

Charity Registration No. 1004354

Company Registration No. 02567517 (England and Wales)

**THE UPPER ROOM (ST SAVIOUR'S)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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# **THE UPPER ROOM (ST SAVIOUR'S)**

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# THE UPPER ROOM (ST SAVIOUR'S)

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	S Tuke (Chair)	
	P Mawdsley (Treasurer)	
	K Barbour	
	J Hillman	
	M Morgan (Vice-Chair)	
	P Mullings	
	R Shaw	
	B Stevenson	
	C Wood	(Appointed 28 September 2020)
	P Schick	(Appointed 28 September 2020)
	M Dudek	(Appointed 28 September 2020)
<b>Secretary</b>	P Mawdsley	
<b>Charity number</b>	1004354	
<b>Company number</b>	02567517	
<b>Registered office</b>	St Saviour Wendell Park Church Cobbold Road London W12 9LN	
<b>Independent examiner</b>	Katherine Dee FCA Begbies Chartered Accountants 9 Bonhill Street London EC2A 4DJ	

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# **THE UPPER ROOM (ST SAVIOUR'S)**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021**

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The trustees present their report and accounts for the year ended 31 March 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016).

### **Our Vision and Mission**

The Upper Room's vision is to support and improve the lives of vulnerable people in our community to make them more resilient and to help them make positive life choices. Our mission is to work with socially disadvantaged (or vulnerable) adults to:

- alleviate poverty
- provide personalised advice & support
- increase confidence & self-esteem
- enable people to be active members of the community
- improve physical & mental wellbeing
- improve employability
- reduce (the risk of) re-offending
- reduce the risk of homelessness

### **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 beneficiaries. It benefits people by improving their self-esteem and health, and enabling them to become economically independent.

Additionally, we are proud that our beneficiaries often help provide inspiration and hope for others.

### **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 to achieve successful outcomes for our clients.

### **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.

### **Structure, Governance and Management**

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

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 elected for three-year terms. Trustees retire in rotation at the end of their term, and can stand for re-election by the Members at the AGM, subject to a maximum term of office of nine years. A full induction training pack is provided for all trustees. All trustees undergo annual safeguarding training.

The Chief Executive is empowered to make operational decisions, with the chairman of trustees and the CEO meeting at least monthly. The charity's financial controls policy defines the level of authorisation required for expenditure with approvals, ranging from Chief Executive to full board approval. Strategic decisions are made at Board level. Specific board sub-committees provide oversight of particular areas of focus, such as Finance, Risk and Audit.

# THE UPPER ROOM (ST SAVIOUR'S)

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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Pay for all employees, including key management personnel is reviewed annually and decided at board level. The trustee responsible for HR conducts a benchmarking exercise for more senior positions by referencing pay surveys and pay levels in similar charitable organisations, and this is a key input to the board level salary review. We are a London Living wage employer, and pay the London Living Wage as defined by the Living Wage Foundation, to our more junior staff members.

### CHAIRMAN'S REPORT

When I wrote last year's report, we had already entered the first lockdown. I am sure we are all heartily fed up with reading the phrase "a year like no other", but it's hard to think of a more apt description.

The past 12 months have indeed been an exceptionally challenging one for The Upper Room – as they have for everyone.

Within six months of the excitement of the opening of the new mezzanine floor, we found ourselves in the world of lockdowns. During the Spring of 2020 we kept open for as long as we possibly could, serving takeaway meals outside to protect our staff, volunteers and clients.

The mild weather helped us in this regard, but eventually we were instructed in no uncertain terms by the authorities that we had to close. This we did with a heavy heart.

As the year progressed and restrictions eased, we were able to resume serving meals, again with takeaways only, using pre-booked slots. The third lockdown then prevented us from reopening in January. At the time of writing we have reopened the site on a very restricted basis, with some UR4Driving clients able to attend in person, and meals continuing to be served on a takeaway basis.

Our other projects have been able to operate to a greater or lesser extent during the year. UR4Driving has continued with theory test training and has been extremely inventive in providing online workshops; however, the cancellation of practical tests has caused a significant backlog.

UR4Jobs was also able to operate a remote service, supplemented by the recruitment of our new case worker.

Probably our busiest offering has been UR4Counselling, which we have expanded in response to a significant increase in demand. This is not surprising given the mental health pressures that the pandemic has caused.

It has been a delicate balancing act between the strong desire felt by everyone to keep offering our services, and the imperative to protect all those connected with The Upper Room. We have a Risk & Audit Committee that draws on the specific skills and experience of individuals, meeting regularly to consider the issues involved, and to ensure that we are acting safely and responsibly.

We are as always extremely grateful to our landlords at St Saviour's for their support, and for the generous discounted rent that they charge us.

Throughout this experience our staff have been superb, adapting to ever-changing circumstances, and finding new ways of working. I know how frustrating it has been for them when they have been unable to provide the services for our clients to which they are so committed.

# **THE UPPER ROOM (ST SAVIOUR'S)**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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Likewise, our volunteers and Patrons have been very restricted in how much they were able to be involved this year, depriving us of their services, and depriving them of the opportunity to make a difference that they find so rewarding.

Finally, I would like to acknowledge our splendid Trustees, who have stepped up to support the staff, provide wise counsel, and ensure that whenever we take a decision, we have the good governance of the charity – and the best interests of everyone involved – in mind.

It seems inevitable that, whilst the immediate impact of the pandemic will hopefully ease over the coming year, the longer-term consequences are likely to be devastating for large swathes of society, and our services are going to be more crucial than ever.

Simon Tuke  
Chair of Trustees

### **OUR PROJECTS**

#### **UR4Meals**

##### **Outputs**

- Number of beneficiaries – 172 (89% male, 11% female)
- Number of sessions (takeaway only) – 128
- Number of takeaways – 2,006

Types of support provided during lockdown:

- Emotional support
- Interpreting/Translations over the phone with GPs, Councils, Find and Treat etc
- TfL lost property
- Universal Credit applications
- CSCS
- Job search
- Hospital appointments
- Consulate appointments
- Mobile top-ups
- Oyster card top-ups

##### **Referrals**

- StreetLink – 48
- PILC, WLEC EUSS Scheme etc for Settled Status applications
- Foodbank – 77
- Counselling
- UCLH NHS Foundation Trust
- Citizens Advice Bureau

It has been challenging to completely change the way we procure, cook and store food for takeaways to ensure we provide hot meals while respecting food safety (SFBB) rules (the right kind of food that can be reheated and stored in takeaway boxes, the right quantities etc). Making sure there is enough food, even for new guests who come without having previously booked, whilst avoiding wastage as much as possible, has been a challenge.

We have contacted all the organisations we know (day centres, night shelters, foodbanks, churches, some local sheltered housing groups for elderly etc) and we are still trying to find new ways to promote our Meals project, and make sure we reach as many people who need our services as possible.

We communicate as efficiently as possible with City Harvest about food deliveries, and we use ready meals when possible. There are always extra portions for unexpected guests, and food that can be reheated the

# **THE UPPER ROOM (ST SAVIOUR'S)**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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next day if needed. Food is being prepared in advance, cooled and reheated individually in takeaway boxes. We use compostable food containers and cutlery.

### **Volunteer Testimonial**

"After three years' volunteering at The Upper Room, I have to say it was one of the best decisions I've made, as I've gained so much by helping people with different needs; it transformed my life, because it's not just about serving food, it's about understanding each person as a different individual, with different attention needs. It also had an enormous impact on my social development, confidence, capacity to exercise my empathy and apply it more efficiently to my skills as a psychotherapy student today."

### **Case study**

When Peter found out his wife had cancer he did everything in his power to try and save her, but she died leaving him not only broken-hearted but also completely broke. He sold their house to pay for extra care and treatment, and was left with nothing but debts, depression and lots of health issues.

He thought coming to London might be a new beginning. When Peter found TUR he was really struggling, but determined to move on. He received advice, and help with a National Insurance number, CSCS, finding a job and daily food. He obtained a job and was doing well.

"No-one ever helped me or did anything for me for free, so I couldn't believe there were places like The Upper Room and people like you!"

Unfortunately, when Covid-19 started, he lost his job and he found himself homeless again. Someone he knew let him sleep in a car for a while. But at his age, with multiple health issues (he was waiting for a letter from the hospital to be scheduled for a stomach operation sometimes in April) and no money, he was an easy target for the cruel virus.

With the help of StreetLink we managed to get him into accommodation. We also referred him for FoodBank deliveries, and bought him some basic cooking stuff (pot, frying pan, ladle etc).

In August he underwent urgent heart surgery, for which he was in hospital for over three weeks. In the meantime, StreetLink found new accommodation for him in Hayes.

Despite numerous challenges along the way, Peter is very grateful for all the support he's received from all the agencies involved. He is also happy to be somewhere safe now and is hoping life will get back to normal soon. He is hoping he might be able to see his two sons again one day. He doesn't want them to know their father 'got so low'.

Cecilia Seres  
UR4Meals Project Manager

### **UR4Driving**

#### **Challenges**

The pandemic has unsurprisingly caused serious disruption to the project, with the closure of test centres and driving lessons suspended.

We immediately adapted our services to support our beneficiaries remotely. At the beginning of the first lockdown we contacted all of our active clients (90) offering signposting to local support services, as well as our in-house counselling and job support services. Overall, we had individual contact with at least 180 clients in the period March to July, and sent regular mass texts to the active group offering support. We started delivering online theory workshops in July, which have proved very successful, and we have received very positive feedback. Beneficiaries appreciated the group camaraderie. We recorded attendances of 63 in July, and 86 in August. September saw a partial reopening and, as our training space was reduced to just three attendees, we continued to offer online workshops/support. The recorded attendances for in-house and online were 77 in September, 82 in October and 33 in November (all online).

# THE UPPER ROOM (ST SAVIOUR'S)

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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We have also offered to send theory books directly to clients (3), offered to buy a phone app (4) and purchased Highway Code and traffic signs books (20 of each purchased). This was a huge challenge for some, as they didn't have enough mobile data, or access to a quiet space to study.

Our waiting list has grown. To progress these applications, if they appear to pass all the clearance checks, we suggest they find and complete their volunteering in the meantime whilst they wait for a start date.

Participants have experienced additional stress and anxiety due to Covid procedures at the test centres, with masks, no access to waiting room or toilets etc. This is compounded by the fact that they know they will have to wait another 4-5 months before they can get a new test booked. We are therefore increasing the number of lessons they receive in the run-up to their test, to increase their levels of confidence.

### **Outputs** (test centres were only open five months of the year)

- 663 theory test workshops (online and in-house), attended by 68 beneficiaries
- Theory tests taken: 24, with 12 passes (7 were first time)
- Driving Lessons: 420 hours
- Practical tests taken: 11, with 2 passes
- Number in theory (as of 31st March 2021) is 32
- Number in practical lessons (as of 31st March 2021) is 24

We have referred four people internally to UR4Jobs, nine people to UR4Counselling, and most of our visitors also receive food. We referred a client for a free CSCS course, courtesy of LBHF WorkZone, in March.

### **Feedback**

"I am so happy!...programme has increased my job prospects. My company is based in Hertfordshire and I will be able to work anywhere...I will have so many more opportunities."

He has gained respect and strengthened relationships with his family. He will be able to support his mum, who has become increasingly unstable, and is due to have operations. (PB passed his practical test in December 2020.)

"[It's made] a massive difference, a milestone reached. I have driven before and failed the test, doing this now is a breakthrough, I am halfway there! I am more confident and ready for it now, a lot of things [from theory] have really stuck in my head. The programme has made a very positive impact – it's the only achievement I have since coming out and in spite of covid, I have achieved something this year.' (CK passed his theory test in June 2020)

### **Referrals**

We finalised a Memorandum of Understanding with London CRC – part of the Probation service (NPS). This is not a financial agreement but confirms a working arrangement with them. There is a major restructure of the NPS happening in June, which brings CRC back under their management. The MOU confirms that we have a referral and reporting structure in place.

Following our successful tie-in with North Paddington Youth Club, supporting young people at risk, we have looked for other connections, and have had a very promising meeting with LBHF Gangs unit. There is a suggestion that there could be individual funds available.

### **Looking ahead**

There is a huge backlog of tests, both for theory and practical, causing many reschedules and delays. We have 18 people with rescheduled theory tests, and 17 with practical tests over the summer months. Hopefully, as lockdown eases the test centres will be able to add additional appointments, and we can bring forward some of these dates.

Following the franchise work started in 2019, last summer we received our report from Roehampton students suggesting our offer was strong. We have followed this with some further work around the Theory of Change, sequencing our clients' journey and focussing on the points where people tend to drop out. Our client group is vulnerable for all sorts of different reasons, and it will be difficult to pin people down to a single reason why they may not engage, however we have identified that there needs to be better filtering at application to ensure clients are ready to engage. We have redesigned the application and risk assessment forms to collect



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### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**

#### **FOR THE YEAR ENDED 31 MARCH 2021**

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more thorough information. We also identified that the induction process needed more structure, allowing clients to reflect on what may need to change, and how this could happen. There will be supported time to find volunteering from the outset, to enable better engagement and commitment. We have noted that there is more commitment and success from clients who have support (the Youth group have a strong team leader who follows up) and those living in supported substance rehab houses (eg: Kairos) where there is also a house manager/keyworker system in place. We are looking again at introducing mentoring in the coming year, and will manage in the meantime with regular one-to-ones, to maintain accountability.

We are looking to create a franchising toolkit that we can sell to other organisations to maximise the benefit of UR4Driving nationally.

#### **Testimonial**

"When I joined UR4Driving I had a criminal history and a drug history and spent time in custody. There was a lack of stability in my life, and I found it difficult to commit to anything. I always felt I had potential, but those offending barriers were stacked against me, and my family were not very supportive. I was pregnant and going to probation when I saw the advert for UR4Driving. I was referred to join, but we decided I should have my baby first, so it was about a year before I was able to start. By this time I was determined to make some better life choices, and was working with some helpful and supportive people, but I had a new baby and still had court cases and it was very difficult. Driving to me was a big deal, I knew I could drive. I first started learning about 20 years ago, and it was a really significant thing that I wanted to achieve. Going through the programme at that time gave me hope and kept me sane, I knew it would have a positive outcome. It was a social and friendly environment, and my self-esteem and confidence were growing.

"I passed my Test in January 2020, unfortunately I have not yet been able to drive since. I started saving for a car, but then Coronavirus meant that work since has been unstable. I was doing some temping work before, but this has since stopped, and I have just had a few small cleaning jobs, and am looking to establish something more.

"I will soon have had my licence for a year, which means driving jobs may be available. I feel hopeful for the future – I have aspirations and don't feel as affected by my history. Family relationships have improved as well.

"UR4Driving is such a positive programme, such a massive achievement for me, and I wouldn't have been able to have done any of it without UR4Driving. It has helped change me as a person and given me so much more confidence. It is so much more than just a driving licence."

Elaine Reeve  
UR4Driving Project Manager

#### **UR4Jobs**

The aim of UR4Jobs is primarily to support its beneficiaries in finding or getting back into employment. Most of our beneficiaries are still from Eastern Europe, with 71% men and 29% women.

#### **Outputs**

- 62 unique individuals received support
- 41 general advice sessions
- 10 benefits support sessions
- 23 CV updates
- 46 job searches
- 9 applied for online jobs
- 8 were placed into work
- 9 sessions for CSCS or training
- 6 sessions to support renewal of CSCS cards

Referrals are received primarily from The Passage Day Centre, Barons Court Project, LBH&F, Glass Door, St Mungo's and St Martin in the Fields.

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## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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Traditionally the clients referred to us are looking for work, and need help with getting a National Insurance Number, CV, job search, CSCS practice and general advice about living and working in the UK. They are also referred because they may need help with filling in various forms on account of their poor English, as well as arranging interviews for applying for settled status and obtaining a National Insurance number. The Upper Room is able to act as a postal address to receive important documentation from HMRC etc for those who are either homeless or in temporary accommodation.

The pandemic has closed down many of the industries that we traditionally signpost people to. It also closed The Upper Room down for several months. We were supporting people via the telephone or on Zoom. Consequently, the numbers supported are considerably lower than in previous years, but we have done everything possible to ensure that anyone who needed support from UR4Jobs was assisted. Currently we are working closely with the Local Authority's economy department to ensure that we are aware of new businesses available to which we can signpost people.

When we were able to open, we assisted one beneficiary to get his CSCS construction training certificate, meaning he was able to access work in construction. He spent in excess of 40 hours at The Upper Room doing his online training, and receiving support from TUR staff.

We had to stop our ESOL classes, and are hoping to resume them when we are able to open the building fully.

We have given out clothes to people who needed them for work. We have also provided some people with Oyster Cards or mobile top-ups to enable them to attend job interviews or during their first week of work before their first pay cheque, with thanks to London Catalyst Samaritan Fund.

### Testimonial

"I have been in contact with The Upper Room for about ten years since someone gave me a flyer about them. Before lockdown, I was working but not in a permanent job. After lockdown, my agency said they no longer had any work for me.

"I had no money to pay for food or my room. Thanks to The Upper Room, I now have food. They also helped me to get Universal Credit, which is important for me to keep my room and not become homeless.

"Universal Credit sent me to the Job Centre, and they sent me on a course to help me get a new job. This is a like a chain of good fortune. After the course, I will have a full-time job working as a maintenance area worker. Thanks to The Upper Room, I am starting a new chapter in my life."

### UR4Counselling

The total number of clients supported was 66, across 395 sessions. This includes 99 volunteer hours from our Volunteer Psychotherapist. Men 44%, Women 56%. Age groups: 18-30 (5%), 30-55 (75%), 55+ (20%).

The most prevalent problems people were affected by during the pandemic were as follows:

- Low mood and depression – 85%
- Anxiety or panic attacks – 75%
- Anger management – 50%
- Feeling lonely and isolated – 40%
- Bereavement – 40%
- Lack of positive coping strategies, how to deal with stress – 40%
- Victims of domestic violence – 40%
- Financial difficulties – 40%
- Parenting difficulties – 40%
- Worried about losing home due to financial insecurity – 30%
- Alcohol addiction issues – 30%
- Currently homeless – 25%
- Difficulties finding job – 20%

100% of clients were affected by more than one of the conditions above.

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# THE UPPER ROOM (ST SAVIOUR'S)

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### Referrals

- One person to UR4Jobs, two people to CAB service.
- A number to the mental health community team and NHS complex support (crisis team).
- There were a few safeguarding issues, and the clients were referred to the adult social care services at their local Council.

We received referrals from: personal recommendations, GP Surgeries, Glass Door, East European Resource Centre, Barons Court Project, St Mungo's, as well as our UR4Driving project.

We received a higher number of referrals than before from agencies supporting clients who were homeless or vulnerably housed, as well as modern slavery victims, during the first lockdown.

There were challenges for Polish-speaking clients who do not speak English in trying to engage with NHS support. Consultations were over the phone, and there was an interpreter on another line. Clients found this difficult, and sometimes disengaged and decided to wait for the services to reopen.

### Testimonials

"The therapy led by Ms. Alina helped me understand some of the behaviours and syndromes of people whose family was dysfunctional.

"Ms. Alina has always served good suggestions and gave tips on how to deal with, for example, being nervous or releasing a problem. Therapy gave me the opportunity to throw out what hurt me the most and talk about how I could deal with it.

"Therapy influenced the fact that I calmed down internally and began to control more of my negative behaviour, e.g. screaming.

"During therapy, I managed to get a job and recently received the news that they offer me a permanent contract. I think that such therapy is very necessary because family and friends are not always ready to listen to our problems and sometimes not objective. Ms. Alina is a recommendable person, always ready to help, professional, concrete, you can freely talk to her about any topic."

### Opportunities for growth and development

TUR will continue to offer mild to moderate support. Future counselling services for The Upper Room need to consider the complexities of cases following the pandemic.

The Upper Room could consider employing another experienced counsellor who specialises in domestic violence issues, self-harm and suicidal thoughts, to support clients with more severe need, or we will need to reject some of the referrals. It's important to note that a lot of primary mental health services (such as IAPT) do not accept clients with self-harming activities or suicidal thoughts, therefore the NHS is currently overwhelmed by these issues.

Another idea is to run a couple of support groups – for example for domestic violence victims, and a suicide prevention group specifically for men.

In the Autumn the counsellor is starting a two-year course, accredited by NCS National Counselling Society, to improve her counselling skills and learn different modalities (humanistic and psycho-dynamic). During the year she completed seven CPD counselling courses/workshops.

We are very grateful to our volunteer psychodynamic psychotherapist who provides up to two hours' counselling per week. She has been volunteering for The Upper Room for almost two years. She is also peer supervisor to the Counsellor, providing one hour of supervision every two months.

Alina Babik-Richens  
Counsellor

# THE UPPER ROOM (ST SAVIOUR'S)

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### HARVEST APPEAL

With all the difficulties we faced in 2020, we had no idea what kind of response there would be to our annual Harvest appeal. For obvious reasons, primary schools and churches were not operating in the usual way, and we suspected that it might prove impossible for many of them to collect and organise food donations on any scale. In the end, we need not have worried: while the number of donor institutions was down to 34 (14 churches and 20 schools) from 46 in 2019, many of the donations were even bigger than previously. People had also adapted to the new requirements, and there were many useful gifts of hand sanitiser, wipes and face masks, along with the usual range of foods and cleaning materials.

### KEEN TO BE GREEN

The world's attention has never been so focussed on taking responsibility for the environment as in recent years. Every part of society, whether government, business, charities or individuals, should be encouraged to think about environmental sustainability, to operate in more environmentally friendly ways, to help sustain the quality of life we expect not only today, but for generations to come.

The Upper Room has strong principles and values related to environmental sustainability, and our aim is to become as green as we can possibly be. We have been putting the 3R principles – Reduce, Re-use, Recycle – into practice. We are also looking at:

- Raising awareness: run sustainability workshops, provide online guidance, resources and examples of sustainability in practice (through our website, FB page etc)
- Switching to a renewable/green energy supplier
- Installing bicycle infrastructure and encouraging local staff and volunteers to cycle or walk; finding refurbished bicycles to be donated to our guests
- Using a commercial-size compost bin in our kitchen

### EVENTS AND FUNDRAISING

The Friends Sub-Committee's purpose is to increase support locally, and to raise money. The number of regular donors has greatly increased; we now have 134 signed-up Friends, which provides a regular income of around £12,000 per annum. The pandemic put a stop to all fundraising events in 2020, but I am pleased to report that our Friends maintained their financial support, and we increased the membership by another 24 in that year.

We also re-vamped the Committee, and it is now named the Events and Fundraising Committee. The aim is to widen the remit to take overall responsibility for our fundraising and communication strategies. Julian Hillman stepped down as Chair to spend time focusing on his wide interests and, I am pleased to say, is still an active member of the Committee. My heartfelt thanks go to him for chairing it for so many years.

Whilst we were unable to host any face-to-face fundraising events, many people found imaginative ways to help raise vital funds for us. The 8th Lambeth Scout Group completed a 26.2 mile Virtual "Scouting" London Marathon in October and raised an amazing £2,129. We also held a Walk A Mile challenge, organised by a local volunteer, which raised £465.

We had to postpone our very popular Open Gardens, but Emma Benton collected photos from all those who would have participated to create a fabulous calendar. Autumn Carpenter of Horton & Garton kindly did the final design and, with sponsorship from Horton & Garton, we were able to make a profit of £4,182. Thank you, Emma and Bridget, and to everyone else who was involved.

Hamish Pringle of Artists at Home was the inspiration behind their first Christmas online art auction, with the artists generously donating 20-100% of their profits to The Upper Room. It raised a magnificent £6,870. With sincere thanks to all the participating artists, and a special mention to Hamish, Kathryn Davey and Steph Curtis-Raleigh.

The pool of goodwill in the neighbourhood is significant. Many events have been stopped, but we are managing to run our lecture series online. We opened with Clare Balding, and are looking forward to an

# **THE UPPER ROOM (ST SAVIOUR'S)**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2021**

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exciting line-up. We invited one of the Friends to do a piece to camera at the first lecture, telling people why she was a Friend and asking people to join. There is a sense of pride reported in supporting a respected local charity like ours – we enjoy a high profile in our local community. We owe special thanks to Torin Douglas, who is hosting all the lectures this year. His professionalism and dedication to The Upper Room is invaluable.

Our current Friends Sub-Committee members are four Trustees – Bridget Stevenson, Kenneth Barbour, Matthew Morgan and Julian Hillman – as well as our Chief Executive Nicky Flynn, who is now Chair, and Fiona Cook our Fundraiser. We were also pleased to welcome two more of our Trustees, Matthew Dudek and Phil Schick, onto the committee. They bring business and marketing expertise. I would particularly like to thank Bridget for her tremendous energy and the hours of work she puts in, and the ever-present Fiona, making sure the nuts and bolts of our activities and events are safely in place.

If you could facilitate a fundraising event, however modest, as part of your support for The Upper Room, please do get in touch.

Nicky Flynn  
Chair, Events and Fundraising Committee

#### **VOLUNTEERS**

Due to Covid-19 we have only been able to benefit from 17 volunteers' time and efforts during the year; of these just two have been able to be at Cobbold Road, not just to comply with the government regulations, but also to keep everyone as safe as possible. Nevertheless, this has resulted in an estimated 720 hours of donated time (compared with last year's 5,000 hours), for which we are all so, so grateful. A new strategy has been put in place so that, as it becomes easier to bring volunteers back into the day-to-day life of the charity, both the volunteers and The Upper Room get as much out of the experience and time given as possible.

#### **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 meets quarterly, and a risk register is in place which is regularly reviewed. This Committee assesses all risks and ensures compliance. Good governance is in place, and Policies are reviewed annually by the Board. These include Financial Controls, HR, Safeguarding, GDPR and a Volunteer Policy. Disclosure and Barring Service (DBS) checks are routinely applied for from the Board level on down, to ensure our organisation observes the necessary safeguards for users of our services. The Charity uses Peninsula to ensure effective management of recruitment and equal opportunities. We also have a health and safety policy, food hygiene policy, and risk assessments carried out on a regular basis. We have a zero-tolerance policy against abuse, for the security and well-being of our staff and volunteers.

#### **FINANCE REPORT**

The Upper Room has weathered the storm of the Coronavirus pandemic well during the 2020/2021 financial year, recording a small deficit for the year, whilst increasing its unrestricted funds and current assets.

The headline deficit of £6,103 for the year masks a number of offsetting exceptional items. Following the completion of a significant building project in October 2019, the charity's fixed asset value increased, as most of the costs of the building project were capitalised as a Leaseholder Improvement. As the charity has a short lease running until March 2022, this Leaseholder Improvement asset value is being depreciated over the remaining life of the lease. In this financial year, this results in a depreciation charge of £176,155. It should be noted that whilst our lease is due to expire in March 2022, it is the expectation of the charity that this will be renewed, and that we will continue to benefit from the improvements made to the property.

The Charity was very fortunate to receive a legacy of £100,000 from a local benefactor. Whilst this extremely generous legacy has not yet been received, it has been recognised as income in this financial year given the expectation of payment in the near future. The Trustees have decided to designate the legacy for the purpose of supporting plans to start an additional UR4Driving project in a separate London location.

If the exceptional items of the depreciation and the legacy were excluded from the income and expenditure, the charity would have recorded a net surplus of income over expenditure of £70,052 for the year. This surplus results from two main causes: the support available to the charity via the Government's Covid Job Retention

# **THE UPPER ROOM (ST SAVIOUR'S)**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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Scheme (furlough), and a reduction in expenditure in some areas due to the restrictions on charitable activity resulting from the pandemic.

The charity's income from grants fell from £453,153 in 2019/20 to £289,199 in 2020/21. However, a significant amount of the grant income recorded in 2019/20 was specifically provided to fund the building project, which is now complete. The non-building project-related grant income in 2019/20 was £314,202, and so whilst this year's grant income is lower, the drop is not as significant as the headline figures in the account suggests.

Income from donations reduced from £118,600 in 2019/20 to £89,945 in 2020/21. Whilst this reduction is disappointing, it should be noted that this year's figure is still considerably higher than the figure for 2018/19 of £71,684. A number of events where the charity would normally expect to receive significant donations, such as Green Days, part of the Bedford Park Festival, did not take place in 2020/21 due to pandemic restrictions.

Restrictions on the charity's activity during the year had a material impact on expenses in some areas, in particular the cost of driving lessons for the UR4Driving project, which reduced from £51,211 in 2019/20 to £13,587 in 2020/21. A number of staff were furloughed for part of the year under the Coronavirus Job Retention Scheme. The charity received a total of £29,766 in payments under the scheme.

I continue to be ever grateful for the work performed both by Veronica Tuke in managing the day-to-day finances of the charity, and by Fiona Cook in securing the funding we need to operate. Both play a crucial role in the success of The Upper Room, and supporting my role as Treasurer.

Paul Mawdsley  
Treasurer

### **RESERVES POLICY**

The total funds held by the charity at the year end stood at £568,669. Of this total, £180,762 is invested in the charity's fixed assets, including the new mezzanine floor, and £100,000 has been designated for the expansion of the UR4Driving project. A further £54,007 was held at the year end in the charity's restricted funds, having been donated for a specific purpose.

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. We include in this figure three months of staff costs, plus the statutory redundancy payments, as well as other contractual commitments that would fall due. On this basis, our target reserve level as at 31st March 2021 is £99,210. Our general, unrestricted reserve funds, i.e. those which have not been designated for a special purpose, stand at £233,900 as at 31st March 2021, so in excess of our target reserve level.

### **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.

## **THE UPPER ROOM (ST SAVIOUR'S)**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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

<b>Church Donations</b>	St Michael and All Angels, Bedford Park St Peter's Church, Hammersmith St Columba's Church, Pont Street All Hallows, North Greenford St James Hampton Hill St Hilda's, Ashford, Middlesex The Church of The Holy Innocents, Hammersmith
<b>Grants</b>	Alma Jean Henry Charitable Trust Anonymous Bite Size Pieces Charities Aid Foundation City Bridge Trust DCMS Desmond Harris Charitable Trust Groundwork UK Hammersmith United Charities HMRC Homeless Link London Institute for Public Relations John Lyon's Charity Localgiving Foundation London Borough of Hammersmith and Fulham London Catalyst Mercers' Charitable Foundation National Lottery Community Fund Polish Relief Society Porticus UK Pret Foundation Trust RES Group Schutz Engel Streets of London The Albert Hunt Trust The Daisy Trust The Dyers' Company Charitable Trust The February Foundation The Girdlers' Company Charitable Trust The Golden Bottle Trust The Goldsmiths' Company The Leslie Aldridge Trust The London Community Foundation The Noel Buxton Trust The Olive Tree Trust The Woodroffe Benton Foundation United in Hammersmith & Fulham
<b>School Donations</b>	St Paul's School, Hammersmith St John's School, Leatherhead, Surrey Latymer Prep, Hammersmith

## THE UPPER ROOM (ST SAVIOUR'S)

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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#### In-kind Donors

All Hallows Church, North Greenford  
All Saints Fulham  
Andrew Barton  
Belmont Primary School  
Emma Benton  
Brackenbury Primary School  
Carlisle Infant School  
Chiswick & Bedford Park School  
City Harvest  
City, University of London  
Cranfield Trust  
Torin Douglas  
Ealing Fields High School  
Eastside Primetimers  
Felix Project  
Monika Gorska  
Christine Gregory  
Hall Junior School  
H&F Foodbank  
Hampton Hill Junior School  
Hawkesdown House School  
Hill House School + St Columba's Church  
John Betts Primary School  
Latymer Prep  
Parsons Green Prep  
Permira  
Ravenscourt Baptist Church  
Deirdre Shaw  
St Augustine of Canterbury, Whitton  
St Barnabas & St Philip's CE Primary School  
St Catherine's School  
St Dunstan's Church, East Acton  
St George's Campden Hill  
St James Hampton Hill  
St John XXIII Catholic Primary School  
St John's Walham Green CE Primary School  
St John's Wood Church  
St Mary Abbot's CE Primary School  
St Michael & All Angels Church, Bedford Park  
St Michael and St George, White City  
St Nicholas CE Primary School  
St Paul's Church, Grove Park  
St Peter's Church, Hammersmith  
St Saviour Wendell Park Church  
St Stephen's Westbourne Park  
Strand-on-the-Green Infant & Nursery School  
The Collective  
The Foreign and Commonwealth Office  
The Queen Mother's Clothing Guild  
Twyford Church of England High School  
University of Roehampton  
Wendell Park Primary  
William Hogarth School



# THE UPPER ROOM (ST SAVIOUR'S)

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### Other Donors

Amazon Smile  
Artists at Home online auction  
Cow & Co  
Creative Writing Workshops London  
Easyfundraising.org.uk  
Finlay Brewer  
Foodinate  
Hartwood Lawn Tennis Club  
Horton & Garton  
In memory of Shirley McLaughlin  
Lodge of Reunion and Fellowship  
Nando's  
Paypal Giving Fund  
Petros Singers  
RVJ Cadbury Charitable Trust  
8th Lambeth Scout Group  
Small Tap Big Change  
Titan's golf  
Waitrose  
Weavers' Company Benevolent Fund  
Why I'm Dope Ltd

### Statement of trustees' responsibilities

The trustees, who are also the directors of The Upper Room (St Saviour's) for the purpose 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these 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 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 charity will continue in operation.

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

The trustees' report was approved by the Board of Trustees.



**S Tuke (Chair)**

Trustee

Dated: 30 June 2021

# THE UPPER ROOM (ST SAVIOUR'S)

## INDEPENDENT EXAMINER'S REPORT

### TO THE TRUSTEES OF THE UPPER ROOM (ST SAVIOUR'S)

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I report to the trustees on my examination of the financial statements of The Upper Room (St Saviour's) (the charity) for the year ended 31 March 2021.

#### **Responsibilities and basis of report**

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### **Independent examiner's statement**

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants of England and Wales, which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



Katherine Dee FCA

Dated: 21/4/21

# THE UPPER ROOM (ST SAVIOUR'S)

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

### Current financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
<u>Income and endowments from:</u>					
Donations and legacies	2	300,559	223,199	523,758	581,933
Charitable activities	3	-	16,661	16,661	-
Fundraising activities	4	18,230	-	18,230	19,055
Investments- bank interest		689	-	689	2,046
Other income	5	4,000	173	4,173	3,000
<b>Total income</b>		<b>323,478</b>	<b>240,033</b>	<b>563,511</b>	<b>606,034</b>
<u>Expenditure on:</u>					
Raising funds	6	39,109	-	39,109	42,233
Charitable activities	7	279,912	250,593	530,505	495,622
<b>Total resources expended</b>		<b>319,021</b>	<b>250,593</b>	<b>569,614</b>	<b>537,855</b>
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>4,457</b>	<b>(10,560)</b>	<b>(6,103)</b>	<b>68,179</b>
Fund balances at 1 April 2020		510,205	64,567	574,772	506,593
<b>Fund balances at 31 March 2021</b>		<b>514,662</b>	<b>54,007</b>	<b>568,669</b>	<b>574,772</b>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# THE UPPER ROOM (ST SAVIOUR'S)

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

Prior year: 2019-2020		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
<u>Income and endowments from:</u>				
Donations and legacies	2	103,705	478,228	581,933
Fundraising activities	4	18,831	224	19,055
Investments- bank interest		2,046	-	2,046
Other income	5	3,000	-	3,000
<b>Total income</b>		<u>127,582</u>	<u>478,452</u>	<u>606,034</u>
<u>Expenditure on:</u>				
Raising funds	6	<u>42,233</u>	<u>-</u>	<u>42,233</u>
Charitable activities	7	<u>204,093</u>	<u>291,529</u>	<u>495,622</u>
<b>Total resources expended</b>		<u>246,326</u>	<u>291,529</u>	<u>537,855</u>
<b>Net incoming/(outgoing) resources before transfers</b>		(118,744)	186,923	68,179
Gross transfers between funds		216,205	(216,205)	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<u>97,461</u>	<u>(29,282)</u>	<u>68,179</u>
Fund balances at 1 April 2019		<u>412,744</u>	<u>93,849</u>	<u>506,593</u>
<b>Fund balances at 31 March 2020</b>		<u><u>510,205</u></u>	<u><u>64,567</u></u>	<u><u>574,772</u></u>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# THE UPPER ROOM (ST SAVIOUR'S)

## BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
<b>Fixed assets</b>					
Tangible assets	11		180,762		353,998
<b>Current assets</b>					
Debtors	12	108,512		4,167	
Cash at bank and in hand		318,434		276,348	
		<u>426,946</u>		<u>280,515</u>	
<b>Creditors: amounts falling due within one year</b>	13	<u>(39,039)</u>		<u>(59,741)</u>	
Net current assets			387,907		220,774
<b>Total assets less current liabilities</b>			<u>568,669</u>		<u>574,772</u>
<b>Income funds</b>					
Restricted funds	16		54,007		64,567
<u>Unrestricted funds</u>					
Designated funds	17	280,762		353,998	
General unrestricted funds		<u>233,900</u>		<u>156,207</u>	
			514,662		510,205
			<u>568,669</u>		<u>574,772</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

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

The financial statements were approved by the Trustees on 30 June 2021



S Tuke (Chair)  
Trustee

Company Registration No. 02567517

# THE UPPER ROOM (ST SAVIOUR'S)

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	22		45,600		178,172
<b>Investing activities</b>					
Purchase of tangible fixed assets		(4,203)		(378,562)	
Interest received		689		2,046	
<b>Net cash used in investing activities</b>			(3,514)		(376,516)
<b>Net increase/(decrease) in cash and cash equivalents</b>			42,086		(198,344)
Cash and cash equivalents at beginning of year			276,348		474,692
<b>Cash and cash equivalents at end of year</b>			318,434		276,348

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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### 1 Accounting policies

#### Charity information

The Upper Room (St Saviour's) is a private company limited by guarantee incorporated in England and Wales. The registered office is St Saviour Wendell Park Church, Cobbold Road, London, W12 9LN.

#### 1.1 Accounting convention

The accounts have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

#### 1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known with reasonable certainty, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The charity receives donated food. In accordance with the SORP these are recognised at fair value to the donor. Fair value is the price at which the food could be sold. Where the food would be unsaleable by the donor no value is recognised. Where food that would still be saleable is received an estimate is made of the value. It is estimated that 30% of the food received has sale value. Any stock of food held at the balance sheet date is of minimal value and accordingly not included in the accounts.

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 1 Accounting policies

(Continued)

Grants are recognised when receivable. Where grants are for a specific future time period the funds are deferred. Multi-year grants which have implicit time apportionment are deferred to the extent that they are for future time periods.

Grants received by the charity that are donations towards general costs are shown as unrestricted income. Where the donor specifies that the funds may only be spent on specific items or projects the grants are shown as restricted income.

All grants received by the charity are voluntary income toward the costs of the charity and are not generated as a direct result of achieving specific levels, of output or charitable services, under contract. In accordance with the SORP these grants are shown as voluntary income rather than income from charitable activities.

#### 1.5 Resources expended

Liabilities arise from legal or constructive obligations that commit the charity to expenditure. Where the commitment has arisen before the balance sheet date the expenditure is recognised in the accounts.

Costs of generating funds are those costs incurred in obtaining funds through events, grants, donations and other income streams.

Costs of participating in or running fundraising event are recognised in the period in which the fundraising event takes place. General costs of raising funds are recognised as the cost is incurred.

Costs relating to charitable activities are those costs incurred in undertaking charitable activities. These costs are either direct costs or an allocation of support and governance costs.

Governance costs are purely those necessary for the charity to meet the administrative requirements of the Charity Commission. Governance costs are apportioned over each charitable area in the same ratio as support costs.

Support Costs are allocated in proportion to charitable activities and the new mezzanine floor in the ratio of 34:47:19 (2020: 42:39:19). No support costs have been estimated to arise in the current year or previous year in respect of fundraising.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	Once completed, over the term of the lease
Kitchen equipment	10 years
Computers	3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Leasehold improvements comprise the costs of the construction of a mezzanine floor. In accordance with the accounting policy, the asset is depreciated over the term of the lease. The lease expires in March 2022 and accordingly the asset is being depreciated over a short period of time creating a significant annual charge.



# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### 1 Accounting policies

(Continued)

#### 1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors are initially recognised at transaction price. Financial liabilities classified as payable within one year are not amortised.

Trade creditors and accruals are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.10 Retirement benefits

Payments to personal pension schemes are charged as an expense as they fall due as shown in note 9.

#### 1.11 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 2 Donations and legacies

	2021	2020
	£	£
Donations and gifts	89,945	118,600
Legacies receivable	100,900	-
Grants receivable	289,199	453,153
Statutory funding including CJRS (furlough)	39,766	5,000
Donated food, materials and professional services	3,948	5,180
	<u>523,758</u>	<u>581,933</u>
<b>Donations and gifts</b>		
Gift aid	11,450	14,039
Donations from schools, churches and individuals	76,495	96,371
Other	2,000	8,190
	<u>89,945</u>	<u>118,600</u>
<b>Grants recognised in the year</b>		
City Bridge Trust	9,103	36,414
The Story of Christmas	-	30,000
CRASH	-	65,000
Hammersmith United Charities	7,500	15,000
Homeless Link	45,000	25,000
Porticus UK	30,000	30,000
Schutz Engel	30,000	29,676
John Lyon's Charity	25,000	25,000
Streets of London	13,000	-
The Leslie Aldridge Trust	20,000	20,000
The Mercers' Charitable Foundation	12,500	-
The Olive Tree Trust	16,354	7,196
Pret Foundation Trust	10,000	17,394
The Goldsmiths' Company Charitable Trust	1,667	20,000
Garfield Weston Foundation	-	20,000
Other under £12,000	69,075	112,473
	<u>289,199</u>	<u>453,153</u>

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 3 Charitable activities

	2021 £	2020 £
Performance related grant - City Bridge Trust	16,661	-

### 4 Fundraising activities

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Fundraising events	18,230	-	18,230	19,055
<b>For the year ended 31 March 2020</b>	<b>18,831</b>	<b>224</b>		<b>19,055</b>

### 5 Other income

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
NI Employer's incentive	4,000	-	4,000	3,000
Other income	-	173	173	-
	4,000	173	4,173	3,000
<b>For the year ended 31 March 2020</b>	<b>3,000</b>	<b>-</b>		<b>3,000</b>

### 6 Raising funds

	2021 £	2020 £
<u>Fundraising and publicity</u>		
Staging fundraising events and other costs	2,712	4,594
Fundraising agents and grant monitoring	36,397	37,639
Fundraising and publicity	39,109	42,233

## THE UPPER ROOM (ST SAVIOUR'S)

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

#### 7 Charitable activities

	UR4Driving	UR4Meals	UR4Jobs	Total	UR4Driving	UR4Meals	UR4Jobs	Total
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
Staff costs	51,263	91,099	33,005	175,367	47,872	81,827	31,558	161,257
Depreciation	-	293	-	293	-	4,686	-	4,686
Client training-lessons and test fees	13,587	-	-	13,587	51,211	-	2,078	53,289
Kitchen (food, health and safety)	-	3,224	-	3,224	-	2,119	-	2,119
Beneficiary awards	-	-	1,500	1,500	200	1,200	1,446	2,846
Volunteer expenses	635	451	-	1,086	2,913	1,476	97	4,486
Office costs	696	898	788	2,382	2,327	375	1,465	4,167
Motor expenses	-	2,048	-	2,048	-	1,900	-	1,900
Professional fees and consultancy	9,386	2,839	3,715	15,940	2,880	4,791	10,255	17,926
Staff training costs	139	1,041	1,225	2,405	244	880	1,327	2,451
Travel expenses	-	-	-	-	17	146	-	163
Rent, rates and refuse	-	855	-	855	-	36	800	836
Sundry expense	155	1,022	558	1,735	309	1,700	15	2,024
Donated food estimate	-	3,948	-	3,948	-	2,680	-	2,680
Loss on disposal of tangible assets	-	-	-	-	-	4,686	-	4,686
	<u>75,861</u>	<u>107,718</u>	<u>40,791</u>	<u>224,370</u>	<u>107,973</u>	<u>108,502</u>	<u>49,041</u>	<u>265,516</u>
Share of support costs (see note 8)	103,315	142,817	57,735	303,867	95,692	88,857	43,289	227,838
Share of governance costs (see note 8)	771	1,066	431	2,268	953	885	430	2,268
	<u>179,947</u>	<u>251,601</u>	<u>98,957</u>	<u>530,505</u>	<u>204,618</u>	<u>198,244</u>	<u>92,760</u>	<u>495,622</u>

## THE UPPER ROOM (ST SAVIOUR'S)

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

#### 7 Charitable activities

(Continued)

	UR4Driving	UR4Meals	UR4Jobs	Total	UR4Driving	UR4Meals	UR4Jobs	Total
	2021	2021	2021	2021	2020	2020	2020	2020
	£	£	£	£	£	£	£	£
<b>Analysis by fund</b>								
Unrestricted funds	67,278	160,136	52,498	279,912	32,810	130,511	40,772	204,093
Restricted funds	112,669	91,465	46,459	250,593	171,808	67,733	51,988	291,529
	<u>179,947</u>	<u>251,601</u>	<u>98,957</u>	<u>530,505</u>	<u>204,618</u>	<u>198,244</u>	<u>92,760</u>	<u>495,622</u>

Support costs are allocated in proportion to charitable activities in the ratio of 34:47:19 across Driving, Meals and Jobs.

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 8 Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	89,805	-	89,805	71,937	-	71,937
Depreciation	177,146	-	177,146	89,149	-	89,149
Computer	3,954	-	3,954	3,177	-	3,177
New floor expenses	-	-	-	26,819	-	26,819
Miscellaneous expense	8,197	-	8,197	6,142	-	6,142
Office administration	599	-	599	5,300	-	5,300
Advertising, including staff	426	-	426	283	-	283
Professional fees- HR	2,125	-	2,125	3,317	-	3,317
Rent & utilities	20,299	-	20,299	21,127	-	21,127
Staff training	1,316	-	1,316	587	-	587
Independent examination fees	-	2,268	2,268	-	2,268	2,268
	<u>303,867</u>	<u>2,268</u>	<u>306,135</u>	<u>227,838</u>	<u>2,268</u>	<u>230,106</u>
Analysed between						
Charitable activities	<u>303,867</u>	<u>2,268</u>	<u>306,135</u>	<u>227,838</u>	<u>2,268</u>	<u>230,106</u>

Governance costs includes payments to the Independent Examiners of £2,268 inclusive of VAT (2020-£2,268).

### 9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year except as disclosed in note 20. Reimbursed travel expenses totalled £nil (2020: £nil).

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 10 Employees

#### Number of employees

The average monthly number of employees during the year was:

2021 Number	2020 Number
11	10

#### Employment costs

	2021 £	2020 £
Wages and salaries	236,255	209,301
Social security costs	18,304	15,870
Other pension costs	10,613	8,023
	<u>265,172</u>	<u>233,194</u>

During the year no employee earned over £60,000 per annum.

### 11 Tangible fixed assets

	Leasehold improvements £	Kitchen equipment £	Computers £	Total £
<b>Cost</b>				
At 1 April 2020	439,949	16,471	12,903	469,323
Additions	2,350	1,853	-	4,203
At 31 March 2021	<u>442,299</u>	<u>18,324</u>	<u>12,903</u>	<u>473,526</u>
<b>Depreciation</b>				
At 1 April 2020	87,490	16,363	11,472	115,325
Depreciation charged in the year	176,155	293	991	177,439
At 31 March 2021	<u>263,645</u>	<u>16,656</u>	<u>12,463</u>	<u>292,764</u>
<b>Carrying amount</b>				
At 31 March 2021	<u>178,654</u>	<u>1,668</u>	<u>440</u>	<u>180,762</u>
At 31 March 2020	<u>352,459</u>	<u>108</u>	<u>1,431</u>	<u>353,998</u>

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 12 Debtors

	2021 £	2020 £
<b>Amounts falling due within one year:</b>		
Legacy due	100,000	-
Prepayments and accrued income	8,512	4,167
	<u>108,512</u>	<u>4,167</u>

### 13 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Deferred income - grants received for future time periods	14	36,514	46,096
Accruals		2,525	13,645
		<u>39,039</u>	<u>59,741</u>

### 14 Deferred income

	2021 £	2020 £
Arising from grants for future time periods	<u>36,514</u>	<u>46,096</u>

	2021 £	2020 £
Deferred income brought forward	(46,096)	(18,800)
Recognised in the year	46,096	18,800
Provided in the year	36,514	46,096
	<u>36,514</u>	<u>46,096</u>

### 15 Statutory funding

The charity recognised £39,766 of statutory funding during the year (2020: £5,000). £10,000 was received from the London Borough of Hammersmith and Fulham for general unrestricted purposes. £29,766 was also received in Coronavirus Job Retention Scheme grants. There were no unfulfilled conditions attaching to the grants at the year end.



## THE UPPER ROOM (ST SAVIOUR'S)

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

#### 16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds					Movement in funds			
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 31 March 2021	
	£	£	£	£	£	£	£	£	
UR4Driving	-	155,925	(119,057)	-	36,868	78,310	(93,508)	21,670	
UR4Meals	7,395	72,243	(56,455)	-	23,183	77,637	(88,965)	11,855	
City Bridge Trust UR4Driving	-	36,414	(36,414)	-	-	16,661	(16,661)	-	
UR4Jobs	9,200	43,745	(48,429)	-	4,516	59,925	(43,959)	20,482	
Asset grants and new floor project	77,254	138,951	-	(216,205)	-	-	-	-	
Core funding	-	31,186	(31,186)	-	-	7,500	(7,500)	-	
	<u>93,849</u>	<u>478,464</u>	<u>(291,541)</u>	<u>(216,205)</u>	<u>64,567</u>	<u>240,033</u>	<u>(250,593)</u>	<u>54,007</u>	

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
UR4Driving	Grants to fund the UR4Driving project
UR4Meals	Grants to fund the UR4Meals project
City Bridge Trust UR4Driving	City Bridge Trust grant to fund the UR4Driving project
UR4Jobs	Grants to fund the UR4Jobs project
Asset grants	Grants to fund fixed asset purchase
Core funding	Grants to fund rent and management

## THE UPPER ROOM (ST SAVIOUR'S)

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

#### 17 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2019 £	Resources expended £	Transfers £	Balance at 1 April 2020 £	Movement in funds		
					Incoming resources £	Resources expended 31 March 2021 £	Balance at 31 March 2021 £
Fixed assets	73,956	(122,343)	402,385	353,998	4,203	(177,439)	180,762
Capital improvements	186,180	-	(186,180)	-	-	-	-
UR4Driving	-	-	-	-	100,000	-	100,000
	<u>260,136</u>	<u>(122,343)</u>	<u>216,205</u>	<u>353,998</u>	<u>104,203</u>	<u>(177,439)</u>	<u>280,762</u>
<b>Unrestricted Fund</b>	<b>Purpose of Fund</b>						
Fixed asset fund	Income invested in the charity's fixed assets based on the net book value						
Capital improvements	Funds designated for the purpose of improvements to the leasehold premises						
UR4Driving	Legacy funds designated for the specific purpose of establishing a satellite UR4Driving project at a second location and furthering the project of franchising UR4Driving						

#### 18 Analysis of net assets between funds

	Unrestricted 2021 £	Restricted 2021 £	Total 2021 £	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:						
Tangible assets	180,762	-	180,762	353,998	-	353,998
Current assets/(liabilities)	333,900	54,007	387,907	156,207	64,567	220,774
	<u>514,662</u>	<u>54,007</u>	<u>568,669</u>	<u>510,205</u>	<u>64,567</u>	<u>574,772</u>

# THE UPPER ROOM (ST SAVIOUR'S)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 19 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	13,080	12,748
Between two and five years	-	12,748
	<u>13,080</u>	<u>25,496</u>

The charity is party to a 7 year lease commencing on the 1st April 2015. The lease has a prevailing rent of £29,000 per annum, however subject to an agreement commencing on 1st April 2013 the charity currently pays a discounted rent of £13,080 per annum. The above disclosure of lease commitments represents the discounted rate payable over the remaining year.

### 20 Related party transactions

Mrs V Tuke, the wife of chair of trustees, Mr Simon Tuke, received £11,590 (2020: £10,551) for bookkeeping services.

During the year, the charity received £1,062 in donations from trustees.

#### Remuneration of key management personnel

The remuneration of key management personnel, including pension contributions, employer national insurance and prior to all deductions is as follows.

	2021 £	2020 £
Aggregate compensation	<u>66,510</u>	<u>53,822</u>

### 21 Limited by Guarantee

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

## THE UPPER ROOM (ST SAVIOUR'S)

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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22	Cash generated from operations	2021 £	2020 £
	(Deficit)/surplus for the year	(6,103)	68,179
	Adjustments for:		
	Investment income recognised in statement of financial activities	(689)	(2,046)
	(Gain)/loss on disposal of tangible fixed assets	-	4,686
	Depreciation of tangible fixed assets	177,439	93,835
	Movements in working capital:		
	(Increase)/decrease in debtors	(104,345)	31,463
	(Decrease) in creditors	(11,120)	(45,241)
	(Decrease)/increase in deferred income	(9,582)	27,296
	<b>Cash generated from operations</b>	<u>45,600</u>	<u>178,172</u>
23	<b>Analysis of changes in net funds</b>		
	The charity had no debt during the year.		