

UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)

(A company limited by guarantee)

COMPANY REGISTERED NUMBER: 2567517

CHARITY NUMBER: 1004354

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2011

Bryan and Ridge
Chiswick, London W4

UPPER ROOM (ST. SAVIOUR'S WITH ST. MARY'S)

ANNUAL REPORT AND THE REPORT OF THE TRUSTEES 2010 - 2011

Mission Statement

Who we are

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

What we do

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

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

Why our work is important

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

Where we work

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

How we work

We provide an environment for clients which is self-respecting and safe. Our services are personalised, and we pride ourselves on our innovative solutions to meet the needs of our clients. As an organisation, we do not shy away from tougher situations and new opportunities to enhance our effectiveness and achieve successful outcomes for our clients.

Chairman's Report

As The Upper Room celebrates its 20th anniversary, I'm delighted to be able to start this Report by noting that, for the third year in succession, we have recorded a surplus during the year. Of course, our main purpose is to spend the money we receive on supporting our clients. But any well-run charity needs to hold some reserves for a rainy day, and the Reserves Policy that we have instigated reflects this. Holding a prudent level of reserves is particularly important in the economically challenging times we are experiencing at the moment; the fact that we have continued to balance the books is a great tribute to the commitment shown by our staff in keeping to their budgets and looking for ways to control costs; to our fundraising efforts; and to the marvellous support we continue to receive from so many people and organisations.

Needless to say, our staff are absolutely central to the service we deliver. This year we said goodbye to Janie Kidston, our UR4Jobs Project Manager. Janie's energy, dedication, determination and expertise were absolutely vital in getting this project off the ground, and making it such a success. We wish her all the very best for the future.

Our new UR4Jobs Project Manager is Milka Witkowska. Milka had previously worked with the project providing counselling services, and has proved herself a very capable and energetic replacement for Janie.

As the Charity continued to grow, it became apparent that we needed to recruit an Operations Director to oversee the day to day running of our three projects. We were delighted to welcome Michael Chandler to this role. Michael is already providing valuable line management support for the Project Managers, and freeing up the Trustees to concentrate more on the strategic direction of the charity.

On that subject, we were very fortunate to secure the services of Anthony Kyprianou from the Cranfield Trust, to work with us on developing a Strategic Plan. Anthony gave up his time on an entirely voluntary basis, and all those involved found it a thoroughly useful and stimulating exercise. I am very grateful to Brian Wheelwright from the Wates Foundation, one of our funders, for making the introduction to the Cranfield Trust, and to Cranfield for teaming us up with Anthony. The Strategic Plan gives us clear and measurable objectives to focus on for the future, and to help us evaluate our progress.

As I mentioned earlier, we receive tremendous support from funders, local organisations, and individuals. You will find a detailed list later in this Report, but I would just like to highlight a couple. This year saw the completion of the entire Bach Cantata cycle at St. Michael and All Angels, Bedford Park, masterminded by Sandy Burnett. This remarkable series of concerts has not only been an exceptional musical event, but also a very generous fundraiser for The Upper Room. To celebrate the end of the series, a performance of the Bach Mass in B Minor in February saw the

church packed, and raised a substantial amount for us. We are enormously grateful for the support we have received over the course of several years.

Another highlight was the splendid performance, on the same weekend in February, of Vivaldi's Four Seasons at Holy Innocents Church in Paddenswick Road, Hammersmith, by students from the Royal College of Music. Our thanks to everyone involved.

We were extremely grateful to receive £10,000 from the Evening Standard's Fund for London's Dispossessed. It was also very gratifying to be namechecked in their editorial on December 13th.

St. Saviour Wendell Park Church in Cobbold Road has been The Upper Room's home throughout our 20 year history. We have just signed a new lease with St. Saviour's, and are enormously grateful for the very generously reduced rent they ask us to pay. I would like to express our thanks to everyone at St. Saviour's, and in particular to Churchwarden Andrew Allen for his tireless efforts in preparing the lease, and working with us on the smooth running of the site.

Andy Slaughter, MP for Hammersmith, continues to provide committed and energetic support as a Patron of The Upper Room.

This year we welcomed two new Trustees, Matthew Morgan and Richard Shaw, to the Board. This is further evidence of our commitment to increasing the size of the Board, and bringing in people with a variety of different skills and experience.

As always, I am profoundly grateful to our Trustees, staff and our wonderful team of volunteers. Their commitment and dedication is both humbling and inspiring.

The Projects

PROJECT NAME: UR4Meals
Management and staff details Cecilia Seres – UR4Meals Project Manager (1 st February 2010 – present) <ul style="list-style-type: none">- Worked previously as A2 Specialist Support Worker for UR4Jobs since April 2009 Sharon Thomas – Cook (1 st February 2010 – 30 th July 2010) <ul style="list-style-type: none">- Worked previously with The Upper Room, also a previous service user. Halina Jakubik – Cleaner (15 th March 2010 – present) <ul style="list-style-type: none">- Worked previously with The Upper Room as a Supervisor. Chris Williams – Chef (1 st September 2010 – present) <ul style="list-style-type: none">- Worked and volunteered previously with The Upper Room as a Chef. Previous extensive experience across the hospitality and catering industry.

Project background

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

Review of activities

UR4Meals offers guests not only a hot and healthy meal but also a friendly, homely place where they can socialise, make friends, ask for help, listen to music, watch movies, and maintain healthy relationships. It also offers practical and emotional support and encouragement to the guests, fostering a mutually supportive and open relationship.

UR4Meals promotes, initiates and maintains partnerships with agencies across London and elsewhere as appropriate for guests, and also co-operates with a wide variety of outreach services, night shelters, daycentres, reconnection and resettlement services, referring guests to them as appropriate.

UR4Meals also provides food parcels, clothing, blankets, toiletries and other resources according to clients' needs and availability.

Key outcomes and results, 2010/11

In 2010/11, the UR4Meals project had;

- 17,082 attendees;
- 19,981 meals served and 2,549 meals as take-away (a total of 22,540 meals);
- 70 reconnections;
- 31 referrals to rehab and de-tox (5 came back successful);
- 28 active volunteers during the year.

Additional services and activities included:

- **Mobile X-ray Unit** – an NHS TB scan van visited in October 2010 - 49 clients were scanned, plus 10 already checked;
- **Open Cinema** – the 2010 Open Film Club season had 9 sessions and 228 attendees, and from January, 11 sessions with 295 guests. Also included visits from special guests Paul McGann (Dr Who) and BAFTA winning film-maker Martina Amati.
- **Making Film Project** (part of Open Cinema) started on 2nd March 2011 with Martina Amati as co-ordinator. The filming was completed on 3rd April in Eastbourne, and the film was premiered as part of London's Open City Film Festival 2011.

Special events included;

- **Easter lunch 2010** - Easter Sunday 4th April 2010, which had 105 clients;
- **UR4Meals Client Christmas Party**, 17th December 2010 – lots of generously donated presents and a great welcoming atmosphere meant this was much appreciated by all.
- **Volunteers and Staff 'Winter Thank You Party'**, 6th February 2011. Also much appreciated by all the 35 volunteers who attended.

Notable successes, 2010/11

- We successfully secured a 4 star rating on Food and Hygiene inspection from Hammersmith & Fulham Council in October 2010;
- We had no incidents and we maintained strong relationships with our neighbours;
- There was considerable under-spend and savings made on the UR4Meals budget.

Partner relations and links

UR4MEALS continues to co-operate with a wide variety of outreach services, night shelters and daycentres, reconnection and resettlement services including BARKA Foundation, Thames Reach, Refuge, Betel, Victory, the NHS Mobile X-ray Unit, Metropolitan Police and Safer Neighbourhood Team, Fire Brigade, Open Film Club, My Own Media, FareShare, Whole Foods and others.

Case study - volunteer

"I've been volunteering at The Upper Room for well over a year now. If friends ask me why, I tend to answer why not! Although I'm still working full-time, two hours a week doesn't seem a lot to set aside for such a worthwhile enterprise. When I started I really had no idea what a complex operation it was. Quite often there are more than a hundred people who arrive for a meal - probably the only food they have each day. The chef is ingenious in the way he uses food donations - often not knowing until the day itself the ingredients he has got, to provide what is often a three course meal of soup, main course and pudding. And it's obvious how grateful the recipients are. But it's not just the food. For an hour or so they have a temporary reprieve from lives that are blighted for a variety of reasons. There's warmth and social contact in an environment in which they are treated with a respect that they don't necessarily receive elsewhere. And for some of them The Upper Room becomes a bridge back to "normal living". And it all works not just because of the time set aside by me and other volunteers, but because of the commitment of staff like project manager Cecilia Seres and because of the generosity of donors. The Upper Room deserves our support - it's reaching so many people who for one reason or another have fallen through the safety net provided by civilised societies. And it deserves to expand its work to reach those still in need of help."

Julian Marshall - Volunteer
8th March 2011

Case studies - clients

'I've been coming to The Upper Room to use their facilities for about a year. As a single man, unemployed and diabetic, my health has improved tremendously due to the healthy and balanced diet that they serve.

The staff and volunteers are hard-working, helpful and friendly. The manager goes beyond the call of duty to listen and help clients with personal problems on an individual basis.

Since I have come here I have made friends with various people from all walks of life. I could now speak a few words of Polish.

Without The Upper Room, a lot of people like me who find themselves on a downward predicament would have suffered a great deal.'

Elijah Edejour – client

'The Upper Room has been a long-term help for me and many others. Besides the service of a hot meal for which the cooks and volunteers cannot be faulted in their dedication to the centre, the other services The Upper Room provide are invaluable in regards to UR4Jobs, education etc. Cecilia herself has been a great help personally in what has been an extremely difficult year for me. Providing both practical and personal support for which my thanks can never be expressed enough. When I was diagnosed with a serious medical condition last year Cecilia and The Upper Room was my sole support, and I sincerely assert I could not have made it to this point without their help.'

Glen Clinch – Client

PROJECT NAME: UR4Jobs

Management and staff details

Milka Witkowska – Project Manager (8th November 2010 – present). Background in counselling and work for a charitable organisation providing respite breaks for unpaid carers. Janie Kidston was the Project Manager until August 2010.

Waldemar Kaczmarczyk – Employment Co-ordinator (18th April 2011 – present). Over 2 years' experience as a volunteer for UR4Jobs, UR4Meals and UR4Driving. Tim Marek was in post until the end of March 2011.

Project background

UR4Jobs was launched in November 2006 as a specialist service for Central and Eastern European migrants, and those with no recourse to public funds. It offers support and information on employment and work-related issues. It was set up to help the most vulnerable and marginalised who are not able to get support from mainstream institutions, and subsequently find it impossible to break the circle of homelessness and unemployment, and often fall prey to exploitation or abuse.

Review of activities

UR4Jobs offers a variety of activities tailored to the clients' needs. The aim of the project is, primarily, to support its clients in finding work or getting back into employment, and to increase the employability of its users, as well as provide information on living and working in the UK. The activities include regular weekly sessions open to anyone needing support in a particular area, as well as simply a place to be in an open, friendly and supportive atmosphere. UR4Jobs offers help in CV writing; basic internet skills; CSCS training and CSCS exam costs; ESOL classes and help in finding a relevant course or training.

Key outcomes and results, 2010/11

From April 2010 until March 2011 there were;

- 1,724 client visits to UR4Jobs; 237 clients assessed.
- 85 clients helped to find work.
- 80 clients supported to return to their home countries through BARKA.
- 36 CSCS exams paid for.

- 178 clients financially supported with the costs of job or interview travel.

Another important outcome and development was the formation of a stronger referral partnership with UR4Driving in order to support its clients in improving their literacy and numeracy skills. The beneficiaries are ex-offenders, and are similarly marginalised and facing numerous problems when it comes to employment, as are other UR4Jobs clients. By getting support from UR4Jobs, these clients are offered a more holistic approach, which will open up new opportunities and increase their chances of finding work, not only in the driving sector but also other areas. UR4Jobs also supports these clients with CV writing and any other additional needs such as providing information about taking loans, or starting their own business. Gaining numeracy and literacy skills will also improve their self-image and confidence.

Notable successes, 2010/11

Some of our clients start to thrive and make life-changing decisions as a result of being treated with respect, dignity and understanding. For example, a young man struggling with alcohol addiction was verbally aggressive and quite sharp-tempered towards other users, and particularly disruptive during ESOL classes. Instead of barring him, he was listened to and treated as a mature adult capable of understanding what impact his attitude has on others, as well as himself. Soon afterwards the client not only started to make friends with people that he previously had arguments with, but also joined AA. He attends AA meetings several times a week and cannot stop talking about all the positive sides of not drinking, about his future plans and his gratitude for being treated with respect, and getting support when he most needed it.

Additional outcomes

UR4Jobs is also taking steps in re-starting the counselling project, with two volunteers already willing to offer UR4Jobs clients psychological support free of charge.

Partner relations and links

UR4Jobs has continued co-operation with Homeless Link, Ealing Dais, BARKA, Broadway Centre, St. Mungo's, Refuge and Thames Reach. New links include various job agencies and the AIRE Centre, which can provide unpaid legal advice to clients. UR4Jobs is an active member of the Central & Eastern European Forum (CEEF) which has proved a great source of information and a good way to make new contacts. It is also re-establishing contacts with The Big Issue.

Case studies

Marek is 39. He came to the UK in June 2010. Lost and confused, he fell into bad company and started to drink to excess. Nothing was working out for him. He lived in a squat and could not, or did not want to, find work. Another Polish national living in London prompted Marek to visit The Upper Room. Marek came here in January 2011. UR4Jobs helped him to obtain a National Insurance Number, a CSCS test which he passed in February 2011, and his EHIC card. At that time he started to work on a construction site as a labouring assistant. UR4Jobs then helped him register as self-employed, which entitled him to get a UTR number required by construction firms. Today Marek is still working, and lives in rented accommodation, is very pleased with his situation and has a positive outlook on life. Within 6 weeks he managed to achieve everything that he could not get during his first 6 months in

the UK, prior to coming to The Upper Room.

Tomasz is a Polish national who has been raising money for his son's medical treatment. He registered with UR4Jobs in March 2011 after he lost his job. UR4Jobs provided Tomasz with CSCS training, and paid for his CSCS exam, which he passed in March 2011. Still, despite being a very skilled construction worker and electrician, Tomasz could not find employment. Close to eviction and concerned about his future, UR4Jobs put him in touch with a construction firm where Tomasz was instantly employed. The threat of eviction is now over.

PROJECT NAME: UR4Driving

Management and staff details

Bruce Marquart, Senior Project Manager (25th August 2003 – present. UR4Driving since 2009)

Neil Cyster, Driver and Volunteer Supervisor (9th September 2008 - present)

Nadine Ofosu-Adjei, Project Administrator (8th January 2011 - present)

Project background

As a community-based charity, The Upper Room projects are researched to address the common city problems of poverty, social exclusion and lack of skills that create multiple barriers to further education or employment; in this case, for ex-offenders. This group face higher levels of unemployment, and the majority remain under-skilled and dependent on benefits when not in prison, and even more costly to the state when in prison.

UR4Driving seeks to improve the lives of people who want to achieve changes in their lives, but have serious social disadvantages due to past problems with the law. This includes younger offenders who are on probation, and people who are in recovery who have offended in the past to support a habit. Over 85% have no work whatever and are long-term unemployed when they enrol.

Our programme reduces re-offending and increases the prospect of real employment for ex-offenders. This has great value to them, their families, and the broader community. It reduces government costs of prison and parole. It reduces benefit payments by generating prospects of employment, new long-term taxpayers with incomes to support families as well.

Review of activities

The UR4Driving project supports selected ex-offenders, giving a strict code of conduct, a personal mentor and a daily routine that begins in Phase 1, with 80 hours of voluntary work with The Upper Room FoodBank and other charitable projects and organisations. This involves collecting surplus food from Whole Foods in Kensington, sorting it and running a regular redistribution service to other homeless day centres. Students who exhibit reliability, honesty and the ability to work in a team are supported to move on to Phase 2, the intensive driving course. UR4Driving provides tutors to support them with their Theory Tests, driving lessons and driving tests. Successful students who pass their tests can stay on at The Upper Room as volunteer drivers for the FoodBank, gaining further driving experience to improve their CVs and employability. Students are also gaining further support from UR4Jobs with their literacy and numeracy, and to find legitimate work.

Key outcomes and results, 2010/11

The outcomes for UR4Driving were:

Theory Tests:

35 Car Theory tests

1 Bus Theory test

3 Motorcycle CBT certificates

Licences:

1 Motorcycle licence

19 Car licences (12 passed on their first attempt)

50 people are active in the programme as of 31st March 2011.

In addition:

1. We raised further substantial funding with contributions from a number of grant-giving trusts and the BIG Lottery Fund (£256,854). This helped expand the School by 50%.
2. We achieved a wide variety of measurable soft incomes. Students reinforced these positive outcomes by their own achievements outside the school in other aspects of their life.
3. The participants have almost without exception ceased offending, with only three returning to prison for offences committed before enrolment in UR4Driving. This compares favourably with the statistic that every year 90,000 prisoners are released in England and Wales, 60% of whom re-offend within two years. (Social Exclusion Unit 2002.)
4. In one case, a Magistrate said his decision not to return a man on probation to prison was due, in part, to the offender's regular participation in the driving school, progress toward a licence and the promise of a job after.

FoodBank

The main volunteer project has been to operate the FoodBank and provide free food to UR4Meals and other charities that provide food. FoodBank has benefited from approximately 4,000 hours of volunteer time over the year. In addition;

- 180 deliveries of food were made to The Upper Room and other homeless services groups across London, including: Missionaries of Charity (North Kensington, Maida Vale and Southwark); Streetlytes; Emmaus House; Clapham Park foodbank and Hammersmith & Fulham foodbank (both part of The Trussell Trust foodbank network); St. John's and St. Cuthbert's Centre, Earl's Court.

We wish to thank our main partners in this endeavour: Whole Food Markets, Kensington and the Sainsbury's Concept Store, Park Royal, who consistently demonstrate outstanding awareness of the need to use surplus food for people in need.

We also give a big thank you to the many schools and churches for their collections during the Harvest Festival season (*see Harvest Festival section*).

Additional outcomes

One student purchased a van with his brother's financing. He used our facilities to draft his business cards, and flyers, and several students supported him by distributing the flyers and securing referrals. He has secured his first commission,

and he handles the business paperwork, quotations, and general supervision of his own business. He also continues at UR4Driving as a volunteer tutor for new students.

Partner relations and links

The main partnership has been with the Hammersmith & Fulham Community Transport Project (HFCTP).

The main FoodBank partners were Whole Foods Market and Sainsbury's Concept Store.

Volunteer drivers and workers were placed in: Operation Siloam, a William Wilberforce Trust project; and FareShare's Park Royal warehouse.

UR4Driving has extensive links with the London probation services and drug treatment services.

Case studies

Steve is 28 and was referred to UR4Driving by the Probation services in Hammersmith & Fulham. Steve was finishing a probation period of two years for burglary and robbery. He had no educational qualifications, and had been in prison six times since his first arrest in his teens, and was looking at a 3-4 year sentence for his next offence. However, he aspired to be a web designer and professional driver. Initially, Steve's volatile temperament made him difficult to work with during his voluntary work assignments. Whilst willing to work, he often baulked at the task if he didn't agree with it. Quite simple things like doing what the driver asked him to do could arouse feelings of hostility and anger. He made progress after one specific incident when he asked the Project Manager to listen to both sides of the story. When the reasoning was explained to him and he understood where he had made a mistake, he accepted this and never caused problems again.

He exceeded his voluntary work hours and achieved two licences: a car and a motorcycle licence. Everything was passed at the first attempt. Today, after one year, Steve is not in prison, has finished probation, has more self-confidence and a plan to find a job that interests him. He has been referred on by UR4Driving to undertake training to be self-employed in a motor trade-related franchise, which will utilise his enthusiasm for driving and his desire for a paid job.

"UR4Driving has changed me in ways I didn't understand until I finished. I want to stay in touch because of the support, the friendly atmosphere, the ability to help each other and helping poorer people than me."

BigBoy is 44, and came to UR4Driving whilst serving a community service for drugs offences. He was wearing a tag and was on a curfew. His 20-year record of offences included several wounding and weapon offences in his early record, followed by a string of robbery and assault charges related to drugs. After three months' driving for the UR4Driving project, he had earned all the necessary volunteer hours to qualify for an HGV licence. He needed money to move back nearer his family and children, so he took a job as a delivery van driver. He is currently in the third month of his job probation period, and remains in touch with the project once a month.

Michael, 24, came to UR4Driving via the personal referral of a friend who knew about the programme. He had served a 15 month sentence for attempted robbery, and was finishing his probation. With no money, no skills (although he could speak

five languages but not at the paid translator level) and no prospects, he was looking for something positive to prevent re-offending.

Immediately Michael was committed, and began coming every day for his voluntary work. He says he received lots of support, made new friends, built strong relationships and thoroughly enjoyed his involvement with the project. He learnt a lot about motorcycles and cars. After his voluntary work, he first took the motorcycle course and then passed the car theory on the second go. He immediately started lessons and passed the practical test on his first attempt. Now he is driving a family car and has been selected for training in a motor trade franchise.

“The programme made me a positive person and to think ahead and put my past behind me and do what a normal person does with their life.”

Quotes from Probation Services:

‘I have referred numerous individuals to the UR4Driving Scheme and I as well as my colleagues have been impressed by the scheme and what it offers to this client base and the community...The scheme is positively received by the clients and they are keen to engage... Further I have witnessed clients grow in confidence through the opportunity awarded to them by the volunteer work. Clients have reported the positive impact of the regular and organised structure in their day and the impact this has had on all areas of their life from the major differences – such as keeping them busy and away from offending peers, through to the small personal changes – such as giving them a sense of purpose and pride and developing work-specific skills such as reliability and accountability. The only tragedy is the fact that places are always limited and often there is not enough capacity to take on all the individual who wish to engage with this project and use it to move forward in their lives.’

Mariam Rashid, Probation Officer

‘Your programme is one of the most exciting initiatives in tackling re-offending rates that I have ever come across... Every offender I have ever spoken to about your programme is instantly attracted and interested in the prospect of getting their licence. Their successful completion of the programme has many benefits. Firstly, it increases their employability. Secondly, driving offences are often the gateway to further offending. Thirdly, it gives them an opportunity to help others and feel part of the community. Finally, it improves their outlook on their future and gives them something which they feel is worth avoiding further offending for. All those I know who have completed the programme value what they have gained and appreciate that they have been given an opportunity to achieve something that is important to them rather than imposed on them for their own good.’

Simon Cooper, Probation Officer

Harvest 2010

Friends and supporters of The Upper Room responded to our annual Harvest Appeal with their usual wonderful generosity. In 2009 we had to limit our appeal to six items because, due to the renovation works following the fire in the Church in July 2009, we had no access to our premises to store anything except tins (which are stored in our container in the parking lot). By 2010 we were able to accept all gifts, and

operated for a five-week period. Many of the 78 churches and schools who participated brought their gifts directly to Cobbold Road, but Bruce Marquart and his team of UR4Driving volunteers also picked up donations from other locations. Bruce also spoke at more than 20 churches and school assemblies in support of the Appeal. Meanwhile his volunteers were helping to sort the thousands of donated tins, which are then stored in crates in the container. We estimate that this container holds in excess of 30,000 tins. These, and the other goods we receive, are used to feed our guests throughout the year, and are distributed as part of the FoodBank project.

Keen to be Green

In furtherance of the charity's Environmental Policy, and with a general objective of minimising our carbon footprint, the chef has arranged for all vegetable waste to be recycled to a local gardener for use in his garden and allotment. This, and careful waste management, has reduced the rubbish collections from twice to once per week, thereby saving the charity just over £800pa.

The Board

A Branch (resigned 8th March 2011)

P Mullings

S Tuke (Chair)

S Holloway (Treasurer)

P Burke (resigned 18th April 2010)

B Stevenson

M Morgan (appointed 5th April 2011)

R Shaw (appointed 20th February 2011)

Risk Management

The Trustees have recognised that there are risks to which the charity, the staff, and the volunteers are exposed. Systems and policies have been established to mitigate known risks, including financial controls, employment procedures, complaints, facility contracts and volunteer training. Child Protection Policies and CRB investigations and declarations are routinely applied from the Board level on down, to ensure our organisation observes the necessary safeguards for users of our services, especially children. Policies are reviewed periodically. The charity maintains an equal opportunities policy for employment and promotions, a health and safety policy, food hygiene policy, and risk analysis for each facility used. It has a zero-tolerance policy against abuse, for the security and well-being of its staff and volunteers.

Finance Report

As has been previously noted, The Upper Room has made a small surplus for the third year in succession. Our accumulated funds stand at £33,787. Three successive years of small surpluses show that the tight cost controls policies have now become integrated into the management culture of The Upper Room. With the arrival of Michael, our Operations Manager, this has enabled a welcome level of financial checks, and ensuring the policies are adhered to.

Funding over the past year has continued to come from varied sources. Our total income went up 25%, an incredible achievement in the light of the wider economic downturn. One reason has been the very wide support that The Upper Room receives from the local community. The concerts held in the first quarter of 2011 are an example of this.

We have also had a lot of success with funding applications. We received 84% of our income from thirty seven grant-making bodies, seven of which were new in the year, and the rest being repeat funders. This is a healthy mix of new funders and repeat business. As the economic situation continues to be negative, we are fortunate to have the experienced help of Fiona Cook, our fundraiser, whose sustained efforts brings such positive fruits. Thank you Fiona.

One of our new funders was the Big Lottery Fund, from whom we secured a significant three-year grant for the driving project. This enables us to reach more ex-offenders, and provide them with an employable skill. The larger sum of money has brought with it greater reporting requirements. It is a testament to The Upper Room's development as a team that we have worked together to set up systems to provide this information.

However, the greatest contribution - and not quantifiable in money terms - is that of our volunteers. The volunteers at the meals project ensure that the clients get not just a hot meal, but a warm welcome too. Likewise, the jobs and driving projects keep their costs down, and their quality up, by the dedication of their volunteers who often bring particular skills. The Upper Room continues to benefit, as it has done for years, from the unpaid contribution of many. Thank you to those who give their time and energy so willingly and so regularly.

Reserves Policy

Our reserves policy is to review our reserves level each year. For the year 2010/2011 our reserve target was set at three months' operational costs, as this would enable us to close down in a controlled manner if we needed to meet all our obligations. We consider this still to be valid. The level of The Upper Room's surpluses mean that the reserves figure is a target that we are working towards. The target was £71,000. At the end of the financial year our accumulated reserve funds stand at £33,787, 47% of our target. Last year we were 26% of a lower target. We are pleased that we are moving towards reaching our target.

This year our reserves target is £82,000, representing three months' operational expenditure.

Donors

Our grateful thanks go to all those individuals, schools, community events, church and faith groups, organisations and grant-giving foundations who contribute to our work.

Grants and donations from charitable sources and other institutions

City Parochial Foundation
Esmée Fairbairn Foundation
Evan Cornish Foundation
Fresh and Wild
Garfield Weston Foundation
Greggs South East
John Laing Charitable Trust
London Borough of Hammersmith and Fulham (Fast Track)
London Catalyst
Marsh Christian Trust
NatWest Community Fund
Polish Relief Society
Schutz Engel
StreetSmart
Thames Community Foundation (Adobe)
The 29th May 1961 Charitable Trust
The Abba Trust
The Albert Hunt Trust
The Annette Duvollet Charitable Trust
The Big Lottery
The Drapers' Company
The ESG Robinson Charitable Trust
The Girdlers' Company Charitable Trust
The Goldsmiths' Company
The Henry Smith Charity
The Hilden Charitable Fund
The King Baudouin Foundation (Adobe)
The Links Foundation
The Olive Tree Trust
The Sir Jules Thorn Charitable Trust
The St. John Southworth Fund
The Tudor Trust
The Wates Foundation
The William Allen Young Charitable Trust
The Woodroffe Benton Foundation
The Woodward Charitable Trust
The Worshipful Company of Weavers

Church Donations

All Hallows, North Greenford
All Saints Fulham
Christ Church, Turnham Green
Highway to Holiness Church
Holy Innocents, Hammersmith
Kingsbury Free Baptist Church
Ravenscourt Baptist Church
St. James, Alperton
St. Luke, Uxbridge Road
St. Nicholas, Chiswick
St. Peter's Church, Black Lion Lane, Hammersmith
St. Stephen & St. Thomas Shepherd's Bush with St. Michael & St. George, White City
St. Dunstan's, East Acton
St. Giles, Ickenham
St. James, Hampton Hill
St. John's Wood Church
St. Mary, Northolt
St. Matthew's, Willesden (Maple Walk School)
St. Michael and All Angels, Bedford Park (including Bach Cantatas, Green Days and The Bedford Park Festival)
St. Peter's, Ealing
St. Saviour Wendell Park
St. Simon's Church, Rockley Road
Sunbury Church

School Donations

Denmead (Hampton)
Grimsdell Mill Hill Prep
John Betts Primary
Notting Hill & Ealing High

Donations – Other Groups/Events

Acton College ESOL department
Big Issue, in memory of Stephen Bagnall
Coutts & Co Charitable Trust
JM Finn & Co
Just Walk: staff and volunteer sponsored walk
Lodge Brothers, in memory of Francis Wilson
Lord Vinson of Roddam Dene Charitable Trust
Populus
Shakespeare in the Square
Stamford Brook Residents' Association
Waitrose Chiswick
Wendell Park Fair

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the directors are required to:

select suitable accounting policies and then apply them consistently;

make judgments 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;

prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the company's auditors are unaware. They have taken all the steps that they ought to have taken as Trustees 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

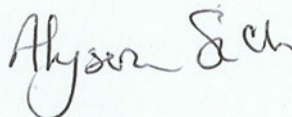
The Board would like to give their thanks to the auditors, Bryan and Ridge, for all their help and advice during the year regarding the financial business of The Upper Room.

The auditors, Bryan and Ridge, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2006.

The above report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Registered office:
Parish Office
St Saviour Wendell Park Church
Cobbold Road
London
W12 9LN

Signed, on behalf of the Board



A SICH
Company Secretary

Approved by the Board on 13 July 2011

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)

We have audited the accounts of Upper Room (St Saviour's with St Mary's) for the year ended 31 March 2011, which comprise the Statement of Financial Activities, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008)(United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Sections 495 and 496 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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 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 DIRECTORS AND AUDITORS

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors, including "APB Ethical Standards - Provisions available for Small Entities (Revised)," in the circumstances set out in note (2) to the accounts.

SCOPE OF THE AUDIT OF THE ACCOUNTS

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

OPINION ON THE FINANCIAL STATEMENTS

In our opinion the accounts:

- give a true and fair view of the state of the company's affairs at 31 March 2011 and of its net incoming resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANY'S ACT 2006

In our opinion the information given in the Directors Report for the financial year for which the accounts are prepared is consistent with the accounts.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the accounts and the directors' report in accordance with the small companies regime.



Mr Nicholas Ridge
Senior Statutory Auditor

For and on behalf of BRYAN AND RIDGE, Statutory Auditors
Chiswick,
London, W4

13/7/11

UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2011

<u>Notes</u>	<u>Unrestricted</u> <u>2011</u>	<u>Restricted</u> <u>2011</u>	<u>Total</u> <u>2011</u>	<u>Total</u> <u>2010</u>
	£	£	£	£
Income and expenditure				
Incoming resources				
Voluntary income:				
Grants	26010	225135	251145	201507
Donations	41170	167	41337	36701
Donations and Gift Aid	302	2570	2872	5556
Fundraising	2198	0	2198	299
Other	0	230	230	0
Interest	334	0	334	201
Total incoming resources	<u>70014</u>	<u>228102</u>	<u>298116</u>	<u>244264</u>
Resources expended				
Costs of generating funds	0	29264	29264	25482
Charitable activities	0	246432	246432	195488
Governance costs	0	10821	10821	6952
Total resources expended	<u>0</u>	<u>286517</u>	<u>286517</u>	<u>227922</u>
Net (outgoing)/incoming resources for the year	70014	(58415)	11599	16342
Transfers between funds	(47373)	47373	0	0
Fund balances brought forward	13249	8939	22188	5846
Carried forward	5 <u>35890</u>	<u>(2103)</u>	<u>33787</u>	<u>22188</u>

THE COMPANY HAS NO RECOGNISED GAINS AND LOSSES OTHER THAN THE PROFIT OR LOSS FOR THE PERIOD.

UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)

BALANCE SHEET - 31 MARCH 2011

	<u>Notes</u>		<u>2011</u>		<u>2010</u>
		£	£	£	£
FIXED ASSETS					
Tangible assets	4		<u>0</u>		<u>0</u>
			0		0
CURRENT ASSETS					
Debtors	6	18228		13355	
Cash at bank and in hand		<u>92682</u>		<u>98137</u>	
		<u>110910</u>		<u>111492</u>	
CREDITORS;					
Amounts falling due within one year	7	<u>77123</u>		<u>89304</u>	
		<u>77123</u>		<u>89304</u>	
NET CURRENT ASSETS			<u>33787</u>		<u>22188</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u><u>33787</u></u>		<u><u>22188</u></u>

UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)

BALANCE SHEET - 31 MARCH 2011

(continued)

Notes	2011	2010
£	£	£
CAPITAL AND RESERVES		
Capital - limited by guarantee, 7 members having a liability not exceeding £1 per member		
Unrestricted funds	35890	13249
Restricted funds	(2103)	8939
	<u>33787</u>	<u>22188</u>

The accounts have been prepared in accordance with the special provisions relating to small companies of Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Signed, on behalf of the Board



S TUKE
Chairman

Approved by the Board on ... 13th July 2011

UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)

NOTES TO THE FINANCIAL STATEMENTS - 31 MARCH 2011

1. BASIS OF PREPARATION

These accounts have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), under the historical cost convention, the Statement of Recommended Practice: Accounting and Reporting by Charities (Revised 2005).

The principal accounting policies of the charitable company are set out below.

(a) INCOME

Income represents grants and donations receivable. Grants received and allocable to a specific period, are treated as deferred income so far as the deferred element is concerned.

(b) FUND ACCOUNTING

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity.

(c) TANGIBLE FIXED ASSETS AND DEPRECIATION

All fixed assets are being written off over two years.

2. OPERATING ACTIVITIES

	<u>2011</u>	<u>2010</u>
	£	£
Auditors' remuneration	<u>3276</u>	<u>3208</u>
Staff Costs:		
Gross Salaries & Wages	105922	94394
Employer's NI Contributions net of SMP recoveries	8092	7063
Pension	<u>-</u>	<u>-</u>
	<u>114014</u>	<u>101457</u>

In common with many other businesses of our size and nature we use our auditors to prepare and assist with the preparation of the financial statements. The auditors also provide advice about computerised accounting software.

3. DIRECTORS AND EMPLOYEES

The directors received no remuneration from the company during the year or the previous year. Staff costs during the year were £114014 (2010: £101457). The number of employees (full time equivalent) was: 5 (2010: 5). No employee earned more than £50000 per annum in the year.

4. TANGIBLE FIXED ASSETS

	Land & Buildings ----- £	Plant & Machinery etc ----- £	Total ----- £
Cost			
On 1 April 2010	0	37203	37203
Additions	0	0	0
Disposals	0	0	0
On 31 March 2011	<u>0</u>	<u>37203</u>	<u>37203</u>
Depreciation			
On 1 April 2010	0	37203	37203
Charge for the year	0	0	0
Deduct for disposals	0	0	0
On 31 March 2011	<u>0</u>	<u>37203</u>	<u>37203</u>
Net book value			
On 1 April 2010	<u>0</u>	<u>0</u>	<u>0</u>
On 31 March 2011	<u>0</u>	<u>0</u>	<u>0</u>

5. RESERVES

	Unrestricted Funds £	Restricted Funds £	Total £
At 1 April 2010	13249	8939	22188
Net incoming resources	22641	(11042)	11599
At 31 March 2011	<u>35890</u>	<u>(2103)</u>	<u>33787</u>

6. DEBTORS

	<u>2011</u>	<u>2010</u>
	£	£
Trade debtors	60	45
Others	18168	13310
	<u>18228</u>	<u>13355</u>

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2011</u>	<u>2010</u>
	£	£
Trade creditors	0	0
Accruals	9724	4460
Deferred Income	67399	84844
	<u>77123</u>	<u>89304</u>
Secured	-	-
Unsecured	77123	89304
	<u>77123</u>	<u>89304</u>

8. CONTINGENT LIABILITIES

There were no contingent liabilities at 31 March 2011 (2010: Nil)

9. TAXATION

The company is a charity and exempt from direct taxation.

10. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2011 (2010: Nil)

11. RELATED PARTY TRANSACTIONS

The charity's bookkeeper is the wife of the chair of Trustees, Simon Tuke. She was paid £6,384 in the year (2010 £7,164).

UPPER ROOM (ST SAVIOUR'S WITH ST MARY'S)
 DETAILED ANALYSIS OF FINANCIAL ACTIVITIES BY FUND

FOR THE YEAR ENDED 31 MARCH 2011

Restricted

	<u>Unrestricted</u>	<u>Big Lottery Fund</u>			<u>UR4Driving</u>		<u>Total</u>	<u>2010</u>
		<u>Main/Core</u>	<u>UR4Meals</u>	<u>UR4Driving</u>	<u>Other</u>	<u>UR4Jobs</u>		
Grants	26010	51471 ²	39717	10803	73350 ^{1 2}	49794	251145	201507
Donations	41170	0	85	0	80	2	41337	36701
Gift Aid on donations	302	2570	0	0	0	0	2872	5556
Fundraising	2198	0	0	0	0	0	2198	0
Other	0	0	0	0	230	0	230	201
Interest	334	0	0	0	0	0	334	299
	70014	54041	39802	10803	73660	49796	298116	244264

Costs of generating funds

Fundraising	0	28864	0	0	0	400	29264	25482
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Charitable activities

Food	0	0	7988	0	0	170	8158	7425
Health&Safety/Cleaning	0	0	2072	0	0	9	2081	1382
Awards & Grants	0	0	924	0	0	3979	4903	2533
Computer & Internet	0	364	0	0	101	920	1385	1281

	<u>Unrestricted</u>	<u>Big Lottery Fund</u>		<u>UR4Driving</u>		<u>Total</u>	<u>2010</u>	
	<u>Main/Core</u>	<u>UR4Meals</u>	<u>UR4Driving</u>	<u>Other</u>	<u>UR4Jobs</u>			
Dues & Subscriptions	0	85	0	0	55	0	140	859
Meals & Entertainment	0	52	0	0	590	0	642	222
Miscellaneous	0	1096	4	0	72	106	1278	(1412)
Office Administration	0	1342	417	0	3619	492	5870	5167
Payroll	0	7463	0	870	506	24	8863	29480
Operations Director	0	16519	0	0	0	0	16519	0
Project Manager	0	0	27019	2425	27668	20104	77216	64656
Supervisor	0	0	0	0	0	0	0	3652
Session workers	0	120	14334	0	5888	0	20342	6561
Employment co-ordinator	0	0	0	0	0	5149	5149	4439
Book-keeper	0	5944	0	0	0	440	6384	7164
Professional Fees	0	165	0	0	300	4900	5365	7013
Telephone	0	3924	443	0	1223	800	6390	5687
Small Tools and Equipment	0	270	975	0	400	285	1930	1708
Bank Charges	0	352	20	0	51	29	452	436
Utilities	0	2813	0	0	0	0	2813	2107
Repairs & Maintenance	0	605	0	0	512	17	1134	935
Rent, Rubbish, Rates	0	10635	0	1755	2717	150	15257	13165
Streetsmart	0	116	0	0	0	0	116	712
Training	0	377	260	4195	26142	1791	32765	12900
Travel & Meetings	0	152	0	0	50	96	298	573
Vehicle Expense	0	0	0	0	11421	0	11421	13636
Volunteer expenses	0	0	3507	1558	3630	866	9561	2469
Transferred Overheads	0	(19939)	11113	0	0	8826	0	0

	<u>Unrestricted</u>	<u>Big Lottery Fund</u>			<u>UR4Driving</u>		<u>Total</u>	<u>2010</u>
		<u>Main/Core</u>	<u>UR4Meals</u>	<u>UR4Driving</u>	<u>Other</u>	<u>UR4Jobs</u>		
Depreciation	0	0	0	0	0	0	0	738
	0	32455	69076	10803	84945	49153	246432	195488
<i>Governance costs</i>								
Admin/Office (Governance portion)	0	0	0	0	0	0	0	0
Payroll expenses (Governance portion)	0	3564	0	0	0	0	3564	3744
Professional fees	0	7257	0	0	0	0	7257	3208
Bank charges	0	0	0	0	0	0	0	0
	0	10821	0	0	0	0	10821	6952
Net (outgoing)/incoming resources	70014	(18099)	(29274)	0	(11285)	243	11599	16342
Transfers between funds	(47373)	18099	29274	0	0	0	0	0
Fund balances brought forward	13249	0	0	0	6084	2855	22188	5846
Carried forward	35890	0	0	0	(5201)	3098	33787	22188

1. Esmee Fairbairn Foundation grant is restricted to the UR4Driving project.
2. The Wates Foundation grant is restricted to the UR4Driving project and to core (Main) costs.