

**THE UPPER ROOM (ST SAVIOUR'S)
ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2016**

Company Limited by Guarantee

Company number: 2567517

Charity number: 1004354

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REFERENCE AND ADMINISTRATIVE INFORMATION

Charity Name	The Upper Room (St Saviour's)	
Charity Number	1004354	
Company Number	2567517	
Registered Office	St Saviour Wendell Park Church Cobbold Road London W12 9LN	
The Board	P Mullings	
	S Tuke	Chair
	P Mawdsley	Treasurer
	B Stevenson	
	R Shaw	
	J Hillman	
	M Morgan	
	K Barbour	
Company Secretary	P Mawdsley	
Independent Examiner	Katherine Dee Begbies Chartered Accountants 9 Bonhill Street London EC2A 4DJ	

THE UPPER ROOM (ST SAVIOUR'S)

ANNUAL REPORT AND THE REPORT OF THE TRUSTEES – 2015-2016

MISSION STATEMENT

Who we are

The Upper Room is a charity that has been helping socially disadvantaged people in London since 1990. We work with homeless people, economic migrants, ex-offenders and other socially disadvantaged people to improve their lives and conditions, and thereby make a positive contribution to society.

Structure, Governance and Management

Governing Document

The Upper Room is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 11 December 1990. It is registered as a charity with the Charity Commission.

Methods used to appoint trustees

Trustees are selected from a broad range of backgrounds, with consideration given to specific areas of responsibility they can take on within the charity. Trustees are re-elected at each AGM by the Members.

What we do

Our diverse services are tailored to meet the needs of our clients, and include:

- UR4Meals – Providing meals to socially excluded and disadvantaged people, enhancing their health and well-being;
- UR4Jobs – A Specialist Employment Support Service provides for clients with no recourse to public funds who risk homelessness and destitution; and
- UR4Driving – A Driving school for ex-offenders to help reduce recidivism and improve their employability and life skills; our food redistribution service supplies food to other charities.

Why our work is important

We believe in the fundamental proposition that every human being has potential which, if held captive by social exclusion, can be unlocked by our support and work. Our work has a positive, life-enhancing impact on our clients. Our work benefits our clients by lifting their personal self-esteem, improving their health, and making them more economically independent. Our work also benefits society by making our clients less dependent on state funding, and less vulnerable to crime. Additionally, we are proud that clients we help can provide inspiration and hope for others.

Where we work

Our main hub is in West London, but we are a London-wide organisation. Our work touches the lives of thousands of people every year.

How we work

We provide an environment for clients which is self-respecting and safe. Our services are personalised, and we pride ourselves on our innovative solutions to meet the needs of our

clients. As an organisation, we do not shy away from tough situations and new opportunities to enhance our effectiveness, and achieve successful outcomes for our clients.

CHAIRMAN'S REPORT

There has been a great deal of attention on the charity sector this year following the unfortunate events at Kids Company. Whilst many of the more lurid accusations remain unresolved, what does seem clear is that there was a serious dereliction of duty by the Trustees.

The primary responsibility of Trustees is to ensure the financial solvency of the charity. There will nearly always be increasing demands for a charity's services, but Trustees at The Upper Room, as in other charities, constantly need to remain mindful of what is realistic and achievable. Sometimes that means taking tough decisions.

At The Upper Room we have a clear Reserves Policy in place, and over the past few years we have worked hard to ensure we adhere to it.

This year the Big Lottery grant for UR4Driving came to an end and was not renewed, leaving a shortfall in the project's budget. In response we scaled back the project and restructured it, with many of the role's project management responsibilities coming under the remit of the charity's Operations Director.

In the course of the year we received a substantial legacy, which made a considerable difference to our financial position. However, the Board were clear that this should be set aside as much as possible for capital projects, rather than simply plugging any gaps in our operational budget. It would also have been imprudent to use the legacy as an excuse to carry on as usual; this would only have stored up problems for a later date.

The overall result of all this is that The Upper Room continues to have a sound financial footing, and to be well prepared to meet any challenges that may come our way.

In the course of the year we said goodbye to our Operations Director, Amanuel Woldesus. Amanuel earned the respect and affection of everyone during his time with us, bringing compassion and commitment to everything he did.

After 12 years Bruce Marquart also moved on. Bruce has been an integral part of The Upper Room throughout this time, bringing energy, an unstoppable flow of ideas, and extraordinary generosity. He is still involved with our work through his role at City Harvest.

This year we welcomed Michael Buraimoh to the post of Operations Director. Michael has brought a level of strategic vision to this role that we have not previously had in place, and I am confident that he will do a great job of guiding us through the next stage of our development.

Our Patrons, Sir Michael Pownall and Andy Slaughter MP, continue to provide us with support and encouragement, and to attend our events regularly.

As I have mentioned earlier in this report, the Board of Trustees provide sound and prudent leadership for the charity. Their commitment and expertise are important factors in the good governance of The Upper Room, and they make my job a pleasure.

As always we are very fortunate in the extraordinarily wide range of grant-giving bodies, churches, schools and individuals who support our work.

Our relationship with St Saviour's continues to flourish. This year Oliver Hinton stepped down as a Churchwarden. Oliver has been a constant support to The Upper Room, with an apparently unlimited mastery of all things technical. He continues to provide us with practical help, including recently building some splendid computer desks and cupboards for us. We are enormously grateful.

Finally, I want to pay tribute to our volunteers. There were 389 of them this year, who gave a total of 9,302 hours of their time. The Upper Room simply could not function without them, and they also demonstrate in a very practical way the compassion and commitment that means so much to our clients.

Once again our Harvest Appeal was masterminded and overseen by Alyson Sich, who was on site in all weathers to help fill our two containers with food and other supplies to see us through the year.

We enjoyed another very successful season of Winter Lectures. Our sincere thanks to all the speakers who gave up their time to deliver a series of fascinating evenings. And thank you to all those who attended. We have been working on ensuring the sound quality is as high as possible, and are looking at procuring a wireless microphone to guarantee that questions can be heard as well as the answers.

You will find more detailed information about our various projects, and our financial situation, elsewhere in this document. In conclusion I would just like to reiterate that The Upper Room is in excellent shape to meet any tests the age of austerity may throw our way.

Simon Tuke
Chair of Trustees

THE BOARD

S Tuke	Chair
P Mawdsley	Treasurer
K Barbour	
J Hillman	
M Morgan	
P Mullings	
R Shaw	
B Stevenson	

UR4MEALS

UR4Meals began as a simple soup kitchen, and it still attends to its beneficiaries' immediate survival needs; but now it also acts as the primary entry point to The Upper Room's range of employability-focused programmes, which offer a longer-term solution by enabling clients to acquire new skills, be better informed and assist their reintegration into mainstream society.

UR4Meals serves 3-course evening meals five days a week to 90-120 homeless and disadvantaged people. It also provides clothing, bedding, toiletries, health and housing support, volunteering opportunities and routes to other services.

This project is about the restoration of their dignity, and humanity. It is about helping another human to become independent, or rather, empowering them to choose to be.

UR4Meals offers guests not only a hot and healthy meal, but also a friendly, homely place where they can socialise and ask for help. It also offers practical and emotional support and encouragement, fostering a mutually supportive and open relationship with this group.

Key outcomes and results, 2015/16

- 32,113 meals and takeaways served, with an average of 94 per session; with a majority of UK nationals, followed by Polish and Romanians
- 1,647 advice/information sessions given directly or by phone
- 20 referrals for reconnection
- 24 rehab and detox referrals
- 136 people were scanned for TB in two sessions
- 49 housing/accommodation referrals
- 219 UR4Jobs referrals
- 24 regular active volunteers
- 336 ad hoc and temporary volunteers throughout the 225 sessions delivered

Achievements and Outcomes

UR4Meals was awarded a 5-star rating for Food Hygiene for the fourth consecutive year. A new Allergens regulation is now in place.

We held our Christmas Dinner for 104 guests on 18th December. It was partially organised and funded (with food and Christmas presents) by GE Capital, Charlie Bigham's, Waitrose and Nando's, with the help of 42 volunteers.

We had more than 300 temporary and 'one-off' volunteers in the course of the year, including those from GE Capital, Charlie Bigham's, Waitrose and Whole Foods.

UR4Meals is extremely grateful to the following:

- Whole Foods (Kensington and Fulham), Charlie Bigham's, Nando's (Park Royal, Chiswick and Ealing Common), Euphorium Bakery (up to October 2015), Oriental Express and Pots&Co for their regular food donations.
- Solidarity Spiritist Society, which is still one of our constant supporters and donors. They provide us with excellent volunteers, including our weekly hairdresser – Silvia Hedges.

- Pret A Manger for supplying us with kitchen paper towels and anti-bacterial gel on a quarterly basis.
- Cafe Connection, who continue to provide us with disposable cups and takeaway containers.
- Black Island Studios for an amazing donation of beef, lamb and pork valued at approximately £3,000.
- Hillsong for the Green Light medical van, which provides fortnightly health checks for rough sleepers, as well as regular donations of toiletries.
- JB5 Productions for a lorry load of clothing and footwear.
- St Saviour's Church (Father Chris Lee) donated clothing and bedding as a result of their collection for Calais refugees.
- Hands on London, Queen Mother's Clothing Guild, Holy Innocents, St Stephen's, Christ the Saviour Church, All Saints Fulham, Evening Standard, Solomons, Ranji Pereira, H&F Bahai Community, Community of the Risen Lord, Prohands, New Covenant Church Wood Green, Ravenscourt Baptist Church and many other members of the local community for donations of clothes, toiletries and sleeping bags, as well as food.
- Orchards of London (estate agents) nominated The Upper Room as one of three local charities to support. The Upper Room received 66% of the public votes and was awarded £662. Thank you to everyone who voted for us.
- Peters and Peters Solicitors donated £1,050 through one of our volunteers, Michael O'Kane.

Partner relations and links

UR4Meals continues to co-operate with a wide variety of outreach services, night shelters and daycentres, reconnection and resettlement services including Street Link, BARKA Foundation, Thames Reach, No Second Night Out, Refuge, Betel, Victory, Metropolitan Police and Safer Neighbourhood Team, NHS, AntiSlavery, Missing People and My Own Media.

Issues and challenges identified

Accommodation for our homeless guests, especially for the ones that have no access to benefits, remains our biggest problem.

Aims for the future of the project

To involve as many of our volunteers as possible in fundraising activities, and to secure funding for a security staff member.

Case Study

Marek (32) who is from Romania was homeless when he came to UR4Meals. In June he was scanned for TB by the Mobile X-Ray Unit and, as a result, was hospitalised. He started treatment in July, but has since recovered. We liaised with the Olallo Centre and Social Services on his behalf, who provided him with supported housing. He is currently working as a self-employed tradesman, and is able to send money home to support his young family.

UR4DRIVING

UR4Driving is an innovative and unique project which aims to break the cycle of re-offending and long-term unemployment among ex-offenders by giving them the motivation and requisite employability skills necessary to secure and sustain employment. Once participants have successfully completed an initial 80 hours of personal development and employability training and voluntary work, and have passed their Theory Test, they commence driving instruction with a view to obtaining a driving licence.

Objectives

- Help ex-offenders address their complex and multiple needs around accommodation, mental/physical health, drug/alcohol misuse etc.
- Help ex-offenders develop a sense of purpose through short and long-term goals.
- Help ex-offenders gain a sense of responsibility and giving back to the most disadvantaged – being part of solutions to societal problems through volunteering.
- Help ex-offenders improve their life/work skills. It also increases their self-confidence and level of motivation to succeed by giving them hope for a better future.
- Dramatically improve their employment prospects within the transport sector through having a Driving Licence and driving experience.
- Use learning on the project to improve public perception of barriers faced by reformed ex-offenders, and of the causes of crime. To facilitate public involvement in reducing re-offending through volunteering, and in creating opportunities for ex-offenders to achieve successful rehabilitation and make a positive contribution to society.

Learning and Improvements to Approach

UR4Driving provides a unique opportunity to respond to the often multiple and complex needs that ex-offenders present with. This is because teaching people to drive provides ample incentive for ex-offender participation, and helps them to secure employment in a transport sector that is always friendly to ex-offenders. We have therefore introduced:

- A more holistic approach: We have now developed a structured personal development training programme to help participants improve their confidence and gain valuable skills in Money Management, Disclosing Criminal Convictions, Conflict Resolution, etc.
- Personalised support: We are developing a new peer mentoring scheme to train and support volunteer peer mentors (reformed ex-offenders) to provide one-on-one case management support to participants. The Mentors will facilitate access to additional support networks for help with accommodation, health and/or addiction issues.
- Structured and target-driven support: Our redesign will include a structured start-to-finish timescale, ensuring participants do not spend more time on the project than is financially viable, or become discouraged and disengaged. Individual Action Plans will be developed with each participant and SMART targets agreed.

- Improved quality of voluntary work placements: We will now broaden our range of voluntary work opportunities to include other charities, and match an individual's skills development needs. Our results have shown strong links between volunteering with organisations helping disadvantaged people and ex-offenders gaining an improved sense of accountability, and developing a positive attitude towards themselves and others.

Achievements and Outcomes

The majority of the ex-offenders had complex needs, a history of substance misuse (50%), had suffered from social exclusion, had poor life/work skills with no formal qualifications, and believed they had little or no hope for the future. A majority of the women had crippling low self-esteem, and some had been victims of domestic violence or had children in care.

UR4Driving ultimately delivers benefits to the wider community through fewer victims of crime and reduced financial costs of offending to taxpayers; currently around £10billion annually (Office for National Statistics).

During the year 2015-16, UR4Driving students achieved 19 theory passes, and we were able to offer lessons to 52 individuals. Of this group, 23 were successful in gaining their full UK licence, and 19 have continued into 2016, with tests due in April and May. UR4Driving is performing slightly under the national average pass rate (approx. 47%) at 44%, which can be explained by the complex needs of some of the client group.

An evaluation of the BLF project delivered between 2011 and 2015 has revealed the following:

- 70% of participants did not re-offend within this five-year period (data provided by the Probation Service in 2016, for participants referred by Probation). This is excellent when compared with the results from the Social Exclusion Report 2014, which shows that "two-thirds of ex-offenders re-offend within two years".
- Despite 90% of participants being long-term unemployed when they join the project, around 50% of participants proceeded into employment or further education. According to the Social Exclusion Unit, "employment reduces the risk of recidivism by between a third and a half".
- Feedback obtained from 29 ex-offenders who successfully completed the project in 2015 reveals an improvement in confidence/self-esteem as a direct result of their engagement on the project. Of this group, 11 people are either in full-time or part-time employment; two people are in further education; three are currently engaged in voluntary work. None have re-offended.
- The Outcomes Star (a self-assessment tool) results for participants in 2015 shows improvements as follows: Managing money (29%); increased motivation/taking responsibility (26%); meaningful use of time (23%). Most notably, 50% of the cohort have reported a 47% reduction in substance misuse.

Stakeholder Feedback

“The prospect of obtaining a full Driving Licence opens up a whole level of job opportunities that would have previously been unavailable to many of the people we manage.” (Andy Wright, Metropolitan Police and Integrated Offender Management Unit)

Case Study

Mike joined UR4Driving in 2012, after spending 12 years of his adult life in and out of prison with multiple sentences for theft and drug crimes. After a difficult start committing to the programme, Mike made a decision in 2015 to try again to make the changes necessary to succeed. In February 2015 he passed his theory test at the first attempt through sheer hard study, and was soon taking lessons. This was the start of the longest period Mike had been out of prison. He passed his practical test at the second attempt in August 2015, and continued to volunteer for us. At the time he said that the continued support he received during his time restarting and learning with UR4Driving has been his main encouragement. His self-belief and confidence improved vastly, and he felt confident about his future. We were able to put Mike in contact with a logistics company where he was employed as a zero-hours driver in November, although the work dried up after the Christmas period.

Mike returned for some advice and guidance and we referred him to UR4Jobs. Mike started on the Pret Foundation Apprenticeship Scheme and is now halfway through. Regular reports state that Mike is a great team worker. We wish him every success in the programme and the future for a thoroughly deserving young man who, fortunately, has not given up hope.

UR4JOBS

The aim of UR4Jobs is to support its clients in finding or getting back into employment. Clients from Central and Eastern Europe continue to be our major beneficiaries, with approximately 60 per cent of new registrations being Romanian nationals, and 20 per cent Polish nationals.

The number of new registrations has been steadily rising year on year. In 2011/12 UR4Jobs assessed 182 new clients, and in 2014/15 the overall number peaked at 438. In 2015/16 the number has fallen to 289, which is in fact a good thing as it allows more individual contact time for existing clients. For example, this year we placed 86 clients in jobs, compared with 70 clients in 2014/15.

The most popular activity in the past year was booking appointments to obtain a National Insurance number. The number of clients doing multilingual CSCS practice declined. There were only 9 CSCS exams. This could be caused by the fact that obtaining a CSCS card is now more expensive and difficult, coupled with the fact that the CSCS exam is no longer sufficient to get a card. Since July 2014 clients are required to do a one-day site safety training which costs £156, is run in English and ends with an exam. Only after passing that training can they apply for the card.

Achievements and Outcomes

- 289 new clients were assessed
- 86 clients are now in work
- 9 CSCS exams paid for

- 130 National Insurance numbers obtained
- 86 CVs were compiled
- 192 counselling sessions were delivered
- 208 clients attended ESOL classes
- 134 clients were helped with travel expenses to attend job interviews, work and NI appointments
- 21 clients registered as self-employed
- 8 self-development workshops were delivered

Partner relations and links

UR4Jobs has been referring clients to job agencies such as Solsbury Solutions, Olympic Staff, Extraman, Staffing Match, Response and Blue Arrow. The agencies offer entry-level jobs as packers, warehouse operatives, kitchen porters and cleaners. UR4Jobs is continuously looking for new contacts to move clients swiftly into employment.

UR4Jobs continues to co-operate with organisations providing similar support such as Glass Door, St Mungo's Broadway and Acton Homeless Concern, where we refer clients for services not currently provided by The Upper Room e.g. lunches, showers or laundry facilities. We receive the majority of referrals from The Passage Day Centre and St Martin in the Fields. The clients referred to us are looking for work, and primarily need help with National Insurance Numbers, CVs and job search.

Case Study

Marta first attended The Upper Room in Nov 2014 for counselling. Although she had a job she was not happy with it. She found it emotionally overwhelming and she was not coping well. She was referred to the Pret Apprenticeship scheme. However, she dropped out after only eight weeks due to emotional problems. Six months later she contacted Pret asking if she could rejoin the programme. She was accepted and, as she became more stable emotionally, her performance improved enormously. Marta has now been selected for the Rising Star programme, designed for exceptional apprentices who show high potential. Only eight candidates were chosen out of 300.

HARVEST APPEAL 2015

Our Harvest Appeal continues to be a source of community strength to us, with its invaluable donations of food, clothes, bedding and money. Many of the 64 churches and schools who participated in the Appeal kindly brought their donations directly to Cobbold Road, where a team of 35 volunteers, many from GE Capital, sorted them and stored the crated tins in the food container for future use. Meanwhile a team of UR4Driving students picked up donations from other locations. The food goods we receive are used to feed our guests throughout the year, and are also redistributed to other local charities where appropriate.

Additionally, Bruce Marquart, Amanuel Woldesus and some of the Trustees spoke at 15 churches and school assemblies in support of the Appeal.

KEEN TO BE GREEN

In furtherance of The Upper Room's Environmental Policy, vegetable waste is recycled to local gardeners for use in their gardens and allotments. Paper, card, plastic bottles, glass and tins are all recycled in line with the Council's Recycling Scheme.

FRIENDS OF THE UPPER ROOM

The Friends Sub Committee's purpose is to increase our support locally, and to raise money. Ideally we want to get people signed up to Standing Orders, which we have done – but perhaps not as many as we would like. However, our events also lead to attendees making generous donations. It is crucial that we have a reservoir of local goodwill, and that residents appreciate what we achieve and for whom. It is pleasing how positive people are about helping those who are very vulnerable.

This year we delivered:

1. Our regular stall at Green Days last June, with proceeds from our Raffle, match funded by Barclay's, and through our being one of the three lead charities that share the proceeds. It also cements our links with St Michael and All Angels, as well as other individuals and organisations in the local community.
2. A 25th Anniversary community event in Wendell Park last July with BBQ and Bouncy Castle, which we plan to repeat on a more regular basis, as it was well received locally.
3. A 25th Anniversary event at the House of Lords, which was an exciting evening where the wine flowed, as did the Thames out of the windows where the reception took place. Thanks to Bridget Stevenson for making the necessary links.
4. The third season of Winter Lectures, which comprised Jonathan Maitland on his play about Jimmy Savile, Prof Steve Schifferes on Housing in London, Matthew Morgan on Caravaggio, and Dominic Grieve, former Attorney General, on the importance of the European Convention on Human Rights. We have a regular audience of Winter Lecture groupies, and we thank them for their support. We made significant improvements to the sound quality of the PA system this year, and are looking to invest in a cordless microphone for next year, to ensure questions can be heard by everyone.

Julian Hillman
Chair, Friends Sub-Committee

VOLUNTEERS

The Upper Room has benefitted from 389 individual volunteers' time over the year, who contributed approximately 9,302 hours to the charity. This is the equivalent of a further five full-time workers. They deliver the bulk of the direct and indirect work that we do: they sort food donations, assist the chef, serve food, wash up, give advice, and mentor clients, as well as participating in many fundraising activities on behalf of The Upper Room. Without their constant encouragement, and their many hours of support, we would not be able to function. We thank them all.

RISK MANAGEMENT

The Trustees have recognised that there are risks to which the charity, the staff, and the volunteers are exposed. A Risk and Audit Committee has been set up comprising of three members of the Board together with the Operations Director. Furthermore, systems and policies have been established to mitigate known risks, including financial controls, employment procedures, complaints, facility contracts and volunteer training. CRB investigations and declarations are routinely applied from the Board level on down, to ensure our organisation observes the necessary safeguards for users of our services. Policies are reviewed periodically, and each policy has a designated trustee responsible for its oversight. The charity maintains an equal opportunities policy for employment and promotions, a health and safety policy, food hygiene policy, and risk analysis for each facility used. It has a zero-tolerance policy against abuse, for the security and well-being of its staff and volunteers.

FINANCE REPORT

The Upper Room has once again achieved a surplus this financial year, although this result does mask to some extent the increasingly tough funding environment the charity finds itself in. There have been a number of significant financial events during the year.

On the income side, our total income has increased from £494,170 in 2014/15 to £522,326. However, £76,000 of income came in the form of a very generous bequest from the estate of Mr B.L. Duttson, and so whilst the top-line increase in income may look encouraging, our regular income from donations and grants has dropped from £486,542 to £439,121. The most substantial drop in grant income was the loss of the significant Big Lottery Fund grant for the UR4Driving project, which was not renewed at the end of its five-year term.

In light of the loss of such a significant proportion of the UR4Driving project's funding, the Board undertook a review of the project and decided to make some changes to its organisation in order to reduce its ongoing costs – the most noteworthy being relinquishing the separate premises for the UR4Driving project, and making the role of Operations Director full-time, allowing the post-holder to take on some of UR4Driving's project management responsibilities. The impact of this restructuring is only partially apparent in this year's expenses for UR4Driving – showing a drop to £175,106 this year from £184,042 in the prior year – as the changes were made only part-way through the year, and resulted in some significant restructuring charges which are not expected to reoccur. Expenses for the charity overall for the year were down approximately £11,000 to £466,246, with the UR4Meals and UR4Jobs projects showing little change on prior year costs.

Given its significant amount, the trustees were keen to apply the bequest received for a specific capital purpose, rather than using it to meet the running costs of the Charity. As such, the board has designated it to be used for an ambitious project to overhaul our current premises at St Saviour's Church, subject to the relevant approvals being granted. We have already secured some additional pledges of financial support for this project. If this project is successful it will significantly increase the capacity of the charity to fulfil its aims, for very little additional ongoing cost; as well as the obvious benefit to the users of our services, this will make the organisation more efficient, which makes us more attractive to grant-givers and other donors. It should be an investment which pays dividends well into the future.

Whilst the funding environment is undeniably becoming tougher, with many of our regular grant-givers reporting a significant increase in the number of applications they are receiving, our fundraiser, Fiona Cook, continues to perform a great job in securing funds from our generous donors. The continued support of our Friends group, and the generosity of local churches and other groups, as well as individual donations, provide an invaluable source of unrestricted funds, which allow us to remain flexible financially, and adjust for temporary shortfalls in grant funding that might arise in individual projects. This year our unrestricted cash donations totalled £59,872 (including gift aid).

For the second year, our statutory accounts include an estimated figure to represent the value of all food donations received by UR4Meals. This figure of £77,715 appears both as income, representing the donation, and as an expenditure, representing its consumption, so the net impact on our bottom line is nil. The actual cash spent per meal remains very low – we have served 32,113 meals with an expenditure of just £409 for the year.

The Upper Room became subject to the Government's auto-enrolment regulations during the year, which required us to provide a compliant workplace pension scheme for all eligible employees. The Board assessed a number of third-party pension providers, and determined that a workplace pension scheme offered by Legal & General was the best fit for the Charity. The scheme was rolled out to employees in March 2016.

I would like to thank Veronica Tuke, our Finance Officer, who continues to take care of the day-to-day financial running of The Upper Room in a professional and methodical way, and is a great help to me and the Board.

Paul Mawdsley
Treasurer

RESERVES POLICY

The reserves policy of The Upper Room is to maintain a cash reserve equal to the calculated cost of an orderly wind-down of the organisation over a three-month period, should it ever become unviable. Whilst there has been no change to this policy during the year, a major element of the calculated cost is staff salaries and redundancy payments, and these have reduced due to the changes in staffing arrangements during the year. The departure of some older, long-serving staff members, who qualified for larger statutory redundancy payments, has had the most significant effect. As a result, our target reserves level has fallen from £87,000 to £67,016. Our unrestricted funds at 31st March 2016 are £153,698, and whilst a significant portion of this money has been designated for capital improvements and the replacement of the UR4Driving van, no financial commitments have been made with respect to either of these designations and the funds remain available should it become necessary to ever wind-down the charity.

Following the policy that our reserves are there to support the projects, we continue to release unrestricted funds to each of the projects at the year-end so that they break even. We believe that this matches the spirit in which our donations are given.

DONORS

Our grateful thanks go to all those individuals, schools, community events, church and faith groups, organisations and grant-giving trusts who contribute to our work. We are continually humbled by the support of local people who volunteer at The Upper Room, giving their time and energy to the project. This extends to the generous giving at Harvest of non-perishable food that supplements our food stores hugely.

PUBLIC BENEFIT

The trustees consider that the charitable company has complied with the duty to have due regard to public benefit as detailed in guidance published by the Charity Commission. All services are provided to our beneficiaries free of any charge.

GRANTS AND DONATIONS FROM GRANT-GIVING TRUSTS, CHARITABLE FOUNDATIONS AND OTHER INSTITUTIONS

Grants

Anonymous
Anton Jurgens Charitable Trust
Big Lottery Fund (UR4Driving)
Big Lottery Fund (UR4Jobs)
Bigham's Limited
Esmée Fairbairn Foundation
Evan Cornish Foundation
Garfield Weston Foundation
Haberdashers' Benevolent Foundation
Hammersmith United Charities
Help the Homeless
London Borough of Hammersmith and Fulham
Mrs Smith & Mount Trust
N M Rothschild & Sons Limited
Polish Relief Society
Pret Foundation Trust
Safer Neighbourhoods Division
Schutz Engel
The 29th May 1961 Charity
The Albert Hunt Trust
The City Bridge Trust
The Drapers' Charitable Fund
The February Foundation
The Field Family Charitable Trust
The French Huguenot Church of London Charitable Trust
The G.C. Gibson Charitable Trust
The Girdlers' Company Charitable Trust
The Henry Smith Charity

The Leigh Trust
The Maurice & Hilda Laing Charitable Trust
The Noel Buxton Trust
The Olive Tree Trust
The Patsy Wood Trust
The Pilgrim Trust
The Sir James Roll Charitable Trust
The SMB Charitable Trust
The Sobell Foundation
The Swire Charitable Trust
The Woodroffe Benton Foundation
Zurich Community Trust

Church Donations

All Saints Church, Fulham
Christ Church, Turnham Green
Christ the Saviour Church, Ealing
Community of the Risen Lord
Holy Innocents Church
Kingsbury Free Church
New Covenant Church, Wood Green
Ravenscourt Baptist Church
Solidarity Spiritist Society
St Dunstan's Church, East Acton
St Hilda's Church, Ashford
St James's Church, Hampton Hill
St John's Wood Church
St Mary The Boltons
St Michael and All Angels, Bedford Park
St Peter's Church, Hammersmith
St Saviour Wendell Park Church
St Simon's Church, Rockley Road
St Stephen's Church

School Donations

Grimsdell Mill Hill Pre-Preparatory School
Hawkesdown House School
Notting Hill & Ealing High School
Parsons Green Prep School
South Hampstead High School

Other Donors

Adams Café
Barclays
Black Island Studios
Boden
Sandy Burnett and the West London Bach Consort & Players
Bush Hall

Bush Theatre
Café Connection
Cherry Red
Christian Gallan's LOVEtennis
Coats on London
COOK
Euphorium Bakery
Evening Standard
Finlay Brewer
Fuller's Brewery
Gail's Bakery
GE Capital
Greenlight Medical Van
H&F Bahai Community
Hands on London
Innocent Drinks
Jamie's Italian
JB5 Productions
Kew Gardens
Lloyds Bank
Macken's
Nando's
Nara Health & Beauty
Oriental Express
Ranji Pereira
Petros Singers
Pots&Co
Pret A Manger
Prohands
Queen Mother's Clothing Guild
QPR Community Trust
Solomons
Team Sport
Tesla
The Little Foxes Club
The Park Club
The Raven
The River Cafe
Virgin Active
Wahaca
Waitrose, Westfield
Whole Foods Market, Kensington & Fulham

THE UPPER ROOM (ST SAVIOUR'S)

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of The Upper Room (St Saviour's) 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).

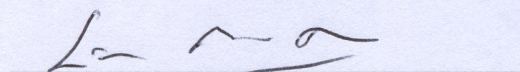
Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate 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.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities FRSSE SORP (effective January 2015) and in accordance with the special Section 419(2) of the Companies Act 2006 relating to small companies.

Approved by the board on 29 June 2016 and signed on its behalf.



S Tuke
Chair

THE UPPER ROOM (ST SAVIOUR'S)
INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF THE UPPER ROOM (ST SAVIOUR'S)

Independent examiner's Report to the Trustees of The Upper Room (St Saviour's)

I report on the accounts of the Fund for the year ended 31st March 2016, which are set out on pages 19 to 25.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination being a qualified member of the Institute of Chartered Accountants of England and Wales.

Having satisfied myself that the Charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for Independent Examination, it is my responsibility to:

- examine the accounts under section 145 of the Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of the independent examiner's report

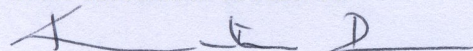
My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or 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 whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the next statement.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
- to keep accounting records in accordance with section 386 of the Companies Act 2006, and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met: or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Katherine Dee FCA CTA 29/6/16
ICAEW
BEGBIES Chartered Accountants
& Registered Auditors
9 Bonhill Street, London, EC2A 4DJ
Date:

THE UPPER ROOM (ST SAVIOUR'S)
STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31ST MARCH 2016

	Notes	Unrestricted Fund £	Restricted Funds £	Y/E 31/03/2016 £	Y/E 31/03/2015 £
Income from:					
Donations and grants		155,848	283,273	439,121	486,542
Legacies		76,000		76,000	
Charitable activities					
Food deliveries			699	699	2,136
Other trading activities					
Fundraising events		3,704		3,704	2,897
Investments - interest		802		802	595
Other- Employer's incentive		2,000		2,000	2,000
Total		<u>238,354</u>	<u>283,972</u>	<u>522,326</u>	<u>494,170</u>
Expenditure on:					
Raising funds:	2, 12	(23,588)		(23,588)	(30,775)
Charitable activities					
UR4Driving	2, 12	(42,051)	(133,055)	(175,106)	(184,042)
UR4Meals	2, 12	(97,027)	(79,961)	(176,988)	(175,918)
UR4Jobs	2, 12	(34,612)	(55,952)	(90,564)	(86,329)
Total		<u>(197,278)</u>	<u>(268,968)</u>	<u>(466,246)</u>	<u>(477,064)</u>
Net income/ (expenditure)		41,076	15,004	56,080	17,106
Transfers between funds		600	(600)		
Net movement in funds		<u>41,676</u>	<u>14,404</u>	<u>56,080</u>	<u>17,106</u>
Reconciliation of funds					
Total funds brought forward		112,022		112,022	94,916
Total funds carried forward	7, 8	<u><u>153,698</u></u>	<u><u>14,404</u></u>	<u><u>168,102</u></u>	<u><u>112,022</u></u>

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

Company number: 2567517

THE UPPER ROOM (ST SAVIOUR'S)

BALANCE SHEET

AS AT 31ST MARCH 2016

	Notes	Y/E 31/03/2016 £	Y/E 31/03/2015 £
Fixed assets:			
Tangible assets	5	11,221	13,696
Current assets:			
Debtors	6	12,172	8,917
Cash at bank and in hand		<u>246,723</u>	<u>188,630</u>
		<u>258,896</u>	<u>197,547</u>
Liabilities:			
Creditors - amounts falling within one year:			
Accruals		(7,210)	(10,783)
Deferred income		<u>(94,804)</u>	<u>(88,438)</u>
		<u>(102,014)</u>	<u>(99,221)</u>
Net current assets		156,881	98,326
Total net assets		<u>168,102</u>	<u>112,022</u>
The funds of the charity:			
Restricted income funds	8	14,404	
Unrestricted funds	7	<u>153,698</u>	<u>112,022</u>
Total charity funds	9	<u>168,102</u>	<u>112,022</u>

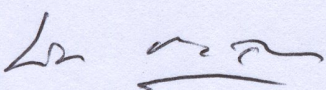
For the year ended 31 March 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

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

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

These accounts were approved by the directors on 29 June 2016 and signed on their behalf.


S Tuke
Chairman

Notes 1 to 12 form part of these accounts.

THE UPPER ROOM (ST SAVIOUR'S)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31ST MARCH 2016

1. ACCOUNTING POLICIES

Basis of Accounting

The accounts have been prepared in accordance with applicable accounting standards under the historical cost convention and Companies Act 2006. In preparing the accounts the charitable company has followed best practice as set out in the Statement of Recommended Practice "Accounting and Reporting by Charities" (FRSSE SORP) effective January 2015.

Incoming

Donations, legacies, grants etc. are accounted for when due to the charity, where applicable, with their associated tax recoverable element. No income is recorded net of any expenses except where these are beyond the control or knowledge of the trustees.

Grants receivable, or portions thereof, allocable to a specific future period are treated as deferred income.

The trustees have estimated the value of food donated for the UR4Meals project to be £77,715.

Fund Accounting

Restricted funds are to be used for a specified purpose laid down by the donor. Further details are contained in note 14. Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity.

Depreciation

Tangible fixed assets costing more than £500 are capitalised and carried at cost.

Depreciation is calculated to write down the cost, less estimated residual value, of all tangible fixed assets over their expected useful lives at the following rates:

Motor vehicles & containers	2 years
Kitchen equipment	10 years
Computer equipment and software	3 years

The fixed assets are used in direct furtherance of the charity's objects.

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Cost apportionment

Direct Charitable: The allocation across charitable activities is on the basis of time spent or actual cost.

Support Costs: The allocation of property overhead cost is based on property usage. The following percentages are used:

UR4Jobs: 35%
UR4Driving: 15%
UR4Meals: 50%

Administration salaries are apportioned according to an estimate of time allocable to each charitable area.

Governance costs are purely those necessary for the charity to meet the administrative requirements of the Charity Commission. These are apportioned equally over each charitable area.

The charity is not VAT registered and all irrecoverable VAT is included in the category to which the cost relates.

Comparatives have been restated where necessary for comparability.

THE UPPER ROOM (ST SAVIOUR'S)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2016

2. CHARITABLE EXPENDITURE	Direct	Support	Governance	Y/E	Y/E
Analysed by activity	Costs	Costs	Costs	31/03/2016	31/03/2015
	£	£	£	£	£
UR4Driving	161,369	13,006	730	175,106	184,042
UR4Meals	153,813	22,444	730	176,988	175,918
UR4Jobs	62,455	27,379	730	90,564	86,329
	377,637	62,830	2,191	442,658	446,288

See note 12 for further details. All activities are undertaken directly by the charity.

3. GOVERNANCE COSTS	Y/E	Y/E
	31/03/2016	31/03/2015
	£	£
Professional Fees		120
Catering - meetings	31	
Independent Examiner's Fees	2,160	2,160
	2,191	2,280

4. STAFF COSTS	Y/E	Y/E
	31/03/2016	31/03/2015
	£	£
Salaries	198,853	174,943
National insurance	14,603	13,679
Pension costs	4,094	4,676
	217,550	193,298

During the year no employee earned over £60,000 p.a The average monthly number of full time equivalent employees was 6 (2015: 7)

No trustees received reimbursed expenses during the year (2015: £0).

The charity does not operate a defined benefit pension scheme. Contributions towards staff pensions, either through their auto-enrolment account or personal pensions, are recorded as they fall due.

5. TANGIBLE FIXED ASSETS	Van & Containers	Kitchen Equipment	Computer Equipment	Total
	£	£	£	£
Cost:				
<i>At 1st April 2015</i>	17,050	26,126	9,227	52,403
Additions		700		700
At 31 March 2016	17,050	26,826	9,227	53,103
Depreciation:				
<i>At 1st April 2015</i>	17,050	14,668	6,989	38,707
Charge for the period		1,689	1,486	3,175
At 31 March 2016	17,050	16,357	8,475	41,882
Net Book Value:				
At 31 March 2016		10,469	752	11,221
<i>At 31 March 2015</i>		11,458	2,238	13,696

THE UPPER ROOM (ST SAVIOUR'S)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2016

6. DEBTORS

	Y/E 31/03/2016 £	Y/E 31/03/2015 £
Trade debtors	380	540
Other debtors	11,792	8,377
	12,172	8,917

7. UNRESTRICTED FUNDS

	<i>Opening Balance</i> £	Incoming £	Outgoings £	Transfers £	Closing Balance £
General Fund					
Income fund	88,326	162,354	(197,278)	3,075	56,477
	88,326	162,354	(197,278)	3,075	56,477
Designated Funds					
Fixed assets	13,696			(2,475)	11,221
Capital improvements		76,000			76,000
Van fund	10,000				10,000
	23,696	76,000		(2,475)	97,221
Total	112,022	238,354	(197,278)	600	153,698

Name of Unrestricted Fund

Purpose of Fund

Income fund	Free reserves of the charity
Fixed asset fund	Income invested in the charity's fixed assets based on net book value.
Capital improvements	Funds designated for the purpose of improvements to the leasehold premises.
Van fund	Funds designated for the purpose of purchasing a new van.

8. RESTRICTED FUNDS

	<i>Opening Balance</i> £	Incoming £	Outgoings £	Transfers of Funds £	Closing Balance £
Big Lottery Fund UR4Driving		39,915	(39,915)		
Other UR4Driving		83,340	(83,340)		
UR4Meals		77,865	(77,865)		
Big Lottery Fund UR4Jobs		59,013	(53,013)		6,000
City Bridge Trust UR4Jobs		2,875	(2,875)		
Other UR4Jobs		64	(64)		
Asset grants		1,100		(600)	500
Volunteer funding		10,000	(2,096)		7,904
Core funding		9,800	(9,800)		
		283,972	(268,968)	(600)	14,404

The restricted funds represent income funds expendable at the discretion of the trustees in furtherance of the charity's object in accordance with the conditions imposed by the donor. The purpose of each fund is set out below.

Name of Restricted Fund

Purpose of Fund

Big Lottery Fund UR4Driving	Big Lottery Fund grant for the UR4Driving project
Other UR4Driving	Other grants to fund the UR4Driving project
UR4Meals	Other grants to fund the UR4Meals project
Big Lottery Fund UR4Jobs	Big Lottery Fund grant for the UR4Jobs project
City Bridge Trust UR4Jobs	City Bridge Trust grant to fund the UR4Jobs project
Other UR4Jobs	Other UR4Jobs project grants
Asset grants	Grants to fund fixed asset purchases
Volunteer funds	A grant to fund volunteer expenses
Core funding	Grants to fund general core overheads

THE UPPER ROOM (ST SAVIOUR'S)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2016

9. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General Fund £	Restricted Funds £	Y/E 31/03/2016 £
Tangible fixed assets	11,221	-	11,221
Cash at bank	137,515	109,208	246,723
Other net current liabilities	4,962	(94,804)	(89,842)
	153,698	14,404	168,102

10. LIMITED BY GUARANTEE

The charitable company is limited by guarantee. The guarantee is limited to £1 for each member.

11. RELATED PARTY TRANSACTIONS

Mrs V Tuke, the wife of the chair of trustees, Mr Simon Tuke, received £7,314 (2015: £7,769) in respect of bookkeeping services provided for the charity.

THE UPPER ROOM (ST SAVIOUR'S)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2016

NOTE 12 EXPENDITURE DETAIL									
	UR4Driving		UR4Meals		UR4Jobs		Fundraising		Total
	Other £	Big Lottery Fund £	£		Other £	City Bridge £	Big Lottery Fund £	£	
Direct attributable costs									Total 2015 £
Client training-lessons and test fees	39,041	13,299				453	2,101		54,894
Kitchen (food, health and safety)	313		2,011			5	5		2,334
Beneficiary awards			1,200			2	4,054		5,256
Wage costs - see note 4	57,984	20,756	58,129		10,528	1,862	35,319		184,578
Pension - see note 4	1,498		2,575		(52)				4,021
Volunteer expenses	9	1,994	2,803				1,532		6,338
Office costs	744		439		9				1,192
Motor expenses	4,686		2,091						6,777
Professional fees and consultancy	1,830		1,656						15,313
Donated food estimate			77,715				2,104	21,883	27,473
Grant monitoring	5,557		3,592		2,858				77,500
Staff training costs			843			250	350		12,007
Travel expenses	11		10				53		1,443
Direct rent, rates and refuse	9,751	3,866	749		442	85	495		74
Direct project sundry expense	30								15,388
	121,454	39,915	153,813		13,785	2,657	46,013		30
								21,883	399,520
									401,594
Support Costs									
Basis of Allocation									
Computer and internet expenses	175		583		408				1,166
Depreciation expense	1,058		1,058		1,058				3,175
Grant monitoring									6,326
Catering	93		93		93			31	1,663
Miscellaneous expense	513		513		513				1,669
Office administration	271		271		271				50
Payroll	7,317		7,317		7,317				1,252
Governance costs									814
Professional fees	575		575					2,160	28,951
Telephone	228		761		533				31,173
Small tools and equipment	80		267		187				2,280
Bank charges	125		416		291				2,160
Electricity, Gas and water	590		1,967		1,377				1,724
Repairs	173		575		403				1,522
Rent, rates and insurance	1,694		7,935		7,021	218			533
Staff training	115		115		115				286
Subscriptions, conference fees									831
Travel									920
Sundry									3,934
									1,150
									886
									16,868
									210
									394
									7
	13,006		22,444		20,161	218	7,000	1,705	66,726
									75,470
	134,460	39,915	176,257		33,946	2,875	53,013	23,588	466,246
									477,064