensive weekends from February to July. Whilst complete in itself, this course is also a gateway to professional training. Student numbers on these courses continued strong with a total of 74 students in 2015. This maintained the increase in 2014 (total numbers 71) when the maximum number evening course places offered was increased from 36 to 48. Recruitment and planning for the next weekend-based course, which commences in February 2016, was undertaken in 2015 and has led to an increased maximum cohort of 48 (from a previous maximum of 36). It is not intended to increase the number of places offered on these courses further at present.

Employability

To inform the work to improve and support the employability of Minster Centre graduates a survey of previous students was undertaken during summer 2015 to find out more about the work they were doing post qualification and the types of training and support they would have found helpful pre and post qualification.

Bursary Scheme

The Bursary scheme was launched during the year. It is intended to widen access to the Minster Centre training courses by financially supporting individuals wishing to undertake training in psychotherapy and counselling who could not otherwise afford to do so. The scheme aims to support two students per annum on foundation level courses and one new student per annum undertaking professional training as a counsellor or psychotherapist. In 2015, the first year of the scheme, 17 applications were received for bursaries and 3 were awarded (2 to study at foundation level and 1 to start professional training). The operation of the scheme will be kept under review for the future.

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Rebranding

During 2015 a major survey of current and past students was undertaken to establish what attracted them to the Minster Centre and more about their experience of training. This was summarised for the Trustees and staff and underpins the work being undertaken to rebrand the Minster Centre.

3.3 Other activities and achievements in 2015

Training

The Minster Centre is one of the United Kingdom's leading organisations for the training of psychotherapists and counsellors; its courses are accredited by the main professional bodies: the Diploma in Integrative Counselling by the British Association of Counselling and Psychotherapy (BACP) and the Advanced Diploma in Integrative Psychotherapy and Counselling by the United Kingdom Council for Psychotherapy (UKCP). The MA/PG Dip courses are validated by Middlesex University.

Courses are offered at all levels ranging from open-entry short counselling skills courses to qualifying and post qualification post graduate level courses. The structure and content of training and the quality of teaching is kept under regular review and adapted to reflect new developments in the field.

Following the successful UKCP quinquennial review of the Minster Centre in 2012, which noted the high standard of training, the Diploma in Integrative Counselling was re-accredited by BACP in 2013, the MA Integrative Psychotherapy and Counselling restructured and revalidated and the MA Professional Practice validated in 2014.

The steady increase in trainee enrolments that has occurred over the last 10 years continued: in the 2014/15 and 2015/16 academic years this was primarily as a result of increasing the number of places offered on foundation-level courses and the feed through of increased numbers to the professional training and the beginning of new PG Dip and MA courses that were validated in 2014. See Table 1 below for more information on student numbers.

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Table 1: Student Numbers since 2005/06

	2015/ 16	2014/ 15	2013/ 14	2012/ 13	2011/ 12	2010/ 11	2009/ 10	2008/9	2007/8	2006/7	2005/6
Foundation certificate	48	45	30	32	33	31	28	24	20	16	11
Fast Track Foundation certificate	36	25	26	24	26	26	27	23	15	13	20
Year 1 Professional Training	48	43	39	42	41	46	32	30	32	22	24
Year 2 Professional Training	45	33	42	38	43	33	26	24	24	21	23
Counselling Diploma finalists and MA/Adv Diploma Year 3	35	39	38	42	42	26	21	21	20	26	17
Adv Diploma and MA Finalists ¹	64	65	62	58	35	34	34	35	38	16	13
CPD – Supervision Diploma/PG Dip/MA ²	9	9	12	10	9	8	11	10	10	12	-
MA Advanced Clinical Practice	6										
Total	291	259	249	246	229	204	176	168	159	124	120

Note 1: Finalists for the Advanced Diploma and the MA in Integrative Psychotherapy and Counselling may take more than one year to complete their dissertation and case studies; this explains the larger numbers in this group.

Note 2: In both 2015/16 and 2014/15 7 students studied for the Minster Centre Diploma only, 1 for a Post Graduate Diploma, and 1 for an MA

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Therapy services

Low Cost Therapy Service

The training work of the Centre is integrating with the work of the Centre's low-cost, community therapy service with therapy being provided by senior trainees.

2015 saw a number of changes to the Low Cost Therapy Service (LCTS). The Administrator, Silvia Angioi, returned from maternity leave, and a new volunteer started. This enabled the service to review and plan the service in a much more structured way than had been possible in the past with only one permanent member of staff. A considerable amount of staff time was invested in re-designing and cleaning up the electronic database and developing a new telephone triage screening process. This has supported a reduction in the assessment work.

In 2015, 140 assessments were offered to new clients, of which 120 were attended. 85 clients were offered long term therapy. Around 20 of the clients assessed in 2015 could not be allocated as they presented with mental health issues that were too complex for the service, a scenario that is becoming more frequent. During 2015 the service also continued to provide therapy to 50 long term clients who had started in previous years. A total of approximately 3,300 hours of low cost therapy was provided during the year. At the end of the year there were 85 active clients who have worked with the service for over six months, with an average duration of therapy of 20 months for long term clients. Of all clients who started therapy in 2015 only 15 dropped out of treatment before six months had elapsed. 108 Minster students are offering therapy through the service with 80 of these currently seeing at least one client.

Waterloo Counselling Service

Following the closure of the Minster Centre's Mapesbury Clinic in 2014, some residual funding from The Big Lottery Fund was transferred to the Waterloo Counselling Service (WCS) to support its work with refugees. The Minster Centre also negotiated an agreement with WCS so that clients from north-west London could be seen in rooms provided by the Minster Centre at reduced cost and some basic space was provided to support admin, record storage, etc. The Centre was delighted to be able to continue to support services for refugees and asylum seekers in this way.

In November 2015 WCS reported that the service provided, which was re-named the Multi-Ethnic Counselling Service NW (MECS NW), had received 104 referrals and offered 82 assessments during the period June 2014 to October 2015. Work was undertaken in 11 languages: Albanian, Amharic, Arabic, Bengali, English, Farsi, Kurdish, Pashto, Somali, Tamil and Urdu. From February to June 2015, WCS also ran an Arabic Women's Psychoeducational group based at the Minster Centre. The group comprised 10 members and 2 experienced Arabic-speaking group facilitators, both of whom had previously worked in the Mapesbury Clinic.

It has been of crucial importance to be able to offer the service in Northwest London as many of the clients would not have felt able to travel to Waterloo. This is partly due to clients being too fearful to travel by themselves, not feeling confident to travel alone on the tube to unknown areas or deeming it culturally inappropriate for women clients to be travelling alone. Some of the clients are accompanied by their caseworkers, a friend or family member.

WCS expect to be ending with the clients they have seen as a result of the funding and support for this project in January 2016. They are hoping to obtain further funding to see

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refugees and asylum seekers from northwest London and to offer more group work for specific language and cultural groups in future. The collaborative arrangement with the Minster Centre has worked well and both WCS and the Minster Centre Trustees have expressed a desire to continue the arrangement if funds to support the work can be obtained by WCS and also to see the model of working collaboratively to provide specialist services developed further in future.

3.4 Staff

The Trustees delegate the day-to-day operations to the Director and her team of staff. The Director meets with the Trustees at least five times a year to discuss progress in relation to objectives, monitor performance and agree future budgets, targets and priorities. She also attends at least four finance sub-committees per year and regularly meets more informally with the Chair of Trustees.

3.5 Remuneration Policy

The Minster Centre needs to recruit and retain staff with wide range of skills. As a relatively small organisation working in a specialist field, it needs to be led by senior staff who have specialist knowledge in the fields of psychotherapy, training and therapeutic service delivery combined with organisational and business expertise.

Although the Minster Centre is not a London Living Wage-accredited employer (meaning that all staff and contractors are paid at least the living wage) it does seek to ensure that all staff are paid at least the London Living Wage.

The same benefits, including pensions and terms and conditions, apply to all staff including the Director. The Centre does not apply any performance-related pay and does not have a bonus scheme.

The appraisal system, which will be introduced from 2016, will apply to all permanent staff. The Director will participate in the same scheme but will also receive feedback from the Board of Trustees and colleagues.

The ratio of highest to lowest and highest to median rates of pay will be published annually. As a guideline, the Trustees would not normally expect the ratio of highest to median rate of pay to exceed 4:1.

Senior staff pay is determined by the Remuneration Sub-Committee (RSC) taking into account comparisons with national charity pay levels, remuneration in Higher Education and the ratios of highest to lowest and highest to median rates of pay. RSC will also agree and review annually the overall approach to staff pay and any annual pay increases taking into account the Centre's financial position and strategic priorities, cost of living increases, recruitment and retention rates.

3.6 Recruitment and induction of Trustees

Pamela Atkinson, Julia Bueno and Sean Titley were elected on 7 January 2015. The skills and experience they bring include psychotherapy and psychotherapy training, writing and marketing, audit and risk management in the public sector, finance and IT. An induction session into their roles as trustees was carried out in 2015, delivering detailed information about the work of the Minster Centre and their roles. Two trustees, Robert Hudson and Jill Martin, stood down in November 2015. During the annual election process Pamela Atkinson stood for re-election and Norma Clayton stood for the first time. Both were elected on 8th January 2016.

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4. Financial Review

4.1 Financial performance in 2015

In 2015 the charity had income of £1,000,796 and expenditure of £1,161,504 resulting in net outgoing resources of £160,708 for the year, all related to unrestricted funds. A deficit of £78,425 was budgeted for in the 2015 budget. In addition to the planned deficit, additional outgoing resources include adjustments to write off fees relating to students who had deferred in earlier years which, following a major review of debtors, were assessed as unrecoverable, totalling £62,353, and an adjustment to correct the MA Fees control account of £28,617.

A balanced budget has been planned for 2016.

4.2 Reserves Policy

The Minster Centre holds reserves to ensure that it has sufficient cash to cover periods when income is relatively low, that it can meet its ethical obligations to allow students to complete training courses they have started, and that it can meet its ethical obligations to clients by ensuring any therapeutic services that may have to be closed or reduced can be brought to planned and supervised completion.

The level and range of reserves the charity needs were re-assessed at the end of the year using the Risk Identification approach as recommended Sayer Vincent's *Reserves policies made simple*. This considers the sources, reliability and predictability of income, the commitment to expenditure and the significant risks the charity faces. In addition consideration has been given to developments that the charity wishes to undertake given its strategic aims.

Cash Flow Monthly cash flow varies primarily because of the cycle of fee income and the timing of quarterly rent payments. Although many students spread their fee payments across the academic year producing a good flow of income across the months, some pay up-front creating an income peak in October which has to support deficits in other months. The Trustees agreed that a minimum cash reserve of £85,000, equivalent to a full month's expenditure, should be held at all times with a preferred cash reserve of £120,000.

Income Although income from training fees forms a very high proportion of income and would fall if student recruitment fell, this risk is moderated by the fact that fees come from a large number of individuals, we offer a range of courses at different levels (open entry skills through full training to post qualification CPD), and some courses run for more than one year making income in following years more predictable.

Expenditure The Centre has three main areas of expenditure: training (70%), low cost therapy service (4%), support and governance including premises costs (26%). While all of these costs are strongly related to the delivery of the Centre's charitable purposes, if necessary, the range and scope of delivery could be reduced without negating all public benefit.

Risks The charity undertakes regular reviews to identify and reduce significant risks. Risks that could impact the charity's viability have been identified as a major reduction of student applications, significant damage to the charity's reputation and a large increase in the charity's fixed costs for instance as result of increased premises costs or an unplanned one-off cost, for instance a major repair to the building.

The Trustees and the Centre's management have identified actions to reduce these risks.

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Level of reserves The Board of Trustees is committed to supporting students to complete courses they have commenced and ensuring that, in the event of cessation of a course or a service, any client work can be brought to a planned ending. In the event of a major reduction in recruitment which leads the Centre to take the decision to close a course that takes more than one year to complete the Centre would be committed to teach trainees to qualification; this could take up to four years. The direct costs of maintaining tuition for courses that take more than one year and the linked support costs would taper as a cohort of students completed their qualification each year. Costs would also be offset by continuing fees from the remaining students. At the end of a course redundancy costs would also be incurred. Trustees agreed that in future they would like to hold £230,000 (raised from £180,000) in reserves as an ethical training closure fund and as an interim step they would raise the reserves held for this to £190,000.

In addition, £30,000 should be held to allow the Low Cost Therapy Service to run for six months to bring work with clients to an end and to cover redundancy costs in the event of a decision to close the service, making a total ethical closure fund in 2016 of £220,000 with an aspiration to raise this to £260,000 in future.

Aside from these reserves needed to ensure ethical closure of activities, the Trustees agreed that the following designated funds should be held in future:

Dilapidations and repairs (Premises)	£40,000 (raised from £25,000)
Bursaries	£15,000 (as previously)

Total designated funds, including ethical closure fund: £275,000.

The Trustees decided to close all other designated funds.

In addition, in future Trustees would like to see the Centre move towards general free reserves of £40,000. After accounting for fixed assets these were £1,496 at 31 December 2015.

The current total Minster Centre reserves are £369,375. The level of reserves required will be reviewed annually.

5. Future outlook for the Minster Centre

5.1 Principle risks and uncertainties

The Trustees carry out an annual risk assessment, agreeing measures to mitigate risks that would be high impact and/or have a high probability of occurrence. Risk assessment includes consideration of strategic, financial, operational, technological, human resource, reputational risks. In addition to the annual review, an identified risk is reviewed at each board meeting.

Key risks identified in 2015, of which some are potentially high impact but unlikely, and for which mitigation measures were agreed included:

- a significant downturn in student numbers affecting income (mitigation includes an increase in places offered on introductory and foundation level courses)
- increased arrears and defaults in student fees (mitigation includes regular review and close monitoring of deferrals and debtors)

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- increase in cost of premises given rise in London property values (mitigation includes preparation for negotiations and research of alternative options)
- loss of key staff or poor staff wellbeing (mitigation includes external supervision and support for senior management team, succession planning)
- reputational damage (mitigation includes rebranding to clearly reflect Minster Centre purpose and values and maintaining strong internal and external communications)

5.2 Strategic aims

Following the closure of services and restructuring of the organisation in 2014, and a planned period of consolidation in the latter part of 2014 and in 2015, the Trustees reviewed the strategic aims for the coming years. They restated the overarching aims in terms of the Centre's charitable objects: the education of the public by providing training in psychotherapy and counselling and the relief of suffering by providing psychotherapy and counselling. They then grouped the strategic aims under four themes: reputation and influence, quality and range of training, quality and range of services and governance.

Key aims identified under each theme are as follows:

- The Minster Centre has a strong reputation in the field for producing robust therapists however increasing awareness of what it can offer to potential trainees and clients, to colleagues and to the field of psychotherapy and counselling will increase its capacity to deliver its charitable objects. Activities will include completing the rebranding exercise and launching a new website, reviewing training syllabi and continuing professional development activities to ensure we are covering cutting-edge topics, supporting and demonstrating pathways to training and working for therapists from more diverse backgrounds and routes to access therapy for groups that currently experience barriers to access.
- Increase the range, quality and reputation of psychotherapy and counselling courses offered at the Minster Centre. Activity will include launching recently validated courses, reviewing opportunities to increase the range of post-qualification courses, increasing opportunities for Minster graduates to network and support each other, strengthen feedback loops from students, graduates and staff to drive review and improvement of training offered.
- Develop innovative and effective models of delivering our object to relieve suffering through the delivery of counselling and psychotherapy services in a context when obtaining grants is very difficult. Activity will include exploring opportunities to support the development and delivery of specialist services through partnerships.
- Ensure the Minster Centre is particularly well governed and managed. Activities will include improving the sophistication and availability of financial analysis; using existing resources, such as the building, to increase the Centre's financial security.

6. Statement of responsibilities of the Trustees

The Trustees (who are also directors of The Minster Centre for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which 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:

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Trustees' report and financial statements for the Year to 31 December 2015

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

The Trustees are responsible for keeping proper accounting records that 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2015 was 137 (2014 - 147). The members of the charity agreed an adjustment to the Memorandum and Articles of Association on 8th January 2016 such that in future only Trustee members would contribute £1 in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP were the company's auditors during the year.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

This report was approved by the Trustees on 15 April 2016 and signed on its behalf by:

Tamar Posner
Chair

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7. Independent auditors' report to the members of the Minster Centre

We have audited the financial statements of The Minster Centre for the year ended 31 December 2015 which comprise primary financial statements and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2015 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

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Trustees' report and financial statements for the Year to 31 December 2015

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Judith Miller (Senior statutory auditor)

21 April 2015=6

for and on behalf of Sayer Vincent LLP, Statutory Auditors
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2015

	Note	Unrestricted £	2015 Total £	Unrestricted £	Restricted £	2014 Total £
Income from:						
Charitable activities						
Training Activities		898,809	898,809	870,563	–	870,563
Low Cost Therapy		33,650	33,650	34,988	–	34,988
Families Without Fear		–	–	–	18,535	18,535
Mapesbury Clinic		–	–	–	24,532	24,532
Room Hire & Membership Income		66,116	66,116	44,788	–	44,788
Investment interest		2,221	2,221	2,391	–	2,391
Total income		1,000,796	1,000,796	952,730	43,067	995,797
Expenditure on:						
Charitable activities						
Training Activities	2	1,097,880	1,097,880	923,536	–	923,536
Low Cost Therapy		63,624	63,624	61,841	–	61,841
Families Without Fear		–	–	–	36,931	36,931
Mapesbury Clinic		–	–	–	61,170	61,170
Total expenditure		1,161,504	1,161,504	985,377	98,101	1,083,478
Net (expenditure) for the year before transfers	4	(160,708)	(160,708)	(32,647)	(55,034)	(87,681)
Transfers between funds		–	–	597	(597)	–
Net movement in funds		(160,708)	(160,708)	(32,050)	(55,631)	(87,681)
Reconciliation of funds:						
Total funds brought forward		530,083	530,083	562,133	55,631	617,764
Total funds carried forward	15	369,375	369,375	530,083	–	530,083

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements. All activity in 2015 was unrestricted.

The Minster Centre

Balance sheet

Company no. 02966937

As at 31 December 2015

	Note	£	2015 £	£	2014 £
Fixed assets:					
Tangible assets	9		92,879		121,773
			92,879		121,773
Current assets:					
Debtors	10	432,059		504,679	
Investments		88,571		87,694	
Cash at bank and in hand		387,288		368,885	
		907,918		961,258	
Liabilities:					
Creditors: amounts falling due within one year	11	631,422		552,948	
Net current assets			276,496		408,310
Total net assets			369,375		530,083
The funds of the charity:	15				
Unrestricted income funds:					
Designated funds		275,000		295,000	
General funds		94,375		235,083	
Total unrestricted funds			369,375		530,083
Total charity funds			369,375		530,083

Approved by the trustees on 15 April 2016 and signed on their behalf by

Tamar Posner
Chair

The Minster Centre

Statement of cash flows

For the year ended 31 December 2015

	Note	2015 £	£	2014 £	£
Cash flows from operating activities	16				
Net cash provided by / (used in) operating activities			17,059		(170,173)
Cash flows from investing activities:					
Interest from investments		1,344		(303)	
Net cash provided by / (used in) investing activities			1,344		(303)
Net cash provided by / (used in) financing activities			-		-
Change in cash and cash equivalents in the year			18,403		(170,476)
Cash and cash equivalents at the beginning of the year			368,885		539,361
Cash and cash equivalents at the end of the year	17		387,288		368,885

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (August 2014) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was required. The transition date was 1 January 2014. No restatements have been made.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Key judgements that the charitable company has made which have a significant effect on the accounts include a thorough and detailed review of the debtors and consequent write-offs, a review of the operation of the MA Registration Fees control account, and the annual review of risks and mitigation measures.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

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

g) 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 bank.

h) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

i) Expenditure

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services and other educational activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

- | | |
|--------------------|-------|
| ● Training | 95.4% |
| ● Low Cost Therapy | 3.6% |
| ● Governance costs | 1.0% |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|--|--------|
| ● Leasehold Improvements – Reducing balance method | 22.20% |
| ● Computer Equipment – Straight line method | 25% |
| ● Office Equipment – Straight line method | 25% |
| ● Fixtures & Fittings – Straight line method | 25% |

1 Accounting policies (continued)

o) Debtors

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

p) Cash at bank and in hand

Cash at bank and cash 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. Cash balances exclude any funds held on behalf of service users. One year term deposits are accounted for as current asset investments.

q) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

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.

r) Pensions

The Minster Centre operates a defined contribution automatic enrolment pension scheme managed by The Peoples Pension. The staging date was 1 March 2015. Contributions are accounted for as expenditure as they fall due.

The Minster Centre

Notes to the financial statements

For the year ended 31 December 2015

2 Analysis of expenditure

	Charitable activities				Governance costs £	Support costs £	2015 Total £	2014 Total £
	Training £	LCTS £	FWF £	Mapesbury £				
Staff costs (Note 5)	679,691	43,220	-	-	-	-	722,911	738,034
Direct cost	43,444	2,525	-	-	-	-	45,969	44,917
i) Costs of MA registration	28,617	-	-	-	-	-	28,617	-
ii) Irrecoverable student debtors write-off	62,353	-	-	-	-	-	62,353	-
Room hire costs	-	175	-	-	-	-	175	175
Hardship grants	2,250	-	-	-	-	-	2,250	-
<i>Support and governance costs:</i>								
Premises costs	-	-	-	-	-	174,227	174,227	189,750
Office costs	-	-	-	-	-	69,913	69,913	60,141
Professional costs	-	-	-	-	-	14,353	14,353	6,273
Marketing	-	-	-	-	-	19,313	19,313	20,719
Bank charges	-	-	-	-	-	3,458	3,458	2,095
Other staff costs	-	-	-	-	-	9,158	9,158	8,633
Audit and accountancy	-	-	-	-	8,280	-	8,280	12,358
Trustee meeting expenses	-	-	-	-	527	-	527	383
	816,355	45,920	-	-	8,807	290,422	1,161,504	1,083,478
Support costs	273,500	16,922	-	-	-	(290,422)	-	-
Governance costs	8,025	782	-	-	(8,807)	-	-	-
Total expenditure 2015	1,097,880	63,624	-	-	-	-	1,161,504	1,083,478
Total expenditure 2014	909,374	60,440	36,931	61,170	-	-	1,083,478	

All 2015 expenditure was unrestricted.

- i) Costs of MA registration relate to costs incurred by Minster where fee income collected from students is insufficient to cover the minimum payments due to Middlesex University. The charge in 2015 relates to both the 2013/14 and 2014/15 academic years following changes in the way the University calculated charges in 2012/13.
- ii) Irrecoverable student debtors relate to fee invoices raised in earlier years against students who had decided, within our rules, to withdraw from training and where further fees were not payable but were erroneously left on the books. In future, similar situations will be addressed when the decision not to continue is made.

3 Grant making

	Grants to individuals £	Support costs £	2015 £	2014 £
Cost				
Training bursaries	9,255	–	9,255	550
At the end of the year	9,255	–	9,255	550

4 Net incoming resources for the year

This is stated after charging / crediting:

	2015 £	2014 £
Depreciation	28,894	35,349
Operating lease rentals:		
Property	156,000	156,000
Auditors' remuneration (excluding VAT):		
Annual audit	8,600	8,500
One-off audit of Mapesbury and Families without Fear restricted funds due to closure	–	2,500

5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2015 £	2014 £
Staff and self-employed costs	677,816	692,760
Social security costs	42,795	45,274
Employer's contribution to defined contribution pension schemes	2,300	–
	722,911	738,034

No employee earned more than £60,000 during the year (2014: nil).

Key management personnel are the Minster Centre Senior Management Team. This consists of one Director and two Deputy Directors. All three posts are part-time. The total remuneration, including pension contributions, to the Senior Management Team in 2015 was £107,298.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2014: £nil). No charity trustee received payment for professional or other services supplied to the charity (2014: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £376.50 were incurred by two members relating to attendance at meetings of the trustees (2014: £577 to two trustees).

6 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows. Full-time equivalent (FTE) numbers are also given:

	2015		2014	
	Headcount No.	FTE	Headcount	FTE No.
Training Activities	19.0	8.0	24	8
Low Cost Therapy	3.0	1.0	3	1
Families Without Fear	-	-	3	1
Mapesbury Clinic	-	-	2	1
Support	9.0	5.5	8	6
Governance	1.0	1.0	1	1
	32.0	15.5	39	17

7 Related party transactions

Lucy Clyde's close family member, Andrew Sutton, was paid as a tutor £2,185 (2014: £2,612)

Tamar Posner was paid fees for professional services of £1,509 (2014: £210)

Trustees listed below received services from the charity charged to them at the usual rate as follows:

Tamar Posner – Room rental £3,999 (2014: £2,628)

Gill Martin – Room rental £75 (2014: nil)

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Computer equipment £	Office equipment £	Total £
Cost or valuation					
At the start of the year	265,315	9,318	2,917	5,270	282,820
At the end of the year	265,315	9,318	2,917	5,270	282,820
Depreciation					
At the start of the year	145,934	6,926	2,917	5,270	161,047
Charge for the year	26,502	2,392	-	-	28,894
At the end of the year	172,436	9,318	2,917	5,270	189,941
Net book value					
At the end of the year	92,879	-	-	-	92,879
At the start of the year	119,381	2,392	-	-	121,773

All of the above assets are used for charitable purposes.

10 Debtors

	2015 £	2014 £
Trade debtors	400,379	418,448
Other debtors	-	26,867
Prepayments and accrued income	31,680	59,364
	432,059	504,679

11 Creditors: amounts falling due within one year

	2015 £	2014 £
Trade creditors	36,438	24,581
Taxation and social security	13,796	14,002
Other creditors	2,892	-
Accruals	13,678	19,379
Deferred income	564,618	494,986
	631,422	552,948

12 Deferred income

Deferred income comprises of students invoices covering an academic year.

	2015 £	2014 £
Balance at the beginning of the year	494,986	535,518
Amount released to income in the year	(494,986)	(535,518)
Amount deferred in the year	564,618	494,986
	<hr/>	<hr/>
Balance at the end of the year	564,618	494,986
	<hr/> <hr/>	<hr/> <hr/>

13 Pension scheme

The Minster uses The Peoples Pension scheme as its sole provider. The staging date was the 31 March 2015. 19 employees were enrolled in the scheme December 2015.

14 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	92,879	–	–	92,879
Net current assets	1,496	275,000	–	276,496
	<hr/>	<hr/>	<hr/>	<hr/>
Net assets at the end of the year	94,375	275,000	–	369,375
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

15 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Designated funds:					
Dilapidations	25,000	-	-	15,000	40,000
Training & Development	20,000	-	(16,502)	(3,498)	-
Website & Rebranding	25,000	-	-	(25,000)	-
Ethical Closure	180,000	-	-	40,000	220,000
Minster Centre Development	30,000	-	-	(30,000)	-
Bursary fund	15,000	-	(9,255)	9,255	15,000
Total designated funds	295,000	-	(25,757)	5,757	275,000
General funds	235,083	1,000,796	(1,135,747)	(5,757)	94,375
Total unrestricted funds	530,083	1,000,796	(1,161,504)	-	369,375
Total funds	530,083	1,000,796	(1,161,504)	-	369,375

Purposes of designated funds

Dilapidations: This fund will be used to enable the charity to return the lease to the landlord if/when necessary.

Training & Development: This fund will be used to enable the charity to develop its courses.

Website & Rebranding: This fund will be used to redevelop the website.

Ethical Closure: This fund will be used to ensure that, should training numbers reduce to the point where they are no longer viable, students already part-way through their courses will be offered a means to complete their training.

Minster Centre Development: This fund will be used to enable the Centre to develop activities not necessarily related to training.

Bursary: This fund will be used to support diversity in the profession by enabling students who would otherwise be unable to afford it to undertake training.

General funds

The Charity is required to reinvest profits from its training activity back into training work to benefit from its VAT exemption. Over the last few years, the Charity's training activity has been profitable and as a result the majority of the Charity's general reserves have been earmarked for spending on training work.

16 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2015 £	2014 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(160,708)	(87,681)
Depreciation charges	28,894	35,349
Interest from investments	(2,221)	(2,391)
(Increase)/decrease in debtors	72,620	(23,950)
Increase/(decrease) in creditors	78,474	(91,500)
Net cash provided by / (used in) operating activities	17,059	(170,173)

17 Analysis of cash and cash equivalents

	At 1 January 2015 £	Cash flows £	Other changes £	At 31 December 2015 £
Cash in hand	73,646	1,354	-	75,000
Notice deposits (less than three months)	295,239	17,049	-	312,288
Total cash and cash equivalents	368,885	18,403	-	387,288

18 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property	
	2015 £	2014 £
Less than one year	156,000	156,000
One to five years	312,000	468,000
Over five years	-	-
	468,000	624,000

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.