

# Age UK Horsham District

(A Company Limited by Guarantee)

## Annual Report and Unaudited Financial Statements for the Year Ended 31<sup>st</sup> March 2018

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Company Registration Number 4169358  
Registered Charity No. 1085988

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## **General Information**

### **Registered Office:**

Lavinia House, Dukes Square, Horsham, West Sussex, RH12 1GZ

### **Board Directors:**

Maureen Vallon (Chair)  
Sarah Turner (Vice Chair)  
Peter McMahon (Treasurer, resigned April 2018)  
Philip Lansberry  
Lynn Lambert  
Caroline Instance (acting co-Treasurer April 2018)  
Paul Allen (Acting co-Treasurer April 2018)  
Jane Wiley

### **Chief Executive and Company Secretary:**

Sonia Mangan

### **Independent Examiner:**

Claire Norwood BSc FCA ATII  
Jones Avens Limited, Chartered Accountants, 4, Dukes Court, Bognor Road,  
Chichester, P019 8FX

### **Bankers:**

Lloyds  
1West Street, Horsham, West Sussex, RH12 1PA

Scottish Widows Bank  
PO Box 12757, 67 Morrison Street, Edinburgh, EH3 8YJ

Virgin Money  
Jubilee House, Gosforth, Newcastle upon Tyne, NE3 4PL

Santander Business Banking:  
Bridle Road, Bootle, Merseyside



### **Brand Partnership**

Age UK Horsham District is an independent local charity and Brand Partner of Age UK.

## Report of the Directors

The directors present their report and the financial statements for the year ended 31st March 2018.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements 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 (FRS102 as amended for accounting period commencing from 1<sup>st</sup> January 2016)

### The company's objects and main activities are:

"To promote the relief of elderly people in any manner which now or hereafter may be deemed by law to be charitable in and around Horsham District and at the discretion of the Trustees, to promote the relief of people in need, by reason of ill-health, disability, financial hardship or other disadvantage where engagement in such activity is considered complementary to the Charity's primary purpose.

To encourage, promote and provide direct services appropriate to the needs of older people (or groups of older people) and if thought fit, to make reasonable charges for any such services."

Charitable Objectives for the year were to:

- Increase our impact
- Develop financial sustainability
- Work in partnership
- Raise our profile
- Develop the internal capacity we need to

## Achievements and Performance

In December 2017 the Trustees revisited and reaffirmed our five Strategic objectives and developed a strategic plan for 2020.

*Our ambition is for Horsham District to be a place where everyone can love later life and for the Charity to be famous for*

- *Tackling loneliness*
- *Being person centred in everything we do*
- *Being the first port of call for older people*

Our strategic plan is to grow our activity, impact and income by 20% by 2020.

The ambitions within the plan are realistic and fit with the needs and aspirations of the demographic of Age UK Horsham District.

Horsham District population currently around 138,000

Over 50 population is 43% or 59,514

Over 65 population is 22% or 30,514

Our ambition for growth fits with our understanding of need, for example we have seen a 44% growth in activity for our community officer team providing information, and advice for an average of 141 people per month.

During 2018 the Charity is celebrating our 60th year of supporting older people across Horsham District.



**Years of  
Loving Later Life**

We hope this special year, our Diamond Anniversary, will provide us with lots of opportunities to:

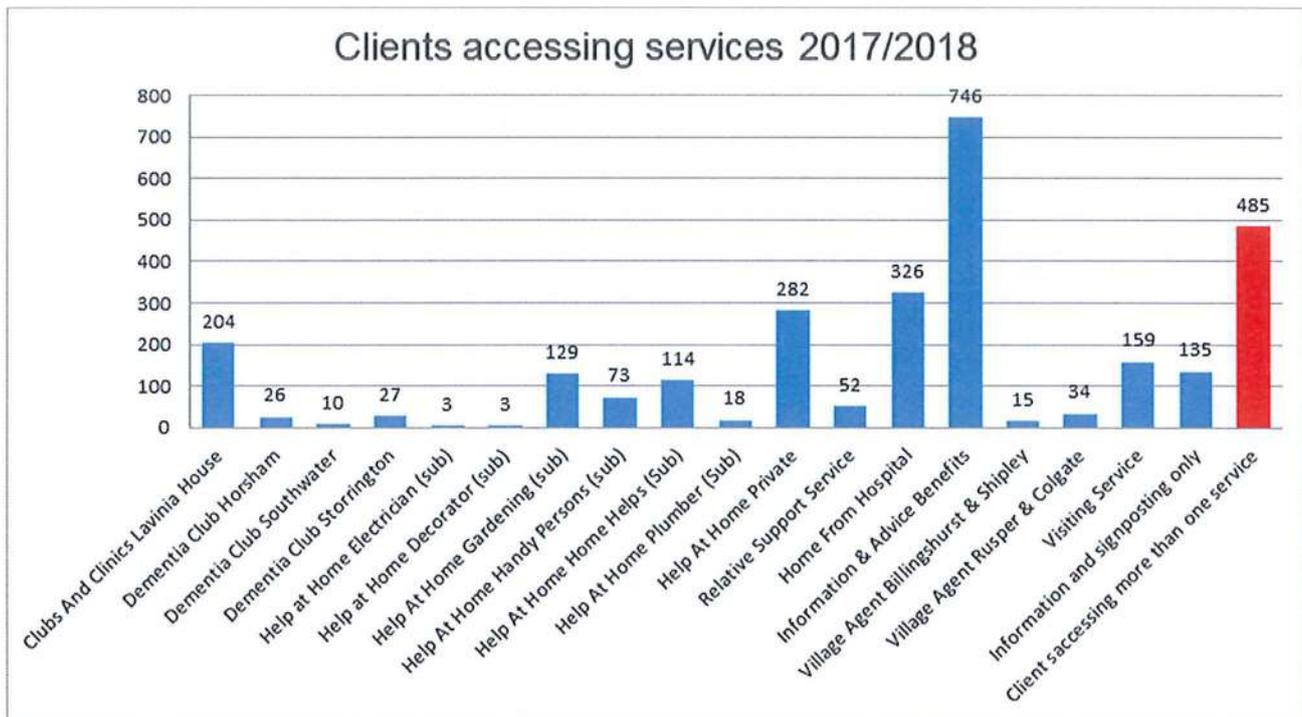
- Celebrate – the incredible achievements of the charity and local older people
- Publicise – shout about what we do and how we can help local older people
- Fundraise – we want the communities with whom we work with, and for, to get behind us and help raise £60,000 for our 60 years!

During 2017/18:

- 34% of our new clients were between 75 and 84 years with a further 38% being over 85
- 65% were female and 35% male
- 50% of our new clients live in the Horsham town or Horsham North wards and we do have a fair mix of clients across in our rural wards
- We recorded accommodation type for 767 people in the year and of those 61% were freehold owners, with 16% being in housing association rented
- 55% said they lived alone, 31% with a partner and just 7% with family
- Of the 921 recorded with a disability 15% had a diagnosis of Dementia 19% a chronic medical condition and 1-5% stroke/diabetes/wheelchair user etc.

This year we have focused on our proposition for local older people and the impact our work with them has created for them.

We have worked more intensively with 1750 individual older people supporting them through case work via our work in our information, advice and home from hospital support services or through having an ongoing relationship with them provided by our volunteer visiting service, our valued Help at Home service or by them regularly attending our hub at Lavinia House or one of our three clubs for people with dementia.



Over a quarter, 28% of the people we worked with accessed more than one service.

### Information, Advice & Relative Service

We worked with 1202 older people needing information and advice from us. In total our information and advice services managed 4,823 contacts and of those 297 were home visits. This is staggering achievement for a small, part-time, First Point of Contact team answering calls and email enquiries from our office base in Lavinia House and a small, part time, team of Community Officers delivering quality assured information, advice and signposting across the district.

Over 85% of what we do remains, support for older people to claim, previously unclaimed benefits – this amounted to £795,472 extra in annualised income for older people living here in Horsham District.

We supported Elsie and her husband Lewis, following his diagnosis of dementia. We were able to provide information about living well with dementia and carers support services for both them and their family. We also helped them successfully claim Attendance Allowance, Pension Credit, Council Tax Support and Council Tax Disregard. They are now accessing a wide range of support and community services which are enabling them both to remain living safely at home

### Home from Hospital

Every year we work with a team of volunteers and older people to provide much needed support with practical and emotional tasks on leaving hospital.

In the year 330 people were supported in some way by this service and 39 of those had volunteer support. In total during the year the service provided 730 hours of volunteer support.

We supported people like Betty who had been in hospital for six weeks following a fall and breaking both her wrists. When she met our Home from Hospital Coordinator she still had both arms in casts. She explained she is normally very active/mobile and healthy and was annoyed at herself for falling.

She had some support with practical tasks at home as she felt she would struggle with this. She had volunteer support for two to four hours a week for four weeks doing light housework and especially changing the bed. Betty said it made a huge difference to her life.

We have three members of staff working on the Help at Home service; Julie, Jo and Yvonne - between them they work on the service for the full-time equivalent of 1.3 people (47 hours per week)

We are fortunate to have the support of 52 local people working with the Age UK Horsham District team to deliver the service:

- 45 Home Helps
- 12 Handypersons and Gardeners

On average 331 clients receive the service every quarter.

## Help at Home

Our help at home service has supported an average of 331 clients every quarter during the year; helping them to access reliable sources of help and support in their own home. Many of the people we work with have someone to help clean and shop every week. There is a charge for the service but people value sourcing this kind of help through a trusted organisation such as our Charity.

Our team of self-employed Home Helps supported people like Derek who had been in hospital after a fall and delirium. Sadly Derek also has bladder cancer and now lives on the ground floor of his house. He is having some memory problems and needed someone to dust, vacuum, and clean kitchen and downstairs toilet, change bed linen and possibly do laundry.

Derek has received support for some months and is happy with the quality of the service being provided; he finds the Home Help who visits weekly for one hour very willing and helpful. Having the support now enables him to rest more and not worry about the household tasks knowing that these are being taken care of.

## Home Visiting

Our free home visiting service for those people who are most lonely, isolated, and vulnerable, and during the year we supported 159 older people living across the district. This is a volunteer service and during the year our 44 local volunteers delivered 2,228 hours of support.

Volunteers are carefully matched with clients and the results make a difference to everyone involved. This small picture of Joy and Sue gives you an idea of the difference it can make.

Joy says "Sue has made a big difference in my life and I am very grateful for her friendship and encouragement. She is always very cheerful and I always look forward to her visits and we have a good laugh together". Joy decided to have a visitor after a suggestion by her GP and was introduced to Sue in 2015.

After Sue retired she decided to do some volunteering work and became a befriender and was introduced to Joy. Sue always enjoys visiting Joy; who is a fantastic historian with a wealth of information and is as bright as a button. Sue says "Joy is a precious friend and so glad that I have made a difference in Joy's life".

## Local clubs and clubs for people with dementia

We work with older people with dementia and their carers and offer six hours of respite through a day service three times per week in both Horsham and Storrington. We offer a club in Horsham based at Lavinia House supporting 200 local older people every month. This club also benefits from access to the award winning garden on site.

We also support 32 local activities and events per month across the district supported by our **Village Agent and Rural clubs worker**.

We aim to have a local friendly face supporting those in rural communities with advice and practical support and this year we have had support in Chanctonbury and Pulborough, Rusper and Colgate, supported by the Hope Keith Trust. The service in Billingshurst and Shipley sadly ended in December 2017 due to funding issues.

Just one story from this vast service:

Alf joined us at the Lavinia House Club in July 2017 following a diagnosis of Dementia. He is a 91 year old gentleman who lives with his son following the death of his wife.

When he first attended he was initially reluctant to come as he had never seen himself as the kind of person to attend a "day Centre" His son was very concerned that Alf was becoming depressed following his diagnosis of dementia and was withdrawing more and more into himself and spending most of the day dozing on the sofa.

During Alf's assessment it was realised that he had been an accomplished pianist in the past, although had not played for many years. Alf was encouraged to play the piano at Lavinia House and now plays regularly for his own enjoyment as well as playing for other members. This activity has done more than anything else to bring him out of his depression and give him a renewed purpose to being alive. He has made friends with others at the club and enjoys having different people to talk to. He began coming in one day a week but over the time frame that has increased and he now attends four days a week.

When Alf was asked what he liked most about attending Lavinia House Club answered "Everything – I can't believe how lucky I am to have a place like this to come to"

His son who collects him from the club says "The whole family benefit from Lavinia House Club, Dad loves being here and always asks if it is a club day when he gets up. Knowing that he is happy and doing something other than falling asleep in the chair or needing me to spend time with him has made a difference in all our lives"

## Develop financial sustainability

This year the team of Trustees, staff and volunteers has reviewed several of our services to make sure we are maximising the benefit for older people and making sure we are financially stable both now and in the future. We are delighted to say that we are not reporting a loss for this financial year and this compares very favourably to the significant loss we reported in the previous year.

## Fundraising report

Our Fundraising Programme has continued to develop over the last year.

### Donor and Regular Giving

- Donations were up against budget and target; thanks to several large in-memory/donations during the year, and donations received as a result of the 'Make a Will' scheme we introduced
- At the end of March we had 22 Friends (monthly/quarterly regular donors) who give a total of £206 a month

### Community Fundraising and Events

- We had a very successful street collection in Horsham town in December 2017; Santa visited and we raised more than ever before!
- We introduced a second, slightly different, Strictly Vintage to our events programme (an evening dance) and rebranded our Christmas Fayre to our Christmas Extravaganza - with great success
- Our knitters knitted more than 9,500 little hats for smoothie bottles to support the Age UK Big Knit Campaign
- We had lots more opportunities to sell our Christmas cards and raised over £2,800 doing so
- We built on the internal success of our Christmas Jumper Week in 2016, and two large local businesses joined in - raising over £650
- We were chosen as local Charity of the Year by Marks and Spencer in Horsham



## Legacy Income

- We received a £30,000 legacy
- We organised our first 'Make a Will' workshops and 'Make a Will' scheme; these were incredibly popular and well received by our supporters. 23 people attended the workshops and 13 couples/individuals took part in the Make a Will Scheme. One person who attended the Workshop in Steyning was so pleased and thankful for the information they received that they have decided to put on a Quiz Night for us which will take place in June 2018.

## Grants and Trusts

- The grants and trust fundraising programme continued to focus on the strategic plan priorities of raising funds for our key charitable services which are free of charge for the local community; Information & Advice and our Home Visiting Service
- We submitted 54 funding applications, with potential income of £264,131.

## Work in partnership

This year we have created a new tangible partnership for the charity with the opening of an Audiology Suite with our partners Action for Deafness at our Lavinia House Centre. All of our activities and events have been developed in collaboration with local older people and organisations and the



statutory partners that support them. During the year we continued to strengthen our partnership with both Age UK (the national charity) and local Age UK partners. The Charity was represented at regular workshops to help develop a shared strategy across the Age UK network.

A key partnership for the Charity is with the Horsham District Older People's Forum, which provides a voice for people in later life living locally. During the year we worked closely with Horsham District Council to support the development of this group towards greater independence.

We are also represented on the Horsham District Dementia Action Alliance and on the Care Pathway Forum; also attending and contributing to the work of the overall Alliance to promote a voice for those living with Dementia across the Horsham

District. During the year we invited all our partners to attend a Dementia Workshop which we ran in partnership with the Horsham District Dementia Alliance.

Another meaningful partnership was with the Reading Agency who we worked with to deliver the Reading Friends initiative having been chosen as one of five projects across the UK to deliver a pilot phase. We delivered this at Lavinia House club and Storrington club for those living with dementia, also working in partnership with WSCC library Service who supported us throughout the year.

We have continued to work in partnership with West Sussex Carers Support to deliver the respite requirement of our contract with WSCC Carers Breaks.

During this year we have been in talks with NHS service Time toTalk who following an engagement survey with our members have agreed to run clinics from Lavinia house two days a week from July 2018. This will enable them to target their service towards increasing their service for older people in Horsham District.

We have also engaged with the Charity 4sight during this year which has resulted in them agreeing to run a monthly clinic from Lavinia House starting summer 2018

We also worked in partnership with Horsham District Council, the first council in the UK to introduce a new form of virtual reality therapy for those with long term medical conditions.

The council's Community Link team is championing a virtual reality experience for the benefit of people with dementia and those living with long term medical conditions.

The therapy is based on the use of a headset which creates a virtual reality environment for users, helping them become immersed within a variety of different scenes.

Chosen scenes include experiences such as starlit skies, forests full of animals, dolphins swimming and nostalgic "days out" to beaches with the sound of the sea lapping on the shore. Older People from our club in Horsham featured on BBC News South East trying out the new technology and later in the year Mark, a regular at the club, was able to relive the scuba diving experiences of his youth.

In addition to the above we have also worked with:

PAT Team, Saxon Weald, Private sheltered housing schemes, Local Churches, RAFA, Local GP practices (Patient Care Coordinators) Health watch, West Sussex Fire Service, Collyers sixth Form College, Crawley College, St Marys Primary School, St Marys Nursery, Marks and Spencer's, Santander, Citizens Advice Service.

## Raise our profile

As well as working with more than 350 people across rural communities and encouraging local activities, we have held three key events during the year:

- Take FIVE event with local partners, 50 local older people and Financial Fraud UK encouraging local older people to think before they commit to any financial decisions and avoid financial scams;
- A celebration of International Older People's Day with a theme of Full of Life using free activities based on the Five Ways to Well-being – Take Notice, Connect, Give, Be Active and Keep learning. The event was attended by over 100 local older people
- A smaller Full of Life event in the North West of the district attended by over 30 local older people.



We have had an extensive programme of talks this year with an average of 3 talks per month for groups and parish councils talking about the work we do as well as the impact of ageing for individuals and the communities they live in.

We have also raised our profile by linking in with and attending events run by local GP practices and attending Patient Care Coordinator meetings.

Lavinia House club and the Dementia Services were featured on BBC South when we linked with Horsham District Council to promote the launch of the immerse experience. This virtual reality experience was initially created to help people living with dementia, the project is now broadening to encompass a range of patient types from paediatrics, respiratory disorders, physical disabilities and elderly care. It is also being used to reduce stress levels in medical and care staff to improve attendance and quality of life.

## Develop the internal capacity we need to deliver

During the year we worked as a team to achieve the Advice Quality Standard for our information and advice service delivered by our community officer team and we were awarded that standard in May 2018.

During the last six years we have developed an internal training programme focusing on enhancing skills sets for client facing staff, enabling them to better meet the needs of older people.

In the last year staff attended lesbian, gay, bisexual and transgender training delivered by the Charity Allsorts.

Other training undertaken by staff:

- Fire prevention
- Falls prevention
- Stroke awareness
- Parkinson's Awareness
- Lip reading introduction
- Level one food safety
- Appraisal training
- Scam awareness

We hold regular client facing team meetings which enable staff in client facing teams to learn from and support one another.

## Plans for Future Periods

Our strategic plan is to grow our activity and income by 20% by 2020. This means that by 2020:

- our annual income needs to have grown by £124,000
- our annual direct face to face client work number has to have grown by 200 people
- we need to show a positive shift in well-being for everyone we work with
- our fundraising from donations, community events etc. needs to have grown to an annual contribution of £26,000 per year
- our regular activities and social engagements needs to have increased to 39 per month
- we need to have increased our client facing workforce by 20% whilst maintaining current levels of overheads
- our ambitions for all charged for services as part of the business cases for change need to be met – for example Help at Home private clients would reach 196 people per year by 2020.

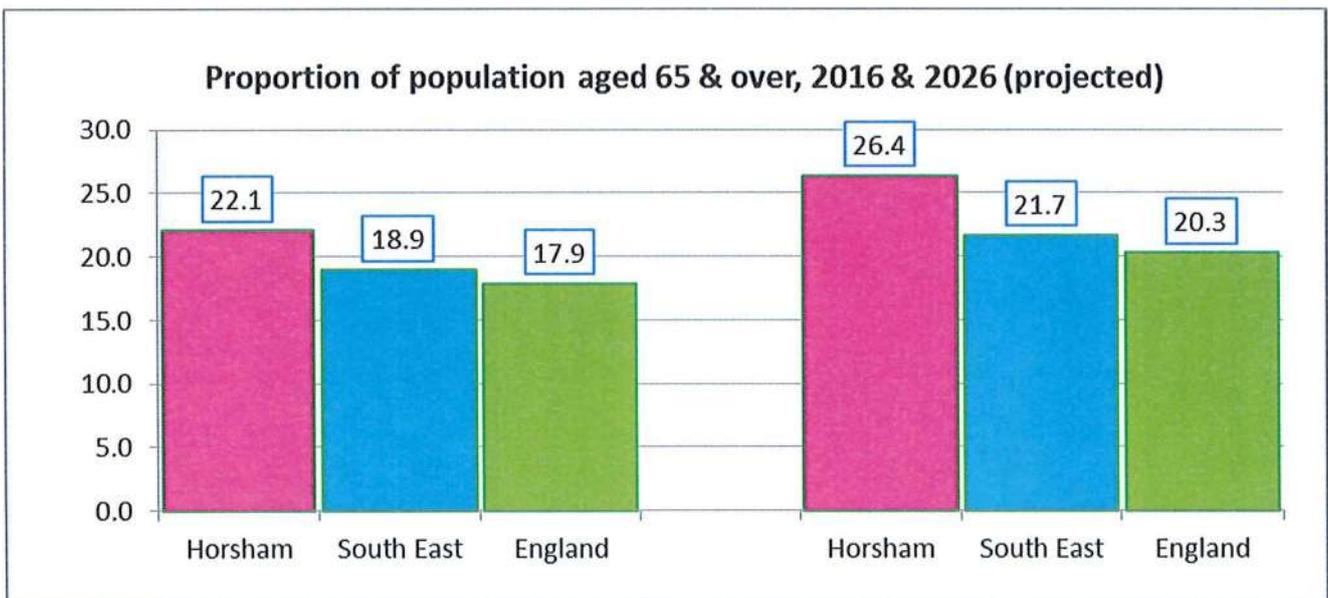
We have used the European Foundation Quality Management (EFQM) excellence model to underpin our ambition of 20% growth by 2020.

We believe that the approach enables us to achieve sustainable excellence as an organisation at the same time as realising our ambition to grow income and activity by a minimum of 20% for 2020.

We will:

- Add value to our clients by increasing their well-being and engagement
- Create a sustainable future for the Charity delivered uniquely by ourselves, or collaboratively with other partners, and/or as part of a consortia or as a merger partner
- Harness creativity and innovation in our workforce through continuous learning, development, high levels of engagement and a continued commitment to engagement
- Manage with agility a dynamic workforce that is person centred in everything we do
- Develop our organisational capability by making better use of all resources
- Lead with vision, inspiration and integrity
- Succeed through the talent of people
- Sustain outstanding results.

The numbers of older people across Horsham District are growing and in particular there is a significant growth for people who are 85 and over in the next eight years.



## Engagement of volunteers in our work



Age UK Horsham District has been working as a local volunteer led and supported charity across Horsham District for 60 years. Our local visiting service, supported by volunteer befrienders has been around for all of that time and thousands of local people have benefited from the friendships that service has created. Volunteers do everything the staff team do and much more. We are lucky, this year, to have been supported by over 151 volunteers working an average 268 hours per week in 2017/18.

If we were to look at that in terms of financial contribution by just using the minimum wage to calculate that is a staggering £104,520

We had 31 new volunteers during the year.

In March this year we carried out a survey with our volunteers and they told us what they valued from being part of Age UK Horsham District: 92% are clear about what is expected from them in their role; 84% felt like they were making a difference; 92% felt appreciated; 94% really enjoy the volunteering experience with us and 90% would recommend volunteering with the team to a friend.

This year we have worked on the volunteering pack and the initial volunteer journey through the charity and the survey did identify some development points that we will address throughout 2018/19; e.g. establishing a more formal process for regular individual reviews with our volunteers and making sure our volunteers know what happens in the event of them being unwell and on holiday.

## Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. The Trustees consider that our activities reflect our aims and objectives and that they are designed to provide accessible services and activities that benefit the appropriate sector of the public in accordance with our charitable objectives.

## Risk Management

The directors perform an annual detailed review of all the major strategic, business and operational risks that the Charity faces and confirm that necessary steps are taken to lessen the risks identified. The high likelihood/high impact risks are then regularly reviewed together with steps to mitigate the impact. This year the Trustees have worked more specifically on financial recovery and mitigation steps were taken throughout the year to reduce the budgeted deficit and to protect the unrestricted reserves.

## Financial Review

We were budgeted to have a net loss of -£65,500 at the end of the financial year. However our closing position is a net surplus of £45,919 giving an overall positive variance of £111, 419 against agreed budget.

During the year we have worked hard to keep costs down and maximise income and we reviewed the costs and income for several of our services; Help at Home service; clubs for people with dementia; and our village agent for Billingshurst and Shipley. Those reviews are continuing to have a positive impact on our accounts. From August 2017 we have seen a decrease in staffing costs due to redundancies and restructuring of the service and this has continued to show savings against the budget

During the year we have also managed to increase our unrestricted reserve position by resolving a number of issues, including the release of an accrual of £35k for utilities and service charges for our main centre. This has led to a healthier financial reserve giving us over 4 months of financial costs available should we need it. At the balance sheet date (31.3.18) total reserves are £173,161 of which £9,292 are restricted and £163,869 are unrestricted.

## Principal Funding Sources

The principal funding sources for the Charity are as follows:

- Grants and contracts from Horsham District Council and West Sussex County Council
- Fees from clients for services and activities
- Grants from trusts, Parish Councils and Age UK.
- Donations, legacies and events income through fundraising

In addition the Charity manages serviced offices for the voluntary sector at Lavinia House.

## Investment Policy

It is the Charity's policy to invest surplus funds into interest bearing deposits.

## Reserves Policy

Due to the vulnerability of our client group and the nature of the services we offer, the Directors of Age UK Horsham District have determined that there is a need for sufficient reserves to secure our organisation's viability beyond the immediate future in order to provide reliable services and funding over the longer term and be able to absorb setbacks.

Age UK Horsham District's Reserves Policy therefore, is to maintain a sufficient level of reserves to enable normal operating activities to continue over a period of up to 4 months, should a shortfall of income occur and to take account of potential risks and contingencies that may arise from time to time. These include:

- Meeting contractual liabilities should the organisation have to close. Including meeting unexpected costs, like redundancy payments, amounts due to creditors and contractual commitments.
- To meet unexpected costs like break down of essential office machinery, staff cover re illness, maternity leave, parental leave and legal costs defending the Charity's interests.
- To replace equipment as it wears out.
- Provide working capital when funding is paid in arrears.

## **Structure, Governance and Management**

### **Governing Document**

The organisation was registered as a charity in 1983 and a company limited by guarantee was incorporated on 27th February 2001. 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. The Board formally adopted revised Articles of Association on the 20th February 2013. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

### **Recruitment and Appointment of Board Members**

The directors of the company are also charity trustees for the purpose of charity law and under the company's Articles are known as members of the Board. Under the requirements of the Memorandum and Articles of Association the Charity shall have a Board of Directors comprising at least three persons. New trustees have been recruited to the Board in June 2017, using an open recruitment process.

The Charity's purpose and work is focused on later life in Horsham District and consequently the Board of Directors seek to ensure that the needs of this group are appropriately reflected through the diversity of the board which is made up of people from across Horsham District to reflect and represent the rural/urban dynamic of the district.

Business and financial skills are well represented on the Board. In an effort to maintain its broad skill mix, the Board of Directors are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to resignation or retirements, new board members are sought to plug the skills gap.

### **Board Members Induction and Training**

A comprehensive induction and trustee handbook are provided to new trustees and training is available via Age UK nationally and locally, as well as regular written and face to face updates for and with the Charity team.

### **Organisational structure**

The Age UK Horsham District Board of Directors meets at least five times a year and is responsible for the strategic direction and policy of the Charity. At the year end the Board had 8 members, from a variety of professional backgrounds relevant to the work of the Charity.

A scheme of delegation is in place and day-to-day responsibility for the Charity's operations rests with the Chief Executive Officer working with the senior team. The

Charity employed 29 members of staff at the end of the year (18.5 full time equivalents), engaged 3 bank workers, c.144 volunteers and contracted around 60 local self-employed people to deliver it's work.

### **Asset Cover for Funds**

Note 23 sets out an analysis of the assets attributable to the various funds and a description of the trusts. These assets are sufficient to meet the Charity's obligations on a fund by fund basis.

The Directors taking advantage of special exemptions applicable to small companies within Part 15 of the Companies Act 2006, approved this report on 26<sup>th</sup> September 2018.

### **Signed on behalf of the Board**

Signed

A handwritten signature in blue ink, appearing to read 'M. Vallon'.

Maureen Vallon (Mrs)  
Chairman of the Board of Trustees