

Company number: 3039668

Charity number: 1045623

# Age Concern Islington



(Age Concern Islington operates as Age UK Islington)

Report and financial statements  
For the year ended 31 March 2017

# Age Concern Islington

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### For the year ended 31 March 2017

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## Age Concern Islington

### Reference and administrative details

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<b>Status</b>	Age UK Islington is an operating name of Age Concern Islington. Age Concern Islington was first established in 1963. It is a charitable company limited by guarantee, incorporated on 30 March 1995, and registered with the Charity Commission on 6 April 1995.	
<b>Purpose</b>	Age Concern Islington's charitable object for the public benefit is the welfare of local older people in and around Islington.	
<b>Governing document</b>	Age Concern Islington was established under a Memorandum of Association, which established the objects and powers of the organisation. It is governed under its Articles of Association.	
<b>Company number</b>	3039668	
<b>Charity number</b>	1045623	
<b>Registered office and operational address</b>	6-9 Manor Gardens LONDON N7 6LA	
<b>Country of registration</b>	England & Wales	
<b>Country of incorporation</b>	United Kingdom	
<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:	
	Ms Sarah Lee	(resigned 29 November 2016)
	Mr Chris Bulford	Vice Chair
	Mrs Jeanne Franklin	Vice Chair
	Mr Clive Bowman	Treasurer
	Ms Kathrin Meyrick	
	Ms Monica Douglas Parris	
	Ms Marjorie Thiman	
	Mr Mark Warwick	
	Ms Alice Memminger	
<b>Principal staff</b>	Andy Murphy	Chief Executive and Company Secretary
<b>Bankers</b>	HSBC plc 25 Islington High Street LONDON N1 9LJ	Unity Trust Bank plc Nine Brindley Place BIRMINGHAM B1 2HB

**Age Concern Islington**

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**Auditor**                      Sayer Vincent LLP  
Chartered Accountants and Statutory Auditors  
Invicta House, 108-114 Golden Lane  
LONDON, EC1Y 0T

## **Chair's Statement**

I am pleased to introduce the Trustees report for 2016/17.

We believe we have produced some excellent outcomes over the last twelve months, both for individual people, and, as a contribution to the whole system of health and wellbeing services supporting people in Islington.

Our goal is to enable people to feel positive – to experience a “good life” – despite the impact of frailty, ill health, social isolation and other challenges or impairments.

Towards the end of 2015–16 we won a number of new service contracts, doubling our annual revenue and most importantly, increasing the scale and scope of services delivered and creating new opportunities for service development. In 2016–17, Health Navigator service cases increased to 1055, from 493 in the previous year; Carers Hub service cases increased to 1124, from 613 in the previous year, and Enablement service cases increased to 698, from 339 in the previous year. Alongside supporting increased numbers of people, during the year we focused on transforming our previous service model, to bring all the different ways we can now support people into a single, unified ‘offer’ and approach. We’ve also thought about how we can support people earlier and in a more proactive way, and have developed new ways of doing this based on regular contact with people and simple but meaningful ways of listening to how they are coping, or not, with everyday life.

Our staff and volunteers have had to learn new ways of working, across expanded teams and within a larger organisation. I thank them for their skill and resilience in ‘sticking with it’, whilst also continuing to support individual people, day in, day out.

Financial stability is critical to success and I am pleased to report a very good result was achieved in 2016–17, meaning that the charity’s general fund of reserves is now in line with our policy and sufficient to match the increased level of income and expenditure. We have continued to receive support from many grant making trusts, and this has enabled us to continue to explore and innovate in new ways of supporting people.

I thank our Trustees for their continued commitment and skill in ensuring the organisation is governed well and, that our services and activities are performing well and remain relevant to the evolving needs of our beneficiaries.

**Chris Bulford**  
**Vice Chair**

## The Charity's mission and purpose

'Age UK Islington' is an operating name of Age Concern Islington, an independently registered charity and company limited by guarantee. We operate as a member of the national Age UK Brand Partnership.

Our mission and purpose is to promote and assist the wellbeing of people in and around Islington. The Trustees consider that good progress was made in 2016–17.

Highlights of the year include:

- 2,783 people provided with individualised support through case work services
- 4,250 episodes of support provided; 82% improvement over 'baseline Wellbeing' recorded
- 909 people participated in Activities services
- 21,760 attendances at 610 different activities, 60 new activities added
- New capabilities for monitoring when people stop attending activities
- New, long-term, statutory contract secured for the Community Enablement service
- Wellbeing screening service launched and over 1000 calls made
- User satisfaction systems introduced and high rates of satisfaction recorded
- Income increased by 28.6% to £1,660,799
- Reserves target achieved, relative to increased income

## Beneficiary needs and requirements

The primary beneficiaries of the charity are people over 60 living in the London Borough of Islington. We also provide care navigation and support to people under 60 who are living with long term health conditions, and, since September 2016 to family carers.

It is increasingly recognised that people need 'more than medicine' to maintain their health and wellbeing. We help people with broader wellbeing needs related to loneliness and isolation, managing house and home, keeping active and interested in what's going on, keeping safe in and around the home, and, feeling valued and visible in the community.

The different service types we offer are designed to match different levels of peoples' confidence and capability in dealing with these things – from providing information, through more technical advice sessions, to more intensive 'case work' for people with more long-standing or multi-faceted situations and challenges.

And we don't just wait for people to contact us. It is also recognised that 'prevention is better than cure'. All of our services are orientated towards helping people identify and head off problems before they turn into crises, or become impossible to manage without intrusive and costly statutory help.

## **Age Concern Islington**

### **Trustees' annual report**

#### **For the year ended 31 March 2017**

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As part of that approach, during 2016–17 we continued publishing our quarterly magazine called Get Together. 'Get Together' combines useful information and articles with listings of community activities and events that people can get involved in, and even run themselves. We also created a companion publication – 'Get Help' – which is designed for people needing more regular and higher levels of support and help.

We continued to work closely with health and social organisations to integrate wellbeing-focused information and services with traditional health and social care. This close working takes place both at services level, working to support individual residents 'right now', as well as through multi agency development and commissioning workgroups, helping design and put in place services to meet growing – and different – requirements for the future.

We recognise that working together and combining our specialisms and strengths is the best way of ensuring we collectively have the knowledge, skills and capacity to serve increasing numbers of people trying to maintain a safe and satisfying independent life in the community.

## Aims and Principal Activities

Our aims and principal activities consist of:

- Providing support directly via our own services
- Providing a connection point to other sources of support
- Identifying unmet needs and developing new services for the future

Direct support services are listed below, grouped by Charitable Activity heading.

Charitable Activity	Service	Summary of support provided
<b>Information, advice and support planning</b>	Information and Signposting	Materials, advice and guidance to find and obtain local services and activities
	Islington Carers Hub	Information and advice to support unpaid carers in caring for a relative or friend.
	Making Contact	Telephone contact to check on wellbeing and screen for cases where preventative type support might be needed or helpful
<b>Enabling Independence</b>	Community Enablement	Short term – six to eight week – help to recover confidence and ability to live independently, safely and well.
	Hospital Discharge Support	Preparing the home environment for people leaving hospital as part of planned discharge arrangements.
	Health Navigators	Specialist signposting for people with complex and long-term health conditions, linking GP and other health services with the wider, wellbeing-focused support available in the communities in which people live.
<b>Activities for Wellbeing</b>	Centre based Activities	Activity and interest groups meeting at our Drivers Activity and Advice Centre.
	Community Activities	Setting up, organising and facilitating friendship and interest groups via regular 'Get Togethers' at venues around the borough
	Activity Partners	Practical help and encouragement to take up social activities and become less isolated.

Our aim is simple: to put together tailored combinations of services and activities that help people maintain and improve their feeling of wellbeing, confidence, resilience and quality of life. Based on what people tell us is important to them, we define wellbeing as people's general confidence and positive feelings – 'OK-ness' – in the following broad areas:

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#### For the year ended 31 March 2017

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- Looking after myself
- Looking after my home
- Feeling safe in and around my home
- Managing my money and affairs
- Meeting people and doing things
- Generally feeling confident

In practice, each person benefits from different types and combinations of support. Many of our beneficiaries receive help from 3 or more different services or activities. Where we are not able to help directly ourselves, we are able to offer an extended range of services through a network of linked providers with specialist capabilities or knowledge.

We also work closely with statutory health and social care teams, and seek to provide the link between these formal services and the wider range of help available to people from the community and their own circles of friends, family and neighbours.

#### How we Help – 1

Mrs A is a 77-year-old woman caring for her husband who is 83 years old and has Alzheimer's Disease.

She was referred to the Carers Hub by Whittington Hospital staff, requesting support for her as a carer. Our initial discussion highlighted that she was generally coping well in her caring role but had concerns about her husband's care should something happen to her. This is a common concern that carers have and we suggested the Carers Emergency Card as one option, as well as having a wider carers assessment for herself.

The resulting support plan for Mrs A also included some training to help her better cope with her husband's condition. She was also interested in attending some of our peer support groups for carers, where coping strategies and general information are raised and shared by carers for carers. "The training has been great. It helped going through what I needed to check for. With the training I don't get as frightened and in a panic about what to do as I used to."

**Outcomes:** Know about Support available; Have the information I need. Less anxious.

**Services:** Carers Hub

## Key Objectives and Achievements during 2016–17

The Trustees consider that good progress was made in 2016–17, the third year of implementation of the organisation's current strategy.

The core strategic aim is in 'Doing Prevention Properly'. By 'prevention' we mean empowering and enabling people to develop and sustain their own support systems and their own confidence and capability to maintain health and wellbeing. Doing things 'properly' is a core value of the organisation, translated into action it means not just the basics of being reliable and efficient. But

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also about designing services to have a proactive approach, reaching out to people, communicating effectively, following up on support provided.

Our annual plans and objectives derive from these core values and aims, and are focused on being both more efficient and more effective in how we support people.

A prevention approach fits directly with our charitable aims as well as with local and national government policy: statutory commissioning is our primary source of revenue and the focus on prevention ultimately provides value by reducing calls on statutory provision.

A summary of achievements and progress during the year is provided below.

Strategic Aim	Achievement/Progress during 2016–17
<b>Achieve positive service outcomes related to prevention</b>	<p>Outcomes monitoring from case work showed that we continue to achieve good results for people in terms of improved wellbeing. To assess this, we measure user-reported increases in six main areas of 'keeping well'. These are:</p> <ul style="list-style-type: none"><li>● Ability to look after myself</li><li>● Ability to manage my home</li><li>● Keeping Safe</li><li>● Managing my Money</li><li>● Meeting People and Doing Things</li><li>● General Confidence and Feeling Positive.</li></ul> <p>Working from a 'baseline' level identified with people at the start of a support episode we then gauge how far things have improved or changed at the end. Aggregating all results from services together during 2016–17 we achieved 82% of personal goals set with service users at the start of their service, up from 67% the previous year.</p> <p>The approach works well for individual, reactive service episodes where service input typically takes place over a period of weeks. To support the move towards a more preventative approach, focused on the person and their changing situation and requirements over time, we also developed and introduced a new way to measure and 'gauge' both outcomes and the types of support that might work best. Initially developed for 'Wellbeing 360' review calls, this is essentially a tool and framework for listening, and so goes to the core of everything we do. It is now being applied across all service areas, not just 'case work', as a means of unifying and measuring the impact of services over time, and, ultimately, as a means of 'prescribing' and targeting service input and resources for maximum benefit to individuals.</p>

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Strategic Aim	Achievement/Progress during 2016-17
<b>Integrate all service areas within a single operating model</b>	We completed an internal service transformation programme called 'One Age UK Working'. The goal and purpose was to simplify, focus and streamline working approaches across internal service boundaries and provide a more unified and sustainable long-term approach to supporting people. This has provided the foundation for continued internal efficiencies as well as the basis for increasing future external integration, via a 'Wellbeing in 1' approach.
<b>Transform activities service into a Social Prescribing model</b>	A major feature of our single operating model is 'social prescribing' of activities and services to help people keep active and avoid isolation. We redesigned our existing activities services to focus more on promoting confidence in taking up and maintaining social activities, and on identifying and removing barriers to take up.
<b>Develop communications focused on encouraging self-care and participation in the community</b>	We maintained the programme of quarterly 'Get Together' magazine production. A new publication - Get Help - was designed as a means of getting information and advice to people with more complex or regular support needs.
<b>Maintain external quality accreditation</b>	ISO90001 accreditation was achieved for the ninth successive year.
<b>Increase revenue from service contracts</b>	Income from this source increased in 2016-17 due to the first full years revenue from service contracts commencing in the third quarter of 2015-16. As these were multi-year contracts they also contribute to the critical objective of achieving and maintaining financial stability for the longer term.
<b>Maintain financial stability</b>	Total income in 2016-17 was £1,660,799 (2015-16: £1,291,677), an increase of 29% over the previous year. A surplus of £115,860 was retained, achieving targets and ensuring that general funds are in line with the charity's reserves policy and limits.
<b>Develop digital capabilities and service models</b>	The 'Wellbeing 360' screening application developed and prototyped in the previous year was launched and over 1000 calls made.
<b>Continue to develop staff and volunteer skills and competencies</b>	We developed a digital knowledge base of information and guidance and introduced this for use within case work and as a base for future 'self-service' options for service users and practitioners.
<b>Continue to develop staff and volunteer skills and competencies</b>	Volunteering roles across the organisation were reviewed and brought into line with the requirements of the Wellbeing in 1 service approach. Manager and staff roles were redrawn within a new competency and performance management framework, supported by quarterly Awareness events open to all staff and volunteers. An internal learning portal was developed with video and linked 'How Do I' apps to provide continuing learning support.

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#### How we Help – 2

##### **Ms B, 64, regains control of her finances**

Following redundancy the previous year Ms B initially kept up with her financial commitments, using her savings and applying to receive some benefits. However, she started to feel the pressure at the end of the year when she had little money left and needed to pay her utility bills.

She had never been in this situation before. She was very stressed and anxious about what would happen if she did not continue with her payments. The main anxiety was in contacting and negotiating with various services and organisations with which she had contracts; how would they react; how would they view her? Our advisors provided reassurance that negotiation around her payments was possible and helped Ms B to make contact and negotiate alterations to payments with her utilities, council tax as well as others.

A grant from our Winter Warmth small grant helped her stay debt free whilst meeting her immediate energy bills. Additionally, she was given information about her entitlement to state pension that she would start receiving in a few months, and which would make a positive difference to her income and bring some financial stability.

“The advice and service I received was excellent. I am extremely happy as the advisors were very understanding. I would have not been able to liaise directly with these parties directly.

“I am managing well with reduced income and keeping up with regular financial commitments”.

**Outcomes:** I can avoid debts – I can manage spending

**Service:** Advice

#### Future Plans

The current strategy was set out in 2015. As this report shows, good progress has been made in the year to March 2017. During 2017 the Trustees have begun the process of setting plans for the next three-year period to 2021.

##### **Future plans include:**

- Continue to evolve and innovate around a ‘Wellbeing in 1’ model of operation as the core contribution and basis of operation.
- Based on this model, prioritise service delivery to individual people within Islington, including increased options for ‘self-service’ access to information and advice
- Continue with digital transformation programmes to increase productivity and improve service experience and quality of outcomes, ensuring security and privacy of data
- Explore and pursue opportunities for meaningful partnerships and service delivery approaches across a wider area, compatible with our charitable objects
- Develop opportunities for expanding revenue through traded services focussed on infrastructure to support wellbeing services delivery and development.

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#### For the year ended 31 March 2017

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- Continue to invest in communications including social media
- Continue to develop workforce competencies within a meaningful performance framework, including 'clinical' governance and other relevant standards.
- Increase the role of volunteering to support scaling of service delivery and new ways of working
- Continue to contribute and participate in local and wider 'whole system' initiatives

## Senior Management Remuneration

The Trustees consider the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating it on a day to day basis. Currently these personnel include the CEO and the Operations Director.

The pay of the senior staff is reviewed annually. In view of the nature of the charity, the Trustees benchmark against pay levels in other charities of a similar size with a similar business model. The remuneration bench-mark is the mid-point of the range paid for similar roles adjusted for a weighting of up to 30% for any additional responsibilities. If recruitment has proven difficult in the recent past a market addition is also paid.

## Governance and Management

Age UK Islington is an operating name for Age Concern Islington, a company limited by guarantee and a registered charity founded in February 1963. Its governing instrument is its current Memorandum and Articles of Association, approved by the AGM in November 2006.

Age UK Islington is run by and for local older people, with 50% of Board members being local older people and 30% from a Black and Minority Ethnic background. Its governing body is the Board of Trustees, whose members are trustees under charity law and directors for the purposes of the Companies Acts. Trustees and Honorary Officers are elected by the members of the charity at the Annual General Meeting for a period of three years, and may be co-opted in between AGMs.

Members of the Board of Trustees of the charitable company each guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2017 was eight (2016: nine). Members of the Board of Trustees have no beneficial interest in the group or charitable company. Any potential conflicts of interest are recorded annually, and updated at every Board meeting, so that these can be monitored and managed as necessary.

## Trustee Recruitment and Training

Trustees are recruited by various means. We write round to local voluntary groups and companies, setting out our needs and inviting applicants. We also use recruitment consultancy services, online recruitment systems and sometimes interested parties approach us directly. We seek to

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cover a specified range of expertise and backgrounds on the Board. We take up references for applicants. Normally a sub group of Board members will meet a prospective Trustee to discuss their application. A Trustee may be co-opted by the Board before the AGM. Any appointment is put to the subsequent Annual General Meeting for Members to vote on.

At the time of writing recruitment is underway for a new Chair, following the resignation of Sarah Lee in November 2016. Chris Bulford, Vice Chair, is carrying out the Chair roles and responsibilities until a new appointment is made.

### Decision-Making

The full Board of Trustees met seven times in 2016-17 to set strategic direction and review the performance, compliance and finances of the charity. Sub groups of the Board provide detailed review and recommendations to the Board in the following areas: finance; strategy and marketing and fundraising.

Operational and day-to-day decision-making is delegated to the Chief Executive of the charity, supported by an Operations Director and team of staff. Major new initiatives are always put to the Board. Work in pursuit of previously agreed objectives is undertaken by staff and reported to the Board. The Board scrutinises these reports against agreed objectives to assess the performance of the charity in achieving its charitable objectives to a high standard and cost-effectively. Periodic special meetings or away days are used to review performance and strategic objectives.

In administering the charity, the Board of Trustees have complied with the duty in s.4, Charities Act 2006, to consider the Charity Commission's published guidance on satisfying the Public Benefit requirement. The structure and content of this Annual Report is based on this guidance.

### Risk Management

Major risks facing the charity are identified and kept continually under review throughout the year. A general review is carried out by the Board at least annually under a range of categories, including not just financial risk, but also operational risk and external risk, for example. Each risk is assessed and scored for its likelihood of occurring and its expected impact if it were to occur. Mitigating measures are agreed to reduce higher risks to a level that is acceptable to the Board. No organisation can ever be risk free, but the Board of Trustees is comfortable that the range of measures and controls put in place have reduced to a reasonably acceptable level the various risks faced by Age UK Islington.

The current principal risks and uncertainties facing the charity are summarised below.

Risk/Uncertainty	Risk Category	Controls and Mitigation
Concentration of activity and primary funding sources within a single London Borough geographical area	Financial	Continued development of revenue generating opportunities. These may be provided under a different operating name in order to comply with territorial restrictions forming part of the Brand Partner Agreement with Age UK.
Accident to or unavailability of CEO	People/Operational	Short to Medium term: Revision and production of core operational processes with supporting training and communication programme for management staff. Deputising arrangements to be put in place. Longer term: Succession planning
Inability/delay in recruiting to vacant posts	Operational	We have implemented a flexible recruitment approach, accompanied by a more structured induction and training programme.
IT/Data security breach	Financial/Regulatory/Reputational	We have moved our core IT system to cloud to take advantage of additional security protection against hacking attacks. We are currently assessing changes to operating policies to comply with GDPR regulations in 2018.
Failure to perform service contracts to required specification	Financial/Reputational	We have increased performance monitoring capabilities to support early action by management on negative delivery patterns and trends.

## Organisational Structure

### Staff and Volunteers

Age UK Islington had 36 staff as at 31 March 2017, including full-time and part-time staff, and equating to 25.8 full-time equivalents.

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We value and welcome diversity, and have a good record of recruiting and retaining staff of varying backgrounds, ethnic origin, beliefs, and sexual orientation.

Volunteers play a vital role in the work of the organisation. Across the full range of our work there were around 100 volunteers at any one time participating in our projects and feeding into the development of the organisation. Over 5000 hours of volunteering were provided, the equivalent of nearly 3 full time posts over the course of the year.

### Trading Subsidiary

Trading by our subsidiary trading company, Islington Age Concern Trading Company Ltd, was reactivated during 2016-17, providing consultancy services around reporting and analytics system set up under the operating name 'Outcomes Plus'. Separate accounts are available for the subsidiary company. A summary of results is shown in note 12 within this report and a statement of group and charity assets and liabilities is shown in the balance sheet.

### How we Help – 3

#### Mr C, 48, starts recovery

Mr C was referred to our Navigator service via the Integrated Care Network meetings operating in the borough. His GP had made the referral as he was concerned that Mr 5 had just gone through a mental health breakdown, was very socially isolated had no real circle of friends. He had been out of work for over a year, which was adding to his feelings of loneliness and depression.

Our Navigator case worker established that he had very low self-confidence and felt unable to engage with others socially. He liked walking outdoors but was doing this alone. Even for daily living he never spoke to others in shops and did not socialise at all. The case worker made several visits building up a list of options and encouraging Mr 5 to take small steps to engage with other people and the outside world. He was supported to attend sessions at the Recovery College where he signed up for various courses including mindfulness and coping with anxiety.

Mr C subsequently completed three of these and signed up for more. He has also secured himself a job. Regular contact will be maintained via our new Wellbeing Calling service.

**Outcomes:** Improving Confidence. Meeting People and Doing Things. Looking after Myself.

**Services:** Navigation

### Financial Review of 2016-17

Total income in 2016-17 was £1,660,799 (2015-16: £1,291,677), an increase of 29% and mainly a result of full years' income from statutory contracts secured part way during the previous year 2015-16. Expenditure in 2016-17 also increased to £1,544,939 (2015-16: £1,260,858), an increase of 23%.

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The overall result for the year was a surplus of £115,860, achieving a key financial target of increasing general funds in line with overall growth of income and increased levels of activity in serving beneficiaries. The result was ahead of target due to additional overall management efficiencies achieved during the year. The result includes restricted funds not utilised during the year and amounting to £36,206. Unrestricted funds increased by £79,654.

Looking at the balance sheet, total funds at the end of the year amounted to £506,549 (2015–16: £390,689). Unrestricted funds were £408,775 (2015–16: £329,121). After agreed designations of £41,733, general funds amounted to £367,042 (2015–16: £239,067). All the above results were derived from continuing activities.

The Trustees believe this is a good result for the year, in line with the financial strategy for the charity in achieving both controlled growth and stability in what remains an uncertain economic environment. Whilst income increased overall, the income profile remained relatively unchanged from the previous year, with £1,458,211 of income unrestricted. This represented 88% of total income, compared to £1,028,375 (80% in 2015–16).

Service contracts with London Borough of Islington and Islington Clinical Commissioning Group continue to provide the largest and most secure source of revenue to sustain and grow the charity's activities. Income from this source increased in the previous year (2015–16) due to the award of new service contracts during that year. As these were multi-year contracts they also contributed to 2016–17 income increases and to the continuing goal of maintaining a foundation of financial stability. This is essential for future planning, enabling the scaling up of services, investment to harness the opportunities in new technology and continued developments in the skills of our staff and volunteer workforce.

Donated and legacy income aids innovation and piloting specialist forms of delivery. With no legacies received in 2016–17 total income from this source decreased slightly to £48,030 (2015–16: £55,455).

During 2016–17 we continued implementing our planned withdrawal from activities charging fees to service users. We continued a phased reduction of service activity providing personal assistants, as support with this is now available from Islington Council and from other sources. We also took a decision to waive all refreshment costs and other fees associated with our Activities Centre, so as to remove any financial barriers to people participating in social activities, meeting others and keeping active. Total income from fees during the year was £62,159, down from £77,540 in 2015–16.

During 2016–17 a decision was taken to take the activities of our 'Outcomes Plus' consultancy service through our subsidiary trading company, Islington Age Concern Trading Company. Outcomes Plus provides consultancy and support services for other charities in data management and service redesign related to outcomes-focused working. Income to the charity from trading

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activity amounted to £42,938, compared to £2,215 in the previous year. For a full breakdown of trading company finances please see separate accounts prepared.

Staff costs are the main item of expenditure, amounting to £1,014,096 for directly employed staff, up from £819,934 in the previous year and representing 65% of total costs in 2016–17, the same proportion as 2015–16.

Two of our main goals are to reach more people, and, to be more proactive in continuing to support those whom we already know and have supported previously. Communications and technology are key to achieving both these goals and expenditure in these areas increased during the year to £111,636, up from £70,037 in 2015–16 and £21,542 in 2014–15. Investment in these areas is essential, not just to build a stable and secure infrastructure, but also to extend the scope of our operations. We now produce and distribute regular magazines containing a range of information of use to people in supporting themselves and in taking early action to prevent ill health and isolation. We have also built a bespoke web service to enable regular contacting calls to be made to vulnerable people by volunteers, taking a snapshot of a person's situation and generating appropriate follow up action by our service teams.

Premises costs amounted to £103,173 (2015–16: £87,452) reflecting the full year cost of the operating lease for our main office and contact centre at Manor Gardens.

## Reserves Policy

The aim of Age UK Islington's reserves policy is to retain sufficient resources to ensure the sustainability of our charitable activities for the benefit of beneficiaries who depend on us for support of one sort or another. This means that the charity must be reasonably able to cope with the considerable variations in income and expenditure that can easily affect charities. In setting an appropriate level of reserves, the Board also strives to provide for the needs of future beneficiaries by utilising any retained surpluses for investment in service development.

The main uncertainties and possible future expenditure items against which the charity needs to hold reserves include the following:

- Development work on future activities – for the organisation in general or for specific projects;
- Late receipt of income from funders;
- Interim financial cover for funding shortfalls;
- Premises and equipment items;
- Staff contingencies;
- Fundraising work that may be required to raise funds in order for our charitable activities;
- Occasional irregular expenditure flows.

Unrestricted reserves comprise both designated and free reserves. The Board of Trustees, as part of its consideration of its reserves policy, has designated reserves of £41,733 as at 31 March

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2017. Of this total, £23,818 represents capital equipment purchases and is required to cover future depreciation on major equipment items already purchased from unrestricted funds. The other designated area reflects current requirements in continued organisational development.

The Board of Trustees reviews the reserves policy at least annually to ensure it remains relevant to the income and expenditure profile of the charity and is appropriate to risks and opportunities in the operating and funding environment. A review carried out in 2015–16 identified the need for a revised method of calculation.

Under the revised method policy reserves are set at between 3 and 4 months of expenditure, calculated on the basis of total expenditure minus those direct service costs that are not salaried staff costs. The rationale is that with the bulk of income derived from service contracts, if service income were lost, direct service provision costs, other than staff costs, would be terminated simultaneously. The absolute lower limit for reserves is £250K.

The policy was adopted by Board at the meeting on 02/02/2016. The interim level of reserves is monitored regularly by the finance sub-group of the Board. Based on the 2017–18 budget, 3 months of reserves calculated on the basis above amounts to £346,000. At the end of financial year 2016–17 reserves amounted to £367,040.

## Principal Sources of Funding

Principal sources of funding include local statutory organisations, grant-making trusts, as well as individual and corporate donors,

Statutory funders include the London Borough of Islington and Islington Clinical Commissioning Group (CCG)

During 2016–17 the following grant making trusts and corporate donors contributed funding to support our work:

- Anthony and Rachel Williams Charitable Trust
- The Big Alliance
- City Bridge Trust
- Cripplegate Foundation
- Dunhill Medical Trust
- Garfield Weston Foundation
- Goldsmiths' Company Trust
- Haberdashers' Benevolent Foundation
- Hyman Robertson LLP
- Santander
- Waitrose Ltd

The charity also received £3943 as donations from individuals. We are deeply grateful to all those who provide funding to help us support local older people and enable them to live more fulfilling lives.

## Statement of responsibilities of the trustees

The trustees (who are also directors of Age Concern Islington for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards 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 the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Age Concern Islington

### Trustees' annual report

For the year ended 31 March 2017

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## Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 25 September 2017 and signed on their behalf by

Chris Bulford  
Vice Chair

## Independent auditor's report

To the members of

### Age Concern Islington

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## Opinion

We have audited the financial statements of Age Concern Islington (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2017 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2017 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Independent auditor's report

To the members of

Age Concern Islington

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### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Independent auditor's report

To the members of

Age Concern Islington

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### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## Independent auditor's report

To the members of

### Age Concern Islington

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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Joanna Pittman (Senior statutory auditor)

17 November 2017

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

## Age Concern Islington

### Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2017

	Note	Unrestricted £	Restricted £	2017 Total £	Unrestricted £	Restricted £	2016 Total £
<b>Income from:</b>							
Donations and legacies	2	48,030	–	<b>48,030</b>	23,792	31,663	55,455
Charitable activities							
Information, Advice and Support planning	3	438,557	60,300	<b>498,857</b>	286,354	34,238	320,592
Enabling independence	3	767,734	–	<b>767,734</b>	551,155	25,000	576,155
Activities and Well-being	3	113,933	82,038	<b>195,971</b>	104,031	76,589	180,620
Capacity building	3	46,000	60,250	<b>106,250</b>	59,440	95,812	155,252
Other trading activities	4	42,938	–	<b>42,938</b>	2,125	–	2,125
Investments		1,019	–	<b>1,019</b>	1,478	–	1,478
<b>Total income</b>		<b>1,458,211</b>	<b>202,588</b>	<b>1,660,799</b>	<b>1,028,375</b>	<b>263,302</b>	<b>1,291,677</b>
<b>Expenditure on:</b>							
Raising funds							
Fundraising	5	31,560	–	<b>31,560</b>	30,416	–	30,416
Trading	5	19,463	–	<b>19,463</b>	–	–	–
Charitable activities							
Information, Advice and Support planning	5	471,927	35,972	<b>507,899</b>	292,131	41,788	333,919
Enabling independence	5	651,201	4,574	<b>655,775</b>	513,323	32,668	545,991
Activities and Well-being	5	124,011	68,824	<b>192,835</b>	109,181	76,633	185,814
Capacity building	5	80,395	57,012	<b>137,407</b>	67,757	96,961	164,718
<b>Total expenditure</b>		<b>1,378,557</b>	<b>166,382</b>	<b>1,544,939</b>	<b>1,012,808</b>	<b>248,050</b>	<b>1,260,858</b>
<b>Net income for the year and net movement in funds</b>	6	<b>79,654</b>	<b>36,206</b>	<b>115,860</b>	<b>15,567</b>	<b>15,252</b>	<b>30,819</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		329,121	61,568	<b>390,689</b>	313,554	46,316	359,870
<b>Total funds carried forward</b>		<b>408,775</b>	<b>97,774</b>	<b>506,549</b>	<b>329,121</b>	<b>61,568</b>	<b>390,689</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 18 to the financial statements.

# Age Concern Islington

## Balance sheets

Company no. 3039668

As at 31 March 2017

	Note	The group		The charity	
		2017	2016	2017	2016
		£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	11	<b>23,818</b>	42,139	<b>23,818</b>	42,139
Investments	12	-	-	2	2
		<b>23,818</b>	42,139	<b>23,820</b>	42,141
<b>Current assets:</b>					
Debtors	14	<b>64,244</b>	95,377	<b>89,057</b>	95,377
Cash at bank and in hand	20	<b>511,210</b>	366,105	<b>486,397</b>	366,105
		<b>575,454</b>	461,482	<b>575,454</b>	461,482
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	15	<b>(92,723)</b>	(112,932)	<b>(92,725)</b>	(112,934)
<b>Net current assets</b>		<b>482,731</b>	348,550	<b>482,729</b>	348,548
<b>Total net assets</b>	17a	<b>506,549</b>	390,689	<b>506,549</b>	390,689
<b>The funds of the charity:</b>	18				
Restricted income funds		<b>97,774</b>	61,568	<b>97,774</b>	61,568
Unrestricted income funds:					
Non-charitable trading funds		-	-	-	-
Designated funds		<b>41,733</b>	90,054	<b>41,733</b>	90,054
General funds		<b>367,042</b>	239,067	<b>367,042</b>	239,067
Total unrestricted funds		<b>408,775</b>	329,121	<b>408,775</b>	329,121
<b>Total charity funds</b>		<b>506,549</b>	390,689	<b>506,549</b>	390,689

Approved by the trustees on 25 September 2017 and signed on their behalf by

Clive Bowman  
Treasurer

Age Concern Islington

Consolidated statement of cash flows

For the year ended 31 March 2017

	Note	2017 £	£	2016 £	£
Cash flows from operating activities	19				
Net cash provided by operating activities			148,306		1,010
Cash flows from investing activities:					
Dividends, interest and rents from investments		1,019		1,478	
Purchase of fixed assets		(4,220)		(62,757)	
Net cash provided used in investing activities			(3,201)		(61,279)
Change in cash and cash equivalents in the year			145,105		(60,269)
Cash and cash equivalents at the beginning of the year			366,105		426,374
Cash and cash equivalents at the end of the year	20		511,210		366,105

**1 Accounting policies**

**a) Statutory information**

Age Concern Islington is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 6–9 Manor Gardens, London, N7 6LA.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

These financial statements consolidate the results of the charitable company and its wholly-owned subsidiary Islington Age Concern Trading Company Ltd on a line by line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

No key judgements have been required to be made by the charitable company which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income, including income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Grants are credited to incoming resources when they are receivable as the charity's own money, unless they are for activities that relate specifically to a specific future period, in which case they are deferred to that period.

Income received under contracts for services is recognised in the financial statements in proportion to the percentage of completion of the contract.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**1 Accounting policies (continued)**

**f) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**g) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria 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 the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**h) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of information and advice, independence enablement, activity and wellbeing and capacity building services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**i) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

<input type="checkbox"/> Costs of raising funds	1%
<input type="checkbox"/> Information, Advice and Support planning	28%
<input type="checkbox"/> Enabling independence	45%
<input type="checkbox"/> Activities and Well-being	13%
<input type="checkbox"/> Capacity building	9%
<input type="checkbox"/> Support costs	3%
<input type="checkbox"/> Governance costs	1%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity:

<input type="checkbox"/> Costs of raising funds	1%
<input type="checkbox"/> Information, Advice and Support planning	29%
<input type="checkbox"/> Enabling independence	47%
<input type="checkbox"/> Activities and Well-being	14%
<input type="checkbox"/> Capacity building	9%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**j) Operating leases**

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the length of the lease.

**1 Accounting policies (continued)****k) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

□ Office equipment	4 years
□ IT infrastructure	3 years
□ Fixtures and fittings	4 years

**l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**m) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**n) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**o) Investments in subsidiaries**

Investments in subsidiaries are at cost.

**p) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**q) Pensions**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

**2 Income from donations and legacies**

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
BIG Lottery Fund – Big Potential	–	–	–	8,520
City Bridge Trust	20,000	–	20,000	–
Gifts	28,030	–	28,030	31,292
Legacies	–	–	–	15,643
	<u>48,030</u>	<u>–</u>	<u>48,030</u>	<u>55,455</u>

## Age Concern Islington

### Notes to the financial statements

For the year ended 31 March 2017

#### 3 Income from charitable activities

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
London Borough of Islington:				
Information and Signposting	98,532	–	98,532	98,532
Islington Carers Hub	318,645	30,300	348,945	193,714
Support planning and brokerage	–	–	–	6,000
End of Life Care: Future Matters	20,100	–	20,100	20,719
Garfield Weston Foundation:				
Making Contact project	–	30,000	30,000	–
Fees and other income	1,280	–	1,280	1,627
<b>Sub-total for information, advice and support planning activities</b>	<b>438,557</b>	<b>60,300</b>	<b>498,857</b>	<b>320,592</b>
London Borough of Islington:				
Hospital discharge post	32,390	–	32,390	32,390
Voluntary Sector Enablement	309,227	–	309,227	245,000
Well winter project	–	–	–	1,198
Islington CCG:				
Local service navigator service	365,788	–	365,788	210,094
Lloyds TSB Foundation	–	–	–	25,000
Fees and other income	60,329	–	60,329	62,473
<b>Sub-total for enabling independence activities</b>	<b>767,734</b>	<b>–</b>	<b>767,734</b>	<b>576,155</b>
London Borough of Islington:				
Drovers day centre	95,000	–	95,000	95,000
Activities service	13,333	–	–	–
Community activities development	–	40,000	40,000	40,000
Age UK: Preparing for power loss	–	–	–	13,370
Dunhill Medical Trust	–	22,425	22,425	–
Donations	–	19,473	19,473	23,219
Meals, room hire and activities	5,600	140	5,740	9,031
<b>Sub-total for activities and well-being activities</b>	<b>113,933</b>	<b>82,038</b>	<b>182,638</b>	<b>180,620</b>
London Borough of Islington:				
Realising the Value	–	60,000	60,000	60,000
Volunteering	46,000	–	46,000	46,000
Comic Relief:				
Technology for Good	–	–	–	35,812
Fees and other income	–	250	250	13,440
<b>Sub-total for capacity building activities</b>	<b>46,000</b>	<b>60,250</b>	<b>106,250</b>	<b>155,252</b>
<b>Total income from charitable activities</b>	<b>1,366,224</b>	<b>202,588</b>	<b>1,555,479</b>	<b>1,232,619</b>

## Age Concern Islington

### Notes to the financial statements

For the year ended 31 March 2017

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#### 4 Income from other trading activities

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Data management services				
Age Concern Islington	12,589	-	<b>12,589</b>	2,125
Islington Age Concern Trading Company Limited	30,349	-	<b>30,349</b>	-
	<u>42,938</u>	<u>-</u>	<u><b>42,938</b></u>	<u>2,125</u>

## 5 Analysis of expenditure

	Cost of raising funds		Charitable activities						2017 Total £	2016 Total £
	Fundraising £	Trading	Information, Advice and Support planning £	Enabling independen – ce £	Activities and Wellbeing £	Capacity building £	Governance costs £	Support costs £		
Staff costs (Note 7)	4,198	11,070	275,830	467,784	129,357	86,700	7,380	31,777	<b>1,014,096</b>	819,934
Other staff costs	26,502	6,786	19,232	27,384	7,607	21,151	306	22,679	<b>131,647</b>	97,321
Volunteer costs	2	3	2,478	520	2,194	547	3	49	<b>5,796</b>	6,070
Direct activity costs	6	732	88,196	11,289	7,510	7,003	17	1,242	<b>115,995</b>	129,630
Welfare payments	–	–	18,972	4,130	–	–	–	–	<b>23,102</b>	13,816
Premises	178	386	32,310	40,716	19,226	6,710	523	3,124	<b>103,173</b>	87,452
Office, communications and equipment	581	432	33,704	50,624	14,236	7,765	588	3,706	<b>111,636</b>	70,037
Depreciation	–	–	11,271	11,270	–	–	–	–	<b>22,541</b>	23,317
Compliance, legal etc.	10	54	1,513	2,341	633	373	11,122	907	<b>16,953</b>	13,281
	<b>31,477</b>	<b>19,463</b>	<b>483,506</b>	<b>616,058</b>	<b>180,763</b>	<b>130,249</b>	<b>19,939</b>	<b>63,484</b>	<b>1,544,939</b>	<b>1,260,858</b>
Support costs	63	–	18,562	30,226	9,186	5,447	–	(63,484)	–	–
Governance costs	20	–	5,831	9,491	2,886	1,711	(19,939)	–	–	–
<b>Total expenditure 2017</b>	<b>31,560</b>	<b>19,463</b>	<b>507,899</b>	<b>655,775</b>	<b>192,835</b>	<b>137,407</b>	<b>–</b>	<b>–</b>	<b>1,544,939</b>	<b>1,260,858</b>
Total expenditure 2016	30,416	–	333,919	545,991	185,814	164,718				

Support and governance costs have been allocated on the basis of staff hours engaged in each charitable activity.

Of the total expenditure, £1,378,557 was unrestricted (2016: £1,028,451) and £166,382 was restricted (2016: £232,407).

Of the £19,463 trading expenditure, £16,711 was incurred by Islington Age Concern Trading Company Limited, the charity's trading subsidiary.

## Age Concern Islington

### Notes to the financial statements

For the year ended 31 March 2017

#### 6 Net income for the year

This is stated after charging / (crediting):

	2017 £	2016 £
Depreciation	22,541	23,317
Operating lease rentals:		
Property	86,813	68,530
Other	849	-
Auditors' remuneration (excluding VAT):		
Audit	7,500	6,500
Other services	750	-
	<u>          </u>	<u>          </u>

#### 7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2017 £	2016 £
Salaries and wages	914,810	732,338
Redundancy and termination costs	-	4,146
Social security costs	80,246	67,292
Employer's contribution to defined contribution pension schemes	19,040	16,158
	<u>1,014,096</u>	<u>819,934</u>
Agency costs	68,095	31,667
	<u>1,082,191</u>	<u>851,601</u>

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2017 No.	2016 No.
£60,000 – £69,999	1	-

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £95,834 (2016: £117,262).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2016: £nil). No charity trustee received payment for professional or other services supplied to the charity (2016: £nil).

**8 Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 40 (2016: 36). Of those employees an average 6 (2016: 8) were employed on a sessional basis to undertake specialist and time limited projects. In addition the services of freelance specialists were used for accountancy, business development and fundraising support.

The average number of employees (full time equivalent) during the year was as follows:

	2017 No.	2016 No.
Raising funds	0.1	0.2
Information, Advice and Support planning	8.2	4.9
Enabling independence	16.0	13.3
Activities and Well-being	4.0	3.9
Capacity building	2.2	2.7
Support	1.0	0.6
Governance	0.2	0.2
	<b>31.7</b>	<b>25.8</b>
	<b>31.7</b>	<b>25.8</b>

**9 Related party transactions**

There are no related party transactions to disclose for 2017 (2016: none). There were no donations from related parties.

**10 Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Islington Age Concern Trading Company Ltd gift aids available profits to the parent charity.

**11 Tangible fixed assets  
The group and charity**

	Office equipment £	IT infrastructure £	Fixtures & fittings £	Total £
<b>Cost or valuation</b>				
At the start of the year	6,507	73,955	2,079	<b>82,541</b>
Additions in year	1,027	3,193	-	<b>4,220</b>
Disposals in year	(6,507)	-	-	<b>(6,507)</b>
At the end of the year	1,027	77,148	2,079	<b>80,254</b>
<b>Depreciation</b>				
At the start of the year	6,206	32,117	2,079	<b>40,402</b>
Charge for the year	558	21,983	-	<b>22,541</b>
Eliminated on disposal	(6,507)	-	-	<b>(6,507)</b>
At the end of the year	257	54,100	2,079	<b>56,436</b>
<b>Net book value</b>				
At the end of the year	<b>770</b>	<b>23,048</b>	-	<b>23,818</b>
At the start of the year	301	41,838	-	42,139

All of the above assets are used for charitable purposes.

## Age Concern Islington

### Notes to the financial statements

For the year ended 31 March 2017

#### 12 Investments

The charitable company owns the whole of the issued ordinary share capital of Islington Age Concern Trading Company Limited, a company registered in England trading under the name Outcomes Plus. The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are gift aided to the charitable company. Two of the trustees of Age Concern Islington are also directors of the subsidiary. A summary of the results of the subsidiary is shown below:

	2017 £	2016 £
Turnover	30,349	-
Cost of sales	-	-
Gross profit	<u>30,349</u>	-
Administrative expenses	(6,036)	-
Management charge payable to parent undertaking	(10,675)	-
Profit on ordinary activities	<u>13,638</u>	-
Gift aid of profits to parent undertaking	(13,638)	-
Profit / (loss) for the financial year	<u>-</u>	<u>-</u>
The aggregate of the assets, liabilities and funds was:		
Assets	24,813	2
Liabilities	(24,811)	-
Funds	<u>2</u>	<u>2</u>

#### 13 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2017 £	2016 £
Gross income	1,654,763	1,291,677
Result for the year	<u>115,860</u>	<u>30,819</u>

#### 14 Debtors

	The group		The charity	
	2017 £	2016 £	2017 £	2016 £
Trade debtors	21,437	23,216	21,437	23,216
Owed by trading subsidiary	-	-	24,813	-
Grant and contract debtors	10,643	68,365	10,643	68,365
Prepayments	1,720	2,900	1,720	2,900
Accrued income	30,444	896	30,444	896
	<u>64,244</u>	<u>95,377</u>	<u>89,057</u>	<u>95,377</u>

## 15 Creditors: amounts falling due within one year

	The group		The charity	
	2017	2016	2017	2016
	£	£	£	£
Taxation and social security	23,754	23,791	23,754	23,791
Other creditors	39,424	46,276	39,426	46,278
Accruals	15,219	16,489	15,219	16,489
Deferred income	14,326	26,376	14,326	26,376
	<b>92,723</b>	<b>112,932</b>	<b>92,725</b>	<b>112,934</b>

## 16 Deferred income

Deferred income comprises two partially delivered service contracts.

	The group		The charity	
	2017	2016	2017	2016
	£	£	£	£
Balance at the beginning of the year	26,376	67,226	26,376	67,226
Amount released to income in the year	(26,376)	(67,226)	(26,376)	(67,226)
Amount deferred in the year	14,326	26,376	14,326	26,376
<b>Balance at the end of the year</b>	<b>14,326</b>	<b>26,376</b>	<b>14,326</b>	<b>26,376</b>

## 17a Analysis of net assets between funds (current year)

	General unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Tangible fixed assets	-	23,818	-	23,818
Net current assets	367,042	17,915	97,774	482,731
<b>Net assets at 31 March 2017</b>	<b>367,042</b>	<b>41,733</b>	<b>97,774</b>	<b>506,549</b>

## 17b Analysis of net assets between funds (prior year)

	General unrestricted	Designated	Restricted	Total funds
	£	£	£	£
Tangible fixed assets	-	42,139	-	42,139
Net current assets	239,067	47,915	61,568	348,550
<b>Net assets at 31 March 2016</b>	<b>239,067</b>	<b>90,054</b>	<b>61,568</b>	<b>390,689</b>

Age Concern Islington

Notes to the financial statements

For the year ended 31 March 2017

18 Movements in funds

18a Movements in funds (current year)

	At 1 April 2016 £	Incoming & gains £	Expenditure & losses £	Transfers £	At 31 March 2017
<b>Restricted funds:</b>					
Carers Hub flexible breaks and palliative care	27,312	30,300	(20,972)	-	36,640
Community activities development	-	69,425	(58,212)	-	11,213
Drovers Activity Centre	1,883	5,113	(3,073)	-	3,923
Edible Islington	39	-	(39)	-	-
Enablement Services	-	-	-	-	-
Integration development	6,511	-	-	-	6,511
Making contact	-	30,000	(15,000)	-	15,000
Preparing for power loss	-	-	-	-	-
Project development	-	-	-	-	-
Realising the value	18,652	60,000	(56,762)	-	21,890
Saturday Socials	-	7,500	(7,500)	-	-
Senior Citizens' Christmas party	412	-	-	-	412
Technology for good	-	-	-	-	-
Trading investment readiness	-	-	-	-	-
Volunteering	-	250	(250)	-	-
Welfare and Winter Warmth	6,759	-	(4,574)	-	2,185
<b>Total restricted funds</b>	<b>61,568</b>	<b>202,588</b>	<b>(166,382)</b>	<b>-</b>	<b>97,774</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital equipment depreciation	42,139	-	(22,541)	4,220	23,818
Client services continuity	30,000	-	-	(30,000)	-
Organisational development	17,915	-	-	-	17,915
<b>Total designated funds</b>	<b>90,054</b>	<b>-</b>	<b>(22,541)</b>	<b>(25,780)</b>	<b>41,733</b>
<b>General funds</b>	<b>239,067</b>	<b>1,458,211</b>	<b>(1,356,016)</b>	<b>25,780</b>	<b>367,042</b>
<b>Total unrestricted funds</b>	<b>329,121</b>	<b>1,458,211</b>	<b>(1,378,557)</b>	<b>-</b>	<b>408,775</b>
<b>Total funds</b>	<b>390,689</b>	<b>1,660,799</b>	<b>(1,544,939)</b>	<b>-</b>	<b>506,549</b>

## 18b Movements in funds (prior year)

	At 1 April 2015 £	Incoming & gains £	Expenditure & losses £	Transfers £	At 31 March 2016
<b>Restricted funds:</b>					
Carers Hub flexible breaks and palliative care	-	34,238	(6,926)	-	27,312
Community activities development	5,833	52,000	(57,833)	-	-
Drovers Activity Centre	1,321	19,362	(18,800)	-	1,883
Edible Islington	39	-	-	-	39
Enablement Services	-	25,000	(25,000)	-	-
Integration development	6,511	-	-	-	6,511
Preparing for power loss	-	13,370	(13,370)	-	-
Project development	20,373	-	(20,373)	-	-
Realising the value	-	60,000	(41,348)	-	18,652
Saturday Socials	2,500	7,500	(10,000)	-	-
Senior Citizens' Christmas party	412	-	-	-	412
Technology for good	-	35,812	(35,812)	-	-
Trading investment readiness	2,400	8,520	(10,920)	-	-
Welfare and Winter Warmth	6,927	7,500	(7,668)	-	6,759
<b>Total restricted funds</b>	<b>46,316</b>	<b>263,302</b>	<b>(248,050)</b>	<b>-</b>	<b>61,568</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital equipment depreciation	2,699	-	(23,317)	62,757	42,139
Client services continuity	30,000	-	-	-	30,000
Organisational development	20,000	-	(2,085)	-	17,915
<b>Total designated funds</b>	<b>52,699</b>	<b>-</b>	<b>(25,402)</b>	<b>62,757</b>	<b>90,054</b>
<b>General funds</b>	<b>260,855</b>	<b>1,028,375</b>	<b>(987,406)</b>	<b>(62,757)</b>	<b>239,067</b>
<b>Total unrestricted funds</b>	<b>313,554</b>	<b>1,028,375</b>	<b>(1,012,808)</b>	<b>-</b>	<b>329,121</b>
<b>Total funds</b>	<b>359,870</b>	<b>1,291,677</b>	<b>(1,260,858)</b>	<b>-</b>	<b>390,689</b>

**Purpose of restricted funds**

Carers Hub flexible breaks and palliative care	A fund to provide respite type breaks for unpaid carers of people in Islington.
Community activities development	To develop and provide services to help older people set up, run and maintain self-run groups and clubs.
Drovers Activities Centre	To support the activities and services at Drovers Activities Centre.
Edible Islington	To encourage food growing to promote physical activity, healthy eating and improve mental well being of older people. To also encourage older people using the allotment to use other services.

**18 Movements in funds (continued)**

Enablement Services	Funds received to increase and extend the scope of services enabling older people to live independently and well at home.
Integration Development	To support service integration development in neighbouring areas.
Making contact	A grant from Garfield Weston to develop a proactive telephone wellbeing checking service.
Preparing for power loss	A grant from Age UK to help identify local people at risk from power failures and put controls in place to reduce the risk.
Project Development	A developmental fund the purpose of which is to support existing projects in Islington on an ad hoc basis, or fund pilots for new areas of work in the Borough.
Realising the value	A grant from London Borough of Islington for project work to identify a shared outcomes framework for Voluntary and Community Organisation service provision.
Saturday Socials	A grant from Islington Giving towards the cost of promoting weekend social opportunities for older people.
Senior Citizens' Christmas day party	To hold a Christmas Party targeting some of the most isolated older people in the borough.
Technology for good	A grant from Comic Relief to develop use of Information Technology in delivering the charity's services.
Trading investment readiness	A grant from the Big Potential Fund of the Big Lottery Fund to help build the organisation's capacity to respond to investment opportunities.
Volunteering	A grant from Santander for a volunteers winter event.
Welfare and Winter Warmth	To provide grants to individuals in great need, to improve their quality of life, when no other source is available. This includes enabling people to keep warm in winter, and to promote the need for older people to keep adequately warm during cold weather.

**Purpose of designated funds**

Capital equipment depreciation	To cover future depreciation on major equipment items already purchased from unrestricted funds. It does not provide for the future purchase of equipment.
Client services continuity	This fund was available to ensure the continuation of a minimum level of essential services to local older people. The designation was discontinued during the year, the Trustees considering it appropriate to use general funds for that purpose if required.
Organisational development	For set-up and delivery of a new operating and business model.

**Transfers**

Transfers have been made from general funds to the designated capital asset depreciation fund in order to maintain the balance of that fund equal to the full value of fixed assets on the balance sheet. The full balance of the designated client services continuity fund has been transferred back to general funds following the Trustees' decision to discontinue the designation.

## 19 Reconciliation of net income to net cash flow from operating activities

	2017	2016
	£	£
<b>Net income for the reporting period (as per the statement of financial activities)</b>	<b>115,860</b>	<b>30,819</b>
Depreciation charges	22,541	23,317
Dividends, interest and rent from investments	(1,019)	(1,478)
(Increase)/decrease in debtors	31,133	(50,094)
(Decrease)/increase in creditors	(20,209)	(1,554)
<b>Net cash provided by operating activities</b>	<b>148,306</b>	<b>1,010</b>

## 20 Analysis of cash and cash equivalents

	At 1 April 2016	Cash flows	Other changes	At 31 March 2017
	£	£	£	£
Cash at bank and in hand	264,283	144,606	–	<b>408,889</b>
Notice deposits (less than three months)	101,822	499	–	<b>102,321</b>
<b>Total cash and cash equivalents</b>	<b>366,105</b>	<b>145,105</b>	<b>–</b>	<b>511,210</b>

## 21 Operating lease commitments

The group and charity's total future minimum lease payments under non-cancellable operating leases for each of the following periods are as follows:

	Equipment		Property	
	2017	2016	2017	2016
	£	£	£	£
Less than one year	1,133	–	88,115	86,813
One to five years	3,635	–	238,074	321,369
	<b>4,768</b>	<b>–</b>	<b>326,189</b>	<b>408,182</b>

## 22 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.