



Annual report and financial statements

2017-18

Registered Charity No: 1071144

Company No.: 03533488

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Table of Contents

Legal and administrative information	3
About the Bereavement Service	4
Board of Trustees report	5
Independent examiners report	9
Statement of financial activities	Error! Bookmark not defined. 0
Balance sheet	Error! Bookmark not defined. 1
Notes to the financial statements	Error! Bookmark not defined. 2

Legal and Administrative Information

Status	The organisation is a charitable company limited by Guarantee; incorporated on 24 March, 1998, and registered as a charity on 21 August, 1998.	
Governing Document	The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its articles of association	
Charity number	1071144	
Company number	3533488	
Registered Office and Operational Address	6-8 York Mews London NW5 2UJ	
Trustees	Laura Noel Colin Dingwall Sarah Davies Norman Franklin Bernard Heymann Felicia Olney Helen Palin Victoria Woolfson	Chair Vice - Chair Treasurer
Bankers	Co-operative Bank PLC Business Customer Services P.O Box 250 Skelmersdale WN8 6WT	
Independent Examiner	Andrew Nash [Address]	

About the Bereavement Service

History and Objects of the Charity

Founded almost fifty years ago, in 1969, Camden, City, Islington and Westminster Bereavement Service (CCIWBS) provides confidential bereavement counselling support to anyone of adult age. Our clients are principally either living in, or registered with a GP, in the catchment area.

Our services

The Service provides professional and accessible counselling, delivering the best possible outcomes to clients. Counselling is provided both through one to one sessions with a counsellor and through group counselling. Clients come from a wide range of social and ethnic backgrounds and the charity has a strong reputation and services are in great demand.

The Service is contracted to two Clinical Commissioning Groups (CCGs): Camden and Islington. This means that the majority of clients from these boroughs receive the service for free; the remainder are invited to make an income-related contribution, however no one in need of support is turned away. Around half of clients self-refer to the Service the remainder are referred by GPs, mental health, drug, alcohol and homelessness teams. Clients resident elsewhere in London also access our services, but as the charity has no CCG funding for these areas, these clients are asked to make an income related contribution. The Service also fundraises to support this work to ensure the service remains accessible to all.

Our people

The Service is delivered by a strong, committed team of = counsellors working in a voluntary capacity, a Board of Trustees and is supported by a small team of paid staff.

The Board of Trustees heads the Charity and includes people with a variety of skills including health service management, psychotherapy, legal, business development, and financial skills. Long term private funders and counsellors are represented within the Board. The Trustees meet as a Board once every 2 months. None of the trustees receives payment.

The Trustees appoint a Director responsible for the day-to-day running of the Service, Vybra Morris. All paid staff and counsellors report to the Director and the Director reports to the Board of Trustees. The paid staff recruit, train, and support counsellors and manage the service including its contracts with CCGs, its premises and legal obligations plus fundraising.

The counselling is provided by some 60 counsellors. All counsellors are supervised every two weeks by qualified clinical supervisors. CCIWBS is a member of the British Association for Counselling and Psychotherapy (BACP).

Our funding

We are funded through donations from individuals and through contracts with two CCGs. Both sources of funding are essential to the continuation of the Service.

We also greatly appreciate donations from the private individuals and charitable trusts who support the Service in its valuable work. Leading the commitment are our long-time funders and supporters: *Michael Palin* and the *Jill Franklin Trust*; for more than two decades their generosity has played a very significant part in developing the Service and maintaining its financial viability.

In recent years the charity has broadened its fundraising base, through work with other organisations, such as the Co-operative Group, which has provided funding for the development of Group counselling services to support our clients.

The dedication of the Director and her staff combined with support from the donors and counsellors remains crucial to this long-standing community service as it continues to develop to meet the needs and challenges that lie ahead.

Board of Trustees report

The Trustees present their Report and Audited Financial Statements for the year ended 31 March, 2018. Legal and administrative information set out on page 3 forms part of this Report. The Financial Statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting for Charities.

In the 12 months to March 2018:

- In total the Charity delivered some 4500 counselling sessions to clients, the majority of which were free of charge. All the requirements of our NHS contracts have been met. For this service we had some 60 sessional counsellors.
- Our data shows that we continue to demonstrate good outcomes, with 54% of clients moving into recovery, which means we exceed the required contract standard. Client Satisfaction questionnaires consistently give extremely positive feedback for all contracted clients and contributing clients.
- The service is successfully managing some significant financial challenges. It has continued to diversify its offering to clients, make itself more accessible and ended the year with a small surplus, which means the charity retains sufficient reserve funds.

Our NHS contracts

This success has been built in large part on the long-term relationship that the charity has enjoyed with Camden CCG and Islington CCG. We continue to have contracts with Camden and with Islington.

To deliver these contracts, the service works in partnership with a range of bodies. To win the Camden contract, the Service is in a consortium with: Camden iCope, Women & Health, Age UK Camden and Nafsiyat. A similar partnership has now been developed in Islington called Accept Consortium: our partners are Nafsiyat, Women's Therapy Centre and The Maya Centre.

The two contracts differ from each other in content. Islington funds clients for up to 12 sessions of counselling, Camden funds clients for 10 sessions of counselling. The Camden contract stipulates that all their clients be requested to take part in the national IAPTUS weekly outcome measuring programme. Performance data is collected electronically through this system. Islington, in the last year, is also not in IAPTUS.

Restructuring and diversifying our services to clients

The sudden loss of the Westminster contract at the end of 2016/17 and reduction of the Islington contract posed a significant challenge to the Charity, with revenue falling by over 20% as a result; however the Trustees acted promptly to reduce our operating costs, managing the impact of this change. In early 2017 we carried out a restructuring within the paid staff. This has led to an equivalent reduction in our costs, which puts the charity in a sustainable position going forward.

In addition, the service has developed its services, both to offer new ways of supporting our clients, but also to trial and roll out more effective ways to deliver better outcomes for more clients:

- Group Bereavement Therapy has, after a successful year, with excellent client feedback become a core part of our service.
- Longer term counseling outside NHS contracts has also been restarted involving some client contributions.

- A new “Loss Service” and a “Pre-Bereavement” service have started which has been well received by clients.

The service will continue to monitor these new services and review the outcomes, as well as consider other new services as a key part of its objectives for 2018/19 and beyond to ensure that it offers a range of accessible services which meet client needs.

The objectives of the Trustees for last year, 2017/18

Each year, as part of the business planning process, Trustees set objectives for the year for the development of the service. Excellent progress has been made in a range of areas, particularly in the light of the financial challenges the service has faced and managed over the past 12 months.

1. Complete the Staff Restructuring and Financial stabilization mentioned above including more focus on Fundraising: Achieved – staff restructuring concluded and development of fundraising strategy, including plans for recruitment of temporary fundraising post to secure new sources of funding for the charity.
2. Continue the service diversification mentioned above including the extension of Group, Pre-Bereavement and Longer-Term counselling, as well as starting to offer counselling focused on loss. Increase access to our services through Saturday opening: Achieved – continued expansion of services, with successful group therapy in particular, introduction of loss counselling and Saturday opening.
3. Continue System Development by introducing IAPTUS for Islington clients: Achieved – IAPTUS implemented for Islington in April 2018
4. Work for the renewal of our Islington Contract in 2018 with our partner organizations. Achieved – contract awarded during 2017/18.

Objectives of the Trustees for 2018/19

The trustees have agreed the following objectives for the current financial year:

1. Building on the success of the new services introduced, we will **continue to develop new clinical services**, particularly Group Work, reflecting on the feedback from clients.
2. Our people really matter to us. Recognising the value to the service of its counsellors, we will continue to work on **strategies to retain more experienced counsellors**.
3. Long term sustainability of the service continues to be a focus. The trustees have recognised the need to secure new sources of income to ensure the service remains as accessible as possible. We will therefore **recruit a part time Fundraiser** to secure new sources of income particularly from Trusts.
4. The service will also look to continue its long term relationship with Camden CCG and will **bid to retain the Camden contract** as part of the current consortium (contract expires end March 2019).
5. We will also work to deliver training opportunities for our counsellors, working in partnership with iCope Camden and with our own counsellors in-house.

Reserves Policy

It is the intention of the Trustees to build up reserves to some twelve months of annual expenditure with the intention of enabling continuation of the Service in the event of an adverse funding or other unforeseen event. The period of time is determined by the time taken to reduce costs, and the significant time taken to access replacement funding. Reserves at 31 March 2018 stand at 9 months

activity. The holding of such reserves is done in accordance with our legal obligations as trustees and company directors to manage risk and work for the continuation of the charity.

Risk Statement

Organisational risk assessment was carried out by the Trustees during the year.

Given the climate of competitive tendering in which we now operate, our main risk is the loss of contracts and funds to secure the ongoing future of the Service; this is mitigated by continued close engagement with the Commissioners during the year, and negotiation of contracts which meet the needs of our client base and are affordable. In addition, our reserves policy is intended to enable continued operation in the event of an adverse funding decision; achieving NHS Any Qualified Provider status has helped support our bids for contract renewal as well as providing a source of funding, in the current year at least, based on use. The adoption of some limited client contributions for service, has also provided a (small) ongoing source of funding, for treatment provided outside the NHS contracts.

A further risk identified is cover for paid staff and assessors in the event of illness or another unexpected event. This is an inevitable risk with such a small staff group, but a risk which trustees continue to manage by working in partnership with the permanent staff to prioritise and, where necessary, provide cover or additional temporary resource.

The Trustees agree to continue a review of organisational risks on an annual basis.

Responsibilities of the Trustees

Company Law requires the Trustees to prepare Financial Statements for each Financial Year which give a true and fair view of the state of the affairs of the charitable company as at the Balance Sheet Date and of its incoming resources and application of resources, including Income and Expenditure, for the year then ended. In preparing those Financial Statements which give a true and fair view, the Trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the Financial Statements
- Prepare the Financial Statements on a going concern basis unless it is inappropriate to assume that the Company will continue on that basis.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable it to ensure that the Financial Statements comply with the Companies Act 2006.

The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

The Trustees confirm that to the best of their knowledge there is no information relevant to the audit of which the auditors are unaware. The Trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors.

Andrew Nash

Independent Examiner

Approved by the Trustees on 2018

And signed on their behalf by:

_____ Laura Noel - Chair

Independent examiners report

Statement of financial activities

Balance Sheet

Notes to the financial statements