COMPANY NUMBER: 2402068 REGISTERED CHARITY NUMBER: 1006778

# UMBRELLA (A COMPANY LIMITED BY GUARANTEE) REPORT AND ACCOUNTS 31 MARCH 2008



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### **DIRECTORS AND TRUSTEES**

**Directors** 

Michael Walker Gordon Cropper

John Harwood **Nicole Francis** 

Jonathan Jewell Sree Kamınenı Mana Kane John Mensah Andrew Nye

Suzanne Shale Philip Tasch

Jill Holden

SERVICE USER REPRESENTATIVE

**SECRETARY** 

**COMPANY NUMBER** 

**CHARITY NUMBER** 

**REGISTERED OFFICE AND** 

**BUSINESS ADDRESS** 

**AUDITORS** 

**BANKERS** 

Appointed as Chair 20th March 2008

Vice Chair

Appointed as Treasurer 29<sup>th</sup> May 2008 Appointed as Trustee 7<sup>th</sup> June 2007

Resigned as Chair and Trustee 20th March 08

Resigned as Chair and Trustee 20 March 08
Resigned as Treasurer 25<sup>th</sup> July 2007
Resigned as Trustee 27<sup>th</sup> September 2007
Appointed as Trustee and Treasurer 25<sup>th</sup> July 2007
Resigned as Treasurer & Trustee 29<sup>th</sup> May 2008

Ayo Oyebade

Gareth Pountain

2402068

1006778

354 Goswell Road

Angel Islington London EC1V7LQ

Horwath Clark Whitehill

St Bnde's House 10 Salisbury Square,

London EC4Y 8EH

National Westminster Bank

166 Camden High Street

London **NW1 0NS** 

The Directors, who are also the Trustees, have pleasure in presenting their report and the accounts for the year ended 31st March 2008

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2005)

### **REGISTERED CHARITY**

Umbrella is a company limited by guarantee, number 2402068 and also a charity registered with the Charity Commission under registration number 1006778

### **OBJECTS OF THE BUSINESS**

Umbrella is set up under its Memorandum and Articles of Association to 'provide housing and services for persons who are mentally ill or who have been ill and remain at risk of mental illness in the future' We have reviewed our Memorandum and Articles of Association during 2007 and received Charity Commission approval to widen the scope of our objects during 2008/9.

### **METHOD OF APPOINTMENT OF TRUSTEES**

Umbrella appoints trustees on the basis of the skills and experience they can bring to the custodianship and management of the business and its activities. All prospective trustees who are also directors of the company are recruited from a range of external sources. They are inducted into Umbrella before being considered and nominated by two directors and voted on at either an AGM or a board meeting in accordance with our Memorandum and Articles of Association. Each new trustee is then mentored by an existing trustee, provided with full induction information and relevant training is made available. During the year Nicole Francis joined the Board as a trustee. Our long serving Treasurer Philip Tasch stepped down to be replaced by Jill Holden who joined as a trustee. She resigned in May 2008 and was replaced by John Harwood a former Treasurer and Chair of Umbrella. At the year end our Chair Suzanne Shale resigned for personal reasons to be replaced Mike Walker. Gordon Cropper remained as Vice Chair and Gareth Pountain as Company Secretary

### **SUMMARY OF ACTIVITIES DURING 2007/8**

During 2007/8 Umbrella operated the following services over five boroughs under contracts with PCT's, Social Services Departments and Supporting People Programmes nursing and residential care, supported housing, community services, crisis support, specialist home care, skills development and supported employment services. We retained all contracts. We have continued to actively invest in fundraising to add value to our service delivery and in order to directly benefit our clients.

### **Corporate Developments and Quality Improvement**

We focused the Excellence Process to develop our service user involvement, to improve our cost effectiveness and to enhance our supply systems

We have significantly enhanced our corporate risk assessment and management by improving our register and monitoring systems to focus on key risks

We improved our promotional materials to incorporate key outcomes across all of our services

### **Key Outputs and Outcomes**

Over the year we have delivered services to and supported 973 clients with mental health needs across 5 boroughs. This has included 434 clients in our crisis support service, 83 in our care services, and 66 in our supported housing services. Our main outcomes and outputs are as follows.

- 100% retention or renegotiation of service contracts
- In our accommodation based and care services we have moved on to more independent living 23% of our clients
- In our floating support services and Support Time & Recovery services we have supported 324 clients and achieved a positive turnover involving planned withdrawal of support of 15%.
- We have assisted 168 clients into work, skills training, further education or volunteering across both our skills development service, job brokerage and across our other services.
- We employed 115 permanent staff plus 25 contracted locum staff, provided 61 in house training courses and 4 NVQ Courses
- 8 staff achieved NVQ's via our NVQ Assessment Centre bringing the proportion of our staff with relevant qualifications to 82%
- Staff turnover remained low at 15% as compared with 25% for the care/ support sector

### **Meeting Our Objectives**

Relative to our objectives in 2007/8 we have progressed in the following areas

- We have developed service user involvement by committing to a strategy with specific outcomes including, use of both representatives and experts to improve services, introducing paid work placement opportunities, involving service users in training and recruitment, and paying users for their work
- We have reviewed and invested in our marketing and communications by improving our promotional materials and web site and ensuring our services are more proactive in promoting their services. Initiatives included a 10 year celebration of our services in Barnet held at Barnet Town Hall, an official launch of our Community Support Service in Lambeth at Lambeth Town Hall, and our 10<sup>th</sup> Fun Run on Hampstead Heath raising over £5,000 in the process to directly benefit our clients.
- We expanded our NVQ Centre to offer NVQ training to staff from St Mungo's and LB Camden. 12 staff achieved NVQ level 3 in Care bringing the proportion of our front line staff with NVQ's to 82%
- We supported 28 service users in recovery as volunteers within our and other organisation's services

### **Community Services**

- We achieved two new contracts to provide community support/ step down from care services for over 100 people in Lambeth and in Barnet
- We have retained and refocused our social firm, the Small Works Service, to ensure financial stability coupled with its gradual development
- We entered into partnership with the Camden Society to provide job brokerage to vulnerable people across Camden

### **High Support Services**

- In partnership with Camden PCT and CSCI we achieved the deregistration of our longest established care home, Hurdwick Place, to provide high support housing whilst retaining 7 of the existing client group of 9
- We also deregistered our short stay Crisis Support Service in collaboration with LB Islington and CSCI
- We added a further bed space at Camden Park House bringing this to 11 beds and enhanced staffing to cope with more challenging clients
- Whilst we were unsuccessful in tenders aimed at developing our specialist dementia and mental health home care service we have retained current contracts and overall volume of service this despite continuing cost pressures

Further details of our services can be found on our web site www umbrella org uk

### Our Objectives for 2008/9

Within our services as a whole we are planning for service retention in the face of either contract renegotiation or competitive retendening, continuing redevelopment of some services and expansion in specific areas

- The provision of registered care in Camden may well remain subject to review by commissioners. We will consider adding of bedspaces by investing in our buildings and conducting discussions re flexibilities including further deregistration.
- Our Islington crisis service will be respecified to allow for anticipated funding withdrawals by Camden We will continue to work with Islington and possibly other boroughs to give the benefit of our 10 plus years operating crisis services
- We anticipate both some retendening of our STR/ Community Inclusion Services coupled with further expansion into other boroughs
- The development of our Barnet complex needs services will be promoted to neighbouring boroughs
- We will consider investment in high support housing to maintain our long track record providing support and accommodation for people with severe and enduring mental health needs and for clients with dual diagnoses and complex needs
- We will review the future of our specialist home care service for clients with dementia in light of commissioning intentions
- The evaluation and promotion of our unique skills development services for people with personality disorders will continue in order to secure their longer term future across Camden and Islington
- We will continue to seek out partnerships with other providers both RSLs and other support agencies where it is in our service users and our strategic interests

#### FINANCIAL PERFORMANCE

In 2007/8 we recorded a net operating surplus on unrestricted funds of £206,159 (2007 £5,213) The overall surplus, including restricted funds, was £218,728 (2007 £19,780) We have added £224,095 to our general reserve, the level of which remains within the target set by our reserves policy (see below) Overall our reserves, including both designated funds and restricted funds, stand at £1.3 million. Our central management charge was held at just above 11% of income

### **RISK ANALYSIS**

Our annual risk analysis was carried out with our trustees and the senior management team between February and March 2008. We confirmed that all identified risks were being addressed with no access required to reserves in the year or at the year end. We simplified and revised our 2008/9 register and review process to focus only on key corporate risks, to improve our impact measurement and to ensure effective monitoring by trustees and senior managers. We conducted two dry runs under our emergency response procedures, responding to a "client death" and a "building evacuation". We were forced to also do a successful real life evacuation for 24 hours at one of our services due to flooding. Our health & safety policy and procedures have been readdressed and monitoring enhanced by allocating specific trustee and delegated senior management responsibilities coupled with improved reporting and monitoring procedures.

#### **RESERVES POLICY**

Umbrella operates a Reserves Policy that seeks to maintain its free (or general) reserves at a level of not less than one month's and not more than three month's operating costs. Currently our free reserves stand at £1,066,863, which is towards the upper level of our specified range. The level of reserves is monitored regularly by the Finance Sub-Committee and the Board.

### **UMBRELLA**

### TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2008

### **DIRECTORS AND OTHER INTERESTS**

The company is limited by guarantee No directors have any material pecuniary interest in the Company. The directors who served during the year are as stated on page 2.

### STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare accounts for each financial year which give a true and fair view of the company's state of affairs at the end of the year and of its surplus or deficit for the financial year. In preparing those accounts the directors are required to

- · select suitable accounting policies and then apply them consistently,
- · make judgements and estimates that are reasonable and prudent,
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts,
- prepare the accounts on the going concern basis unless it is inappropriate to assume that the company will continue in business

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and for their proper application in accordance with company law and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

So far as each of the directors are aware, there is no relevant audit information of which the company's auditors are unaware. The directors have each taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information

### **AUDITORS**

In accordance with Section 385 of the Companies Act 1985, a resolution proposing the reappointment of Horwath Clark Whitehill LLP as auditors to the charitable company will be put to the Annual General Meeting on 25th September 2008

By order of the Board on 31 July 2008 And signed on their behalf by

Michael Walker Chair

Michael Well. 1

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### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UMBRELLA

We have audited the financial statements of Umbrella for the year ended 31 March 2008 set out on pages 9 to 16. These financial statements have been prepared in accordance with the accounting policies set out therein

This report is made solely to the charitable company's members, as a body, in accordance with Section 235 of the Companies Act 1985. 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 auditor's 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 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

The trustees' (who are also the directors of Umbrella for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland)

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if in our opinion the information given in the Trustees' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit or if information specified by law regarding trustees' remuneration and other transactions with the charity is not disclosed

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it. Our responsibilities do not extend to other information

### Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UMBRELLA

### **Opinion**

### In our opinion

- The financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charitable company as at 31 March 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,
- The financial statements have been prepared in accordance with the Companies Act 1985, and
- The information given in the Trustees' Report is consistent with the financial statements

Horwath Clark Whitehill LLP

Chartered Accountants and Registered Auditors

Horwood Old believe ws

Date (3/8/

St Bride's House 10 Salisbury Square London EC4Y 8EH

### UMBRELLA

# STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2008

	Notes	General Funds £	Restricted Funds £	Total 2008 £	Total 2007 £
Incoming Resources from		-			
generated funds					
Donations	3		62,274	62,274	102,840
Bank deposit interest	• _	79,193	-	79,193	48,174
Incoming resources from charitab	<u>ie</u>				
activities High Support					
Residents' charges		834,228	_	834,228	814,802
Grants and contracts	1e) &	1,394,716	-	1,394,716	1,386,724
Community Services	_				
Residents' charges		399,243	-	399,243	444,157
Grants and contracts	1e) & 2	1,556,085	178,327	1,734,412	1,454,309
Spot charges	_	194,042	-	194,042	192,506
Other incoming resources		46,571		46,571	1,374
Total Incoming Resources		4,504,078	240,601	4,744,679	4,444,886
Resources Expended					
Cost of generating funds Costs of generating voluntary		9,826	-	9,826	27,226
income					
Charitable activities High Support		2,152,986	8,327	2,161,313	2,237,204
Community Services		2,152,960	219,705	2,161,313	2,237,20 <del>4</del> 2,137,451
Governance		54,333	213,703	54,333	23,225
<u></u>					
Total Resources Expended	6	4,297,919	228,032	4,525,951	4,425,106
Net Incoming Resources		206,159	12,569	218,728	19,780
Fund balances brought forward					
at 1 April 2007		979,117	118,306	1,097,423	1,077,643
Fund balances carried forward At 31 March 2008		1,185,276	130,875	1,316,151	1,097,423

The Statement of Financial Activities includes all gains and losses recognised in the current and preceding year

The notes on pages 11 to 16 form part of these accounts

# UMBRELLA BALANCE SHEET 31 MARCH 2008

	Notes	£	2008 £	2007 £
CURRENT ASSETS Debtors Cash at bank and in hand	7	272,407 1,425,575		205,287 1,430,181
		1,697,982		1,635,468
CREDITORS: amounts falling due Within one year	8	381,831		538,045
NET CURRENT ASSETS			1,316,151	1,097,423
NET ASSETS			1,316,151	1,097,423
RESERVES Unrestricted funds				
General Designated	11	1,066,863 118,413		842,768 136,349
			1,185,276	979,117
Restricted funds	12		130,875	118,306
			1,316,151	1,097,423

Approved by the Board of Trustees on 31 July and and signed on its behalf by

Chair

Hichard Walk

Treasurer

The notes on pages 11 to 16 form part of these accounts.

### 1. ACCOUNTING POLICIES

### a) Basis of Accounting

The accounts are prepared under the historical cost convention and in accordance with applicable accounting standards and with the Statement of Recommended Practice (SORP) issued in 2005, Accounting and Reporting by Charities and in accordance with the charities governing documents

### b) Tangible Assets

Material tangible assets are capitalised and depreciated over their estimated useful lives. For this purpose, individual items costing in excess of £5,000 are treated as capital expenditure.

The Charity currently holds no capital assets

### c) Pension Costs

The cost of providing pensions for employees is charged to the Statement of Financial Activities in the year in which the contributions are payable. Pension costs represent the amount of contributions paid to either Umbrella's Grouped Personal Scheme or an individuals' own scheme. These are defined contribution schemes.

### d) Income

All income is accounted for on an accruals basis with the exception of donations which are accounted for as received

### e) Grants/Contract Income Receivable

Grants/contract income receivable are credited to the Statement of Financial Activities in the year for which they are received. Deferred income represents amounts received for future periods and is released to incoming resources in the period for which it has been received.

### f) Expenditure

Charitable expenditure comprises direct expenditure including direct staff costs attributable to the activity. The amount of staff costs, allocated to the relevant charitable activity, is detailed in note 6, together with an explanation of the other costs attributable. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of the resources.

Cost of generating funds includes fund-raising and publicity costs incurred in seeking voluntary contributions for the Charity

Governance costs comprise are the costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity

Irrecoverable VAT is included with the item of expense to which it relates. All expenses are accounted for on an accruals basis

### 1. ACCOUNTING POLICIES (CONTINUED)

### g) Designated funds

The Trustees have assessed that the Charity's continuing development may require substantial future investment. A fund, designated the Business Development Reserve, has been set aside to formulate and implement strategic plans to develop the business. The Trustees review the balance on this fund annually

### h) Restricted funds

Donations and other income, which are received for specific purposes, are held separately as restricted funds

### i) Operating Leases

The rentals payable under operating leases are charged on a straight line basis over the lease term to the Statement of Financial Activities

2.	GRANTS/CONTRACT INCOME RECEIVABLE	2008	2007
		£	£
	Camden Primary Care Trust	597,084	597,084
	Supporting People Grants	1,216,556	1,099,001
	London Borough of Islington	708,412	699,316
	London Borough of Camden	207,900	249,834
	London Borough of Lambeth	220,849	9,652
	National Institute for Mental Health England	158,148	154,148
	LDA	20,179	-
	LBC Neighbourhood renewal Fund	-	26,998
	LBC Children, Schools & Families		5,000
		3,129,128	2,841,033
	Total grants/contract income received or receivable in the year	3,108,144	2,842,491
	Grants/contract income released in the year	20,984	19,526
	Grants/contract income deferred in the year	<u> </u>	(20,984)
		3,129,128	2,841,033

### 3 DONATIONS

During the period covered by these acc	ounts a total of £62,274 (2007)	£102,840) was
fundraised from non-statutory sources	The main contributors were	

	£
Cripplegate Foundation	10,000
Richard Cloudesley	1,000
General Social Care Council/Open University	7,300
Kings College	1,500
Hampstead Wells & Campden	1,000
Volunteering England	26,566
New Directions Camden	2,500
Others (amounts less than £1,000)	12,408
	62,274

Umbrella also benefited from the generosity of other groups and individuals who have supported the organisation over the years

4.	STAFF COSTS		2008 £	2006 £
	Wages and salaries Social security costs Pension costs Emergency cover		2,934,476 289,256 147,283 29,058	2,806,716 278,927 141,374 90,851
			3,400,073	3,317,868
	The average number of er	mployees for the year was as follows	No.	No
	Housing and care staff	- full-time - part-time	85 16	93 13
	Administration staff	- full-time - part-time	6 4	10 3
	The number of employee follows	s whose emoluments amounted to over	£60,000 in the	year were as

### 5. TAXATION

£60,001 to £70,000

The company is not liable to corporation tax as it is a registered charity without any trading activities

6.	TOTAL	RESOURCES	EXPENDED
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	Staff Costs £	Other Costs £	Total 2008 £	Total 2007 £
Cost of generating voluntary income Charitable Activities	5,450	4,376	9,826	27,226
High Support	1,734,815	426,498	2,161,313	2,237,204
Community Services	1,650,202	650,277	2,300,479	2,137,451
Governance	9,606	44,727	54,333	23,225
	3,400,073	1,125,878	4,525,951	4,425,106
			2008 £	2007 £
Auditors' remuneration			11,282	8,930

### **Other Costs**

Other Charitable Activities costs consist of the direct costs of managing residential and other care projects, and related central management and other overheads

Other Governance costs consist of audit fees, trustees' expenses, an allocation of the Professional Indemnity Insurance premium relating to trustees, and other sundry costs relating to corporate registration and quality control

The trustees received no remuneration during either the current or preceding financial years Expenses relating to travel and subsistence of £3,115 (2007 £2,140) were paid on behalf of 11 (2007 10) trustees during the year

7.	DEBTORS	2008	2007
•		£	£
	Resident debtors	48,990	76,807
	Other debtors	85,183	64,161
	Grants receivable	44,630	31,067
	Prepayments	93,604	33,252
		272,407	205,287
8.	CREDITORS		
	Trade creditors	14,009	14,187
	Other taxation and social security	-	75,791
	Sundry creditors and accruals	314,899	346,027
	Resident creditors	52,923	81,055
	Deferred grant income		20,985
		381,831	538,045

### 9 SHARE CAPITAL

The company does not have any share capital and is limited by guarantee

The liability of the 10 members is limited to £1 00 each

### 10. COMMITMENTS

11

At 31 March 2008 the charity had commitments for the following year under operating leases as set out below

	2008 £	2007 £
Leased premises which expire Within one year In the second to fifth years inclusive	21,552 61,000	- 90,311
Other operating leases which expire Within one year In the second to fifth years inclusive	- 4,451	- 6,275
in the second to man years inclusive		
	<u>87,003</u>	96,586
DESIGNATED FUNDS		
	Business Development	
	Reserve	Total
Balance at 1 April 2007	£ 136,349	£ 136,349
Transfer to general funds	17,936	17,936
Balance at 31 March 2008	118,413	118,413

The Business Development Reserve has been set aside to cover costs of formulating and implementing strategic plans to develop the business. Costs of £17,936 were incurred during 2007/8 in connection with potential business developments and have been charged to this Reserve. The Trustees envisage that further currently unspecified expenditure is likely to be incurred during 2008/9.

### 12. RESTRICTED FUNDS

	Residents Welfare £	Staff Training £	Volunteer Funding £	Education & Vocational Support £	Total £
Balance at 1 April 2007	10,257	2,585	3,440	102,024	118,306
Incoming Resources	17,408	7,300	27,566	188,327	240,601
Resources Expended	(10,356)	(6,298)	(26,566)	(184,812)	(228,032)
Balance at 31 March 2008	17,309	3,587	4,440	105,539	130,875

Education & Vocational Support funding covers Umbrella's Skills Development Services, which includes training for people with personality disorder and a young persons early intervention service

### 13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

DESTRICTED FUNDS	Net Current Assets £	Total £
RESTRICTED FUNDS Fundraised income and donations	130,875	130,875
UNRESTRICTED FUNDS		
General	1,066,863 118, <b>4</b> 13	1,066,863 118,413
Designated	110,413	110,413
	1,316,151	1,316,151