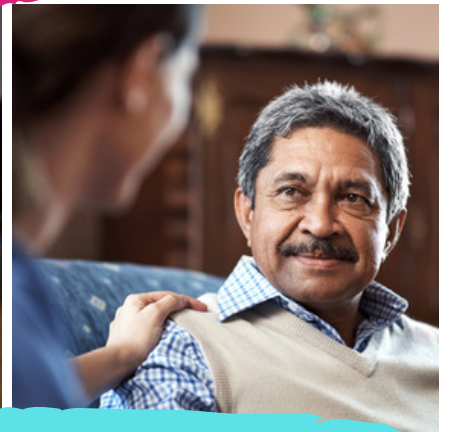
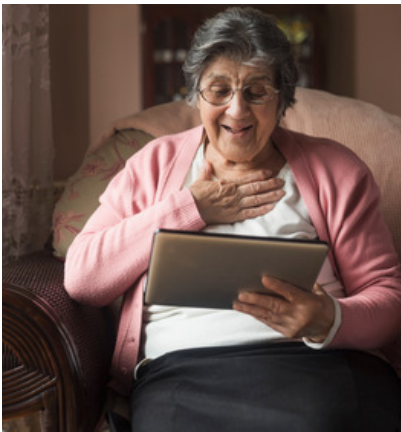


Annual Report 2020-21



***Until everyone is living their
best later life***

Registered Charity Number: 1142294

Registered Company Number: 07200267

AGE UK LANCASHIRE

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Chair of Board

What a year this has been for our colleagues here and within the community of Lancashire. The impact we have achieved has been remarkable. We have supported **13,465** older people this year, helped people claim **£1.1 million** in welfare benefits and supported **4,356** people following a discharge from hospital, helping them regain their independence and prevent readmission. Read our Impact Report section for all the details on our achievements this year.

Funding for some services we loved has finished but new ones have been developed and our relationships strengthened. We have welcomed new staff and members of the board.

All our colleagues' dedication has been overwhelming to watch. Virtually we have connected more, and the board have been able to accelerate beyond the more focused fiduciary and governance duties to think about the future shape of our organisation. This has led to a renewed commitment to our approaches as an employer of choice, listening and responding to colleague survey insights. That is why we are doing more to ensure religious and cultural needs are met as well as developing more flexible working patterns to ensure our frontline staff can meet their own, family and caring obligations.

Furthermore, we have sought to reposition our services to be even more accessible and bespoke for the people that we work with. This has included a significant digital transformation journey which did not come without some teething pains along the way.

For starters we had to move many of our staff to home working in a very rapid timeframe and on creaking infrastructure. We were incredibly fortunate to be donated a server by Exertis, followed by our implementation of office 365.

We benefitted from a generous donation of Softcat digital tablets which have led to some truly heart-warming stories. One lady was delighted to be able to join Zoom family group chats and learnt that she was about to become a great grandmother face to face as a result! We could not have done all of this without a huge level of engagement by our staff team, funders, sponsors, and the generous donations of many individuals across the county.

In summary no two days have been the same, we have laughed and cried through all the adversity but we have worked, survived and thrived together. That's why our persistence to the AUKL Vision remains "Until Everyone is Living Their Best Later Life".



Victoria Buyer
Chair of Trustees



Chief Executive

This has been a year of challenges and inspiration at Age UK Lancashire, ending with many positives for us to reflect upon.

Like many charities, we found Covid to be a significant challenge on many levels. All 4 of our directorates (People, Operations, Finance & Business Development) faced significant pressures and difficulties and I am very proud of what they were able to achieve working closely alongside our supportive and engaged Trustees to navigate the unique year and circumstances that we faced.

I've been inspired everyday by our Age UK Lancashire Heroes – our front-line staff, who continued to do their day-to-day work and to support our customers, who had never needed us more. They found new and imaginative ways to do things and made a positive difference in so many older people's lives. Although we couldn't have our usual annual celebration together physically, we did hold a video event where we were able to celebrate what we had been able to achieve and thank our wonderful colleagues for their excellent work.

Covid turbo-boostered some of our plans and we quickly developed our digital infrastructure and service delivery. We put new services in place very early on in the pandemic, such as Good Day Calls, checking that vulnerable older people were cared for and had what they needed, as well as providing them with social interaction. We set up shopping and prescription collection services, a digital Dementia Hub, ensuring that people with Dementia and their carers continued to receive and benefit from our support and that of other professionals who engaged with this service. We provided digital devices and the support to use them, keeping isolated older people connected with the outside world and their loved ones. Many of these services have proved so beneficial that we hope to find new funding and to continue them in the longer-term.

We have developed and benefitted from our corporate and charitable partners and donors, who have helped us in so many ways and you'll see the scale of their generosity throughout this report, and I'd like to take this opportunity to thank them as their support made a huge difference to us. I would also like to recognise and thank the remarkable individuals who raised funds for Age UK Lancashire and you'll see what they achieved in this report.

We achieved all of the above and as well as maintaining business as usual activities and additionally reviewed and refreshed our Vision, Mission & Values, developed our scorecard and reporting systems, reviewed our Governance, welcomed new trustees & staff and maintained our quality standards.

Whilst we have so much to be proud of as we reflect on our successful year, we look into the new year with some uncertainty – the income landscape has changed and although it was always a challenge, it now feels even more unsure and there is still uncertainty around Covid and the potential for further implications. We are however in a strong position to face these challenges and have developed a new Annual Business Plan, highlighting and focusing on our priorities for the coming year.

Our priorities include further digital improvements, such as moving to the cloud and improving on our finance & HR software, further development & delivery of Dementia MCST (Mental Cognitive Stimulation Therapy), developing our retail portfolio and improving on our diversity and inclusion.

I am proud to lead this very special charity as we move into 21/22.



Teri Stephenson
CEO



Impact Report

13,465

Total number of older people supported during the year

£1.1 million

Total welfare benefits claimed

9,704

Number of phone calls responded to

4,356

People supported following discharge from hospital to remain independent and safe at home and prevent re-admission. A 40% increase in referrals on the previous year.

273

People supported to help them manage their long-term health condition (ICP service)

150

Tablets distributed to isolated older people and supported them to get online

26,000 hours
18,666 visits

To deliver essential shopping, cleaning and support

632

People supported who are living with Dementia and their carers



Received in grant income of which £282,058 was new, secured in-year



Secured from corporate fundraising



Raised from donations and events fundraising



Increase in social media followers



Visits to our website



Bags of donations to our charity shops (approx.)

Launched our online retail store, based in Accrington

Our Supporters

**Dugdale
Nutrition**

Iceland

Marshall

Genesis

Softcat



Mercedes-Benz



EWOOD MOT & SERVICE CENTRE

MOT • Servicing • Repairs • Diagnostics



GA

Pet Food Partners
Our Expertise. Your Success



*THE
Beauty
Boutique*

aldrock
architecture • surveying • energy

**THE
COGGIN
GROUP**

MY total office
solutions
Simple. Honest. Service.

MITCHELL
SPRAY BOOTHS



**HURSTWOOD
HOLDINGS**

(ALERT)
Fire & Security Ltd

B&FC
BLACKPOOL AND THE FYLDE COLLEGE

exertis

bellyflop

Chloe
DELLA H

Genesis
Information Technology
& Telecommunications

**NATIONAL NUCLEAR
LABORATORY**



Organisational Aims

Age UK Lancashire is a company limited by guarantee and we are governed by our articles and objects.

New Vision, Mission & Values

Covid focused our thinking this year on what our priorities should be, what was important to our customers and how we operated with ourselves and others.

This resulted in us reviewing and refreshing our Vision, Mission & Values. Although perhaps not as able to consult as widely as we would usually like to, we involved all staff and were able to do some external consultation on the new ones before they were finalised. We thank those who gave us feedback resulting in this new set which we are really pleased with and which we feel better reflect our priorities and values.

Vision

Until everyone is living their best later life

Mission

Delivering Outstanding, Responsive & Inclusive Services & Solutions

Values

We innovate -

We embrace new ideas, finding better solutions and ways to support our customers

We care -

We are inclusive, we support each other, treat everyone with respect, are accessible and listen & act in the best interests of all

We go above and beyond -

Excellence is the norm, we are only satisfied when we do our best, we strive to go above and beyond in all that we do

We take responsibility -

We value and respect individual and team contribution, taking responsibility for our own actions and their impact

We are proud to work here -

We value Age UK Lancashire, it's role in making a positive difference and are proud of our ability to make an impact through our work and in our communities

Our Operations

Integrated Care Programme (ICP)

During lockdown we continued attending Integrated Neighbourhood Teams meetings, via virtual meetings, and our referral rate from this area remained the same at 37% of all referrals. The team has worked hard to increase referrals from other community groups, for example, the referrals from community nurses has increased from 1 in 2019/20 to 18 in 2020/21.

We have adapted our service whilst making sure that both clients and staff were kept safe. In 2019/2020 we carried out 1666 face to face visits with our clients, this dropped to 208 in 2020/2021. By contrast all other contact with customers such as telephone, emails, text messaging and skype rose from 7,600 to 8,901. This equates to an average increase from 10 interactions per client to 15.

Following completing an assessment of need for each client, our Coordinators enabled a range of support. Our practical support included arranging food parcels, accessing grants for replacement broken appliances, assisting with ordering food and applications to energy discounts schemes. One Coordinator supported a man to use his Xbox to visit the virtual museums and art galleries and other online resources he wasn't aware of.

We coordinated other support through Signposting and referrals to other agencies such as local authority hubs (especially Blackburn with Darwen). This was difficult during Covid as all but emergency cases were stopped. We therefore built up a log of tasks that could not be done during lockdown to be completed as soon as restrictions eased, such as re-refer all podiatry, dental and eye appointments.

Previously we supported clients in applying for services such as Attendance Allowance or Blue Badges in face-to-face home visits. During Covid this was completed over the phone or virtually, whenever possible. Where a signature was required, this was facilitated observing social distancing and wearing the appropriate personal protective equipment. Many clients started to think about Wills and Lasting Power of Attorneys, Personal Independent Coordinators were again able to assist with the forms over the telephone.

A big part of the added value that ICP offers is the ability to support people with our coaching and mentoring skills. We were able to support clients/or carers with bereavement as part of our service. Referring to the local hospice for counselling or using our mentoring skills to help people to navigate the maze of services available to them.



Hospital Aftercare Service (HAS)

The past year has been challenging for HAS. We have done a remarkable job of adapting our service to ensure we continued supporting Hospital Discharge during the pandemic whilst making sure that both clients and staff were kept safe. This is evident in the increase in the number of referrals we have accepted into the service from the previous year, diagram 1 below. This represents a 40% increase across the whole year.

The increase in referrals has been achieved by our dedicated staff becoming more integrated within the discharge pathways inside the Hospitals at a time when other service providers withdrew or suspended services. Our team worked in partnership with NHS internal teams to track patients through their hospital stay and thus offering timely discharge support.

Our visibility within the hospitals has improved with the introduction of the staff uniform, a logoed black polo shirt. We also received support from our commissioners to trial using logoed transport vehicles to increase take home and settle capacity which has been successful at two of the hospital sites and we have successfully secured funding for this to continue until March 2022.



The importance of the Service in freeing up bed spaces within the hospitals is evident when we look at the living arrangements of the patients referred to us with **71%** living alone and over half of these are females over the age of 75 years of age. These patients would not have been able to be discharged from hospital without HAS interventions.

The benefits of completing a holistic assessment for each client's needs ensures we can offer immediate support and assistance to access ongoing services in a person-centred way based on their goals. We have had to adapt to lockdown restrictions by changing how we supported client's food shopping, using deliveries as opposed to supporting clients to physically go shopping. Although when restrictions allow, we hope to be able to return to assisted client shopping visits when required, as this was pre Covid an important step for many on their road to recovery. Where appropriate we work in partnership with other services to support continued recovery at home and prevent readmission to the Hospital. There was a staggering **6,734** signposts recorded in **2020/2021**.

Home Help

The last year in the Age UK Lancashire Home Help service has been a year like no other! We were able to continue to deliver this much needed service to the majority of our customers that still wished us to support them throughout the pandemic. At first we had many customers who were hesitant to allow us into their homes, however through a detailed risk assessment and through the protection measures we put in place, we were able to reassure many customers and their families so we could continue to support them through the pandemic. Within a very short timescale, any impact on our service was recovered and we delivered nearly **26,000 hours** of support to our customers over the year.

We responded to the volume of information that was forthcoming from Central Government and other sources and made sure that both our customers and our Home Helps remained safe at all times. This included supplying the necessary PPE to our Home Helps and doing the shopping for the customers, as opposed to with them. We were an emotional support to many customers that were afraid/worried, especially those that were alone and distanced from their loved ones and friends.

Despite the challenges we have faced, we have managed to grow the service, enabling us to recruit another Home Help Co-ordinator and expand into the Preston area and further focus on the Lancaster District.



As an organisation, our Home Help team worked extra hours, so that we could provide shopping supplies, prescriptions and essential help needed in the home for those extremely vulnerable people that did not have the support around them. This was delivered through our Support at Home service, commissioned by Lancashire County Council and was up and running/in place within a week of being asked if we could assist. We provided over **4000 hours** of support to the people of Lancashire from April to the end of September.

We often refer our customers to other services that can support them in their daily lives, for example, through the Digital Inclusion service, we were able to obtain tablets enabling customers to have access to the internet and a world of information, interests and the ability to connect with their friends and family, which was particularly valuable during the pandemic.

We are in touch with our customers regularly to get their feedback and here are a few quotes we have captured:

“We are getting on like a house on fire. Everything is great - we made a fantastic decision to go with you.”

“Thank you for finding Dot, my house has never looked as good and if there was another word for perfect, I’d use it!”

“I am really happy with my Home Help. She is like a breath of fresh air and she has made an amazing difference to my home. The best thing that has happened recently was being given the Home Help Service phone number”

We have a robust recruitment process ensuring the right Home Helps join our team and this is some of the feedback from them about what they do:

It's made me feel great, knowing how good it has made the customers feel, you can see how much they've genuinely appreciated what I've been doing. It's given me a buzz and it's nice to talk to customers. One said to me - 'live your life while you're young, you never know what's going to happen!'

I've been pleased to be able to help people who have not been able to shop for themselves. They've relied on us and it's rewarding to know that you're helping. There have been some very worried customers out there that we've been able to help.

I got a feeling of immense pride and satisfaction whilst carrying out the additional support. Clients were so relieved knowing that they had one less thing to worry about during this unprecedented time of our lives.

Dementia Community Links

People living with dementia were hit particularly hard with the impact of Covid-19. We struggled to place individuals into Day Time Support as local centres closed or operated at reduced capacity and Dementia Friendly activities were not available in the community. As community services closed we saw a drop in usual referral sources, however internal referrals increased. We took the decision to adapt the service to a 7-day provision, offering phone and digital support with a wider offer to include carers and family members. This resulted in a significant increase of 65% in number of contacts on the previous year, with the team making **5254** contacts with individuals, their family and carers.

CST session with Service User

The team incorporated Cognitive Stimulation Therapy sessions into standard casework, the only non-pharmacological therapy specifically recommended to improve cognitive, wellbeing and independence in the recent NICE guidelines and moved the Dementia Hub online. The online Hub is now a permanent feature and takes place fortnightly and has proved to be positive experience for those attending, individuals and agencies alike.



Footcare

The Footcare team were unable to complete treatments due to Covid-19 from 23rd March 2020 and the team redeployed to assist Covid Response Services. They supported their existing customers and other older people with essential shopping, cleaning, prescription collection, handled calls on the Customer Service helpline and Good Day Calls service, arranged PPE drops to front line workers and kept in touch with footcare clients throughout the pandemic.

As restrictions lifted we faced challenges in securing Podiatry provision due to impact of Covid-19 on already stretched NHS capacity affecting onboarding of new customers and overdue re-assessments. After careful planning, training and changes to implement infection control measures we reopened the West Lancs service in October and Chorley in December and returned to a combination of clinic and home visit appointments.



As anticipated, a negative impact on attendance and membership levels compared to the same period pre Covid with 70% treatments completed, however last quarter showed promising signs of recovery with increased referrals and attendances as restrictions eased and Roadmap and Vaccination programmes progress.

The return to service brought some challenging treatments as customers had not been able to manage their own nails, they were very grateful to see their Practitioners once again.

Support In the Community - Day Clubs

Day Time Support temporarily closed in March 2020 and was remodelled in response to the impact of Covid-19, 3 of 7 Centres closed indefinitely as they could not operate a safe covid environment. The new Support In The Community - Day Club Service was renamed following consultation with members and is able to respond to customers' needs regardless of the changing restrictions faced by Health & Social Care providers. Centres begun to re-open between August and March.

Four centres located in Lancaster, Ormskirk, Padiham and Nelson provide a standard offer of support, running at a limited capacity and we can currently support approx. 120 attendances per week, at year end we had a membership level of approx. 63%. Staff were upskilled to enable outreach services and staff to customer ratios increased to ensure robust infection control measures were swiftly embedded into service culture.



The service continues to operate within a Covid-19 secure environment although during the period we experienced a 90% drop in attendances. Transport challenges created a barrier for people wanting to access services and sadly over 50% of former Day Services attendees (with a care package) across Lancashire were admitted into residential care during the Pandemic period. We are working alongside Lancashire County Council and other independent providers to overcome these challenges and support as many individuals as possible back into services.

Since re-opening we received overwhelming positive feedback from families and carers of those attending Day Clubs.

"I'm happy, relaxed and feel safe at the centre"

Information & Advice service 2020-21

As the start of the financial year 2020-21 coincided with the early days of lockdown, we started the year by having to look at processes and other ways of supporting our clients. We had to start by contacting all clients who already had appointments booked to see if we could arrange to do the appointment by telephone instead of face to face.

While this first seemed to be a fairly easy solution, it presented some issues:

- Clients ordered their own forms from DWP to protect backdated payments – we would not have these forms to complete over the phone.
- The forms required a signature, and as such would need to be posted to the client for them to post on to DWP. As forms are usually sent straight to DWP in a freepost envelope, this would now incur an added cost.
- It would be difficult to carry out a full wellbeing assessment over the phone.
- Telephone appointments would not be suitable for everyone especially those with communication difficulties.

We worked closely with our I&A development adviser for the north west to look at ways of overcoming these potential problems. We created a scaled down version of the AA form which (although would still incur a postage cost, would at least weigh less). Although this version was agreed by AUK National, DWP didn't like it, so we went back to the drawing board. Eventually the method we adopted was for the client to request their own dated form, and we completed only the care needs questions on a copy at our end. This could then be posted without excessive postage costs, and the client could attach to their own dated form.

The other advantage of the approach was that as clients were empowered to complete the personal details and medical history parts of the form, appointments could be completed in a much shorter time.

While this process worked in the vast majority of cases, with no detriment to the benefit outcomes, it was a longer and 'messier' method, and therefore not ideal for all. For some this meant arranging support via a third party. Others opted to use one of our undated claim forms (with the backdating implications explained) which would be posted to them for a signature before being forwarded to DWP. While this increased some postage costs, we have also done some forms online, which have been emailed to the client/family to print, sign and post offsetting some of the postage costs. Although we are now offering face to face appointments again, we will continue to use other delivery methods as appropriate.

We were given 350 sessions to deliver benefit/warm home advice under the Warm Home Programme, worth £22,050.00. Despite the reduced staffing levels, we met this target well before the deadline and applied for 93 extra sessions, therefore bringing in a total of £27,909.00.

Through our benefits advice sessions, we helped Lancashire residents to identify entitlement to, and claim £1,851,220.50 in previously unclaimed benefits, much of which will be spent here in Lancashire.

Good Day Calls

The Good Day Calls service was initially set up in March 2020 as a direct response to the Covid-19 Global Pandemic with the aim of establishing and maintaining regular contact with older people across Lancashire who had found themselves isolated as a result of having to shield or stay indoors during the lockdown restrictions - mainly those who lived alone or cared for another person in their household.

Whilst the calls were initially intended to provide reassurance and practical support (where possible) sadly, we found over time that the lockdown and resulting impact led to a deterioration in health and mental well-being and often service users needed support beyond a daily/weekly phone call. The GDC handlers were adept at recognizing when this was the case and referring on to the relevant services. There were several instances where Safeguarding escalations were made following concerns over the safety and wellbeing of the people we were talking to.

The initial funding provided was for 21 weeks and whilst we were able to continue beyond this, sadly the service came to an end in June 2021, 15 months after the service first started.

Just prior to the closure of Good Day Calls there were 230 individuals benefitting from the service. 100% of people were referred/signposted into alternative telephone services. 66 people requested further information regarding other AUKL services.



Total number of people supported



Total number of telephone calls



Total number of hours talking



Safeguarding escalations raised

Initially during the pandemic we focused on assessing Participants' immediate needs and ensuring that they had enough food and that they kept well and were living in suitable housing conditions.

We adapted our support to ensure we were operating in a Covid-secure way, whilst providing financial support, emotional wellbeing support and assistance with housing, debt and benefits issues. We have also supported with volunteering, training opportunities, creating CVs and employability support, although opportunities for training and employment/volunteering have been limited.

We have been able to provide support in several ways including telephone, WhatsApp, text messages, emails and some face-to-face support mostly in outdoor venues. This was much more easily achieved in the summer months, but it became more challenging to meet people outdoors as the weather conditions worsened.

Previously the project has prided itself on face-to-face support in a location close to the participant's home. Unfortunately, tighter restrictions in Lancashire have impacted the delivery of the project in this respect.

Involvement in the project has been vital for the Participants, especially those who have very little other contact with people and are feeling very isolated at home. Although for others lockdown has enabled them not to have to face their social anxiety to go out and meet people.

Access to devices, digital skills and also connectivity to the internet has been a significant barrier to engagement in the project. Many Participants do not have a computer or tablet at home and previously only accessed the internet at libraries, which remain closed. Some Participants have smart phones but often can't afford the mobile data required to access the internet.

Navigators have shown resilience and creativity in unprecedented times. They have been able to provide stability, increase digital inclusion and despite the challenges have continued to tailor employability support to the individual. The focus remains on moving Participants toward employment whilst recognising that there has been an increase in the time it takes those furthest away from the job market to move towards this goal.

Some of the outcomes that we have achieved:

- Health and wellbeing support
- Resolving day to day issues to support mental health and financial crisis
- Benefits and debt support
- Reducing social isolation
- Connectivity to the internet
- Improved digital skills
- Developing CVs
- Job searching
- Job applications
- Self-employment support
- Volunteering
- Building confidence

Case study

The project had particular success in supporting a gentleman who had thought his working days had come to an end.

After being made redundant at the start of the Covid-19 pandemic he began to hide himself away in his home. The more he tried to secure work the more rejections he received and the more he hid himself away from family and friends. As the year progressed, job vacancies started to become less and less and with more and more people going for less and less jobs, he had just about given up hope.

Running out of money fast and receiving less in state financial support than he needed to keep his privately rented flat he cut down on his food budget, left his lights off even at night and turned to his elderly father to help him make up the shortfall. It was at this point he came across our Project. Plans were put in place and funding streams were accessed, allowing him to keep his flat until he could secure a longer term solution such as a return to work.

Very quickly his confidence grew and he committed himself 110%, with the support of the Project, to find a new job. 16 months after he last worked he's now back at work in what he says is his dream job.

It's hoped the temporary work position will become permanent, whilst doing everything possible to make sure it does, working all the overtime offered and taking a keen role in supporting his new employer.

His overtime payments are going towards paying his dad back for his support, and his flat is now secure. You can also now see him walking around his town, with his head held high. I met him for the final time this week and with a tear in his eye ... and minehe said ... “couldn’t have done it without you ...”

Digital Inclusion

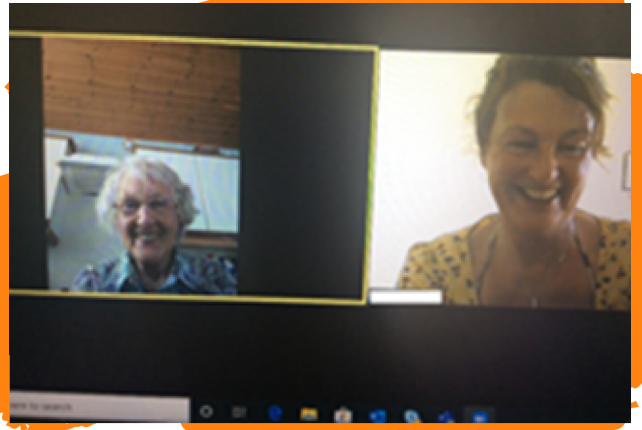
Lockdown highlighted the divide between digitally included and excluded older people, who without access to and the confidence to use digital devices, became even more isolated. In May 2020 Age UK Lancashire received a generous donation of 50 tablets from a Manchester based company, Softcat.

We distributed these to local older people to enable communication with family and friends over Zoom during lockdown. We identified individuals through our services, social prescribers and we spread the word through local radio. The impact of this project inspired us to seek funding to launch our Digital Inclusion Project which we did in November 2020 with the recruitment of a Digital Inclusion Coordinator. This post was funded by a grant from the Lancashire Community Fund, match funded with a small legacy. Additional grants were subsequently received from Age UK, Good Things Foundation and Preston and Fylde Coast Covid Emergency Funds to enable the purchase of an additional 100 tablets and mobile wifi devices.

By March 2021 we had distributed over 150 tablets to isolated older people across Lancashire, Blackpool and North Sefton. These were provided to older people who had never previously used digital devices and all tablets were set up to meet the specific needs and interests of the recipient, whether cricket, Zoom or art. The Coordinator created a simple starter guide and supports each recipient through the initial stages and encourages them to access and use Learn My Way online tutorials. Owing to Covid restrictions each tablet was delivered to the door and ongoing support provided over the telephone.

The impact of this project has exceeded all expectations. Individuals have reported improved mental health and reduced loneliness including one Blackpool lady saying she felt “really cared for.” Another gentleman said “no one had ever done anything like this for him before.” The project has opened doors to the South Asian and Caribbean communities of Preston where we have worked in partnership with the Deepdale Community Association and Windrush Group. This has opened doors to BAME communities who have not previously accessed our services. We have also developed closer links with Inspire and those in recovery from addiction.

Theresa with daughter Angela, (pictured), was the first person to receive a tablet from this project. As a result, Theresa's mental health improved in isolation as she Zoomed her family daily, met her first great grandchild over Zoom, started painting with her granddaughter and both submitted a painting to the Art of Isolation project!



Case Study

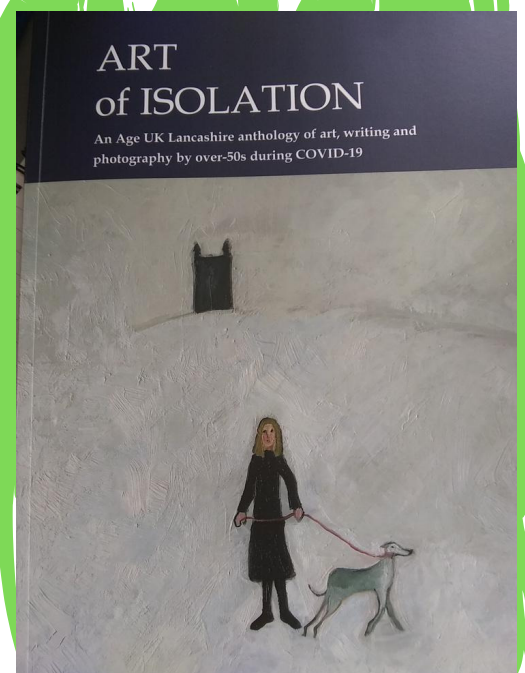
We received a call from Ms R, daughter of Mr C a 90+ yr old from Lancaster. Mr C had lost his wife and two brothers in law to Covid over the Christmas period. He was in deep shock and mourning and was using drawing Apps on his daughter's Ipad for therapy. As this was her work device she asked if we could supply one for her father.

We provided a large screen tablet set up with Zoom and a range of creative and cricket Apps. He was able to indulge his interests and contact family members from across the county and Pakistan. Following additional conversations with his daughter we referred him to I & A for help with an AA application, to HAS for liaison purposes with Social Services and helped with two successful applications to Lancaster City Council's Covid Emergency Fund, to help ease their financial pressures.

Art of Isolation and Veterans Art of Isolation

During 2020 AUKL ran two Art of Isolation projects which culminated in the publication of two books and online exhibitions of the creative activity of Lancashire residents during the first and second lock down periods.

The Art of Isolation project began as a webpage in April 2020 to provide creative ideas and entertainment during the first Lockdown period. Funding from Age UK enabled us to develop this theme and with the support of a local storyteller we published, in November, a beautiful 130 page full colour anthology of art, writing and photography capturing the personal experiences of this unique and challenging time.



The Veterans Art of Isolation project was funded by the Armed Forces Covenant Trust Fund and took place over the winter months. Engaging with veterans and their families proved quite challenging over this period owing to digital exclusion and the temporary closure of most support and activity groups however we were delighted to publish an eclectic collection of art, poetry and writing submitted by individuals ranging from 8yrs to over 90.

The project provided focus for many self-isolating individuals and in addition led to a number of referrals to our services including one particularly lonely gentleman who received support with his blue badge application and is benefiting from our Home Help service.



Retail

Retail was severely disrupted in this period. Three lockdowns resulted in the shops only being open for 5 months and therefore we experienced a substantial loss of income, with the Retail Team being furloughed for 7 months in total. Not surprisingly, we ended the financial year 2020/21 with sales of £253k, a deficit against target of £494k.

The pandemic affected Consumer behaviour. Initially customers were reluctant to venture out shopping and preferring to shop online. When we were allowed to re-open, we had to restrict customer numbers within our shops to maintain COVID secure premises and trading hours were reduced to cope with the abundance of donations and lack of volunteers to support us. Over time, consumers became more confident, and we saw some much-improved sales levels as customers were desperate to get back to normal.

We benefitted from everyone staying at home and clearing out their homes, and donations were plentiful, supporting our sales. Indeed, we had to limit the amount of donations during this time. We set up a separate sorting facility for donations to enable them to be quarantined for 72 hours before being distributed accordingly to our shops across the County.

Online Retail Hub in Accrington

We reacted to the pandemic by accelerating our plans to open our Ecommerce Hub which began trading in November 2020. Selling online on eBay and Facebook Marketplace, meant that we were able to maintain a level of income and understand and continually learn more about ecommerce. Initial sales are encouraging.

Volunteers

Our volunteer population has changed within this period. Prior to the pandemic our volunteers were almost exclusively retired, but the furlough scheme enabled a broader spectrum of people to have free time to be able to support us by volunteering.



Business Development

Our fundraising strategy continues to focus on diversifying our income streams to ensure the continued financial stability and future growth of the charity. In the face of challenges presented by the pandemic, we adapted quickly so that we could continue on this course.



We are registered with the Fundraising Regulator and adhere clearly to their Code of Fundraising Practice. We continue to have received no complaints about our fundraising practices.

We have seen some clear returns on our investment in a Business Development Manager and a Corporate Fundraiser. Despite the obstacles presented by lockdown, our Corporate Fundraising and Partnerships Manager has built strong business connections across Lancashire, utilising the networking groups that continued to meet online. We have been overwhelmed by the support of the local business community and have emerged from the pandemic with corporate connections that are stronger than ever. This could be seen in our first post-pandemic corporate fundraiser in June 2021, Breakout, when five local business leaders raised over **£7,000** for us in one day.

As all of our traditional fundraising events had to be cancelled this year, we were so grateful for the online fundraising activities that our supporters undertook, which brought in vital funds during such a challenging year.

We used our time well during lockdown, designing and establishing a new online charity shop which we have been operating successfully from our site in Accrington since November 2020. During the third lockdown this was our only source of retail income. We also established our first furniture and small electricals store in Lancaster which opened as soon as we were able to, in April 2021. This shop is already flourishing, exceeding sales targets on a weekly basis.

Grant Funding

- Our income from new grants during the year was £282,058
- 26 bids were successful out of 46 submitted. A 56% success rate!

Following the start of the pandemic many Trusts and grant funders understandably changed their priorities to fund work directly related to Covid-response and the issues that lockdown was causing for vulnerable people. We adapted to the crisis quickly, changing the focus of our existing funding plan so that we could respond to the immediate needs of local older people and to ensure we could keep our essential services running at a level that would meet the increased demand.

Demand for funders' resources increased dramatically during the pandemic and many grant-givers were simply overwhelmed by the volume of bids, which meant that we were operating in an even more competitive environment.

These are the highlights of what we achieved:

- £20,000 from the Armed Forces Covenant Trust enabled us to expand our Good Day Calls service specifically for veterans of the Armed Forces who were isolated because of lockdown.
- Additional funding of £5,000 from Lancashire Community Foundation for our Information and Advice service to meet the increased demand caused by lockdown.
- £9,850 from the Armed Forces Covenant Trust enabled us to deliver a legacy "Art of Isolation" project for local veterans to share their creativity during lockdown.
- £10,000 from Cumberland Building Society to deliver free Retirement Planning Workshops to adults in Preston and Lancaster areas.
- £5,000 Funding from the Community Foundation for Lancashire that enabled us to set up our Digital Inclusion Project to support people excluded from the move to digital during the pandemic.
- £5,000 from the Catalyst and The National Lottery Community Fund to initiate work on our Digital Transformation Project.
- Thank you to the trustees of WO Street Foundation who donated £10,000 to support our work with older people in response to the pandemic

Corporate fundraising

From the beginning of the Covid 19 pandemic all face-to-face corporate events and challenges were either postponed or cancelled. All network and corporate events moved online and we continued to attend and interact with our corporate contacts using these online platforms.

We asked local business contacts to support us in any way they could, either by donating items or funding. Pallets of toilet rolls, sacks of pet food, office furniture for our home workers and PPE equipment for front line staff are just some of the items that were donated. Corporate relationships continue to be nurtured with Individuals taking on innovative and fun challenges to raise funds – from a cake to 5k run to a sponsored beard shave – great ideas with great social media coverage.

A local solicitor, Watson Ramsbottom, supported us with a donation of **£1,700** and Riverdale Insurance donated branded sweatshirts for our staff to wear at future fundraising events, alongside clothing donations for our retail stores.

Hurstwood Holdings kindly gave us the keys to an empty shop unit that we could use for up to 6 months free of charge - this gave us the perfect opportunity to store a substantial number of donated items whilst we waited for our retail stores to re-open after lockdown.

A local college got involved with the students making video content for our online platforms to support the Art of Isolation project, with local celebrities also helping drive footfall to the website.

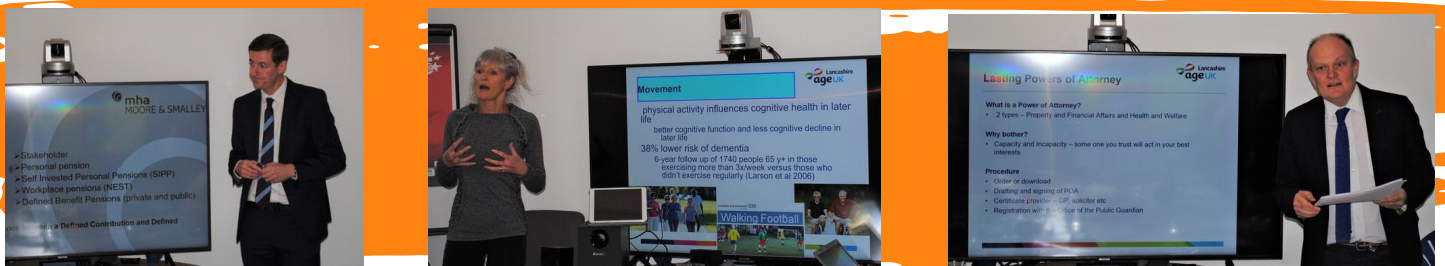
The 3 local Chambers of Commerce, alongside our network groups, helped spread the message of our working in the community but also helping to grow further corporate support.



Retirement Planning Workshops

Age UK Lancashire launched our Planning for Your Retirement Workshops in February 2020. Following lockdown in March we re-designed these and delivered them very successfully online to three cohorts of staff from the National Nuclear Laboratories (NNL) during the autumn, with two additional workshops planned for May 2021.

Delivered by a local solicitor, Independent Financial Adviser and Health Trainer topics included financial and legal planning for later life; healthy body, mind, and spirit; and using your time in retirement. Feedback has been universally positive and the NNL are keen to introduce additional bespoke sessions for their apprentices as well as older staff members, next year.



Following a grant from the Cumberland Building Society six lunch time workshops were delivered over Zoom during February and March 2021. These received bookings from **73** individuals. A further face-to-face workshop is booked for September 2021.

The virtual sessions allowed us to test the content and format of the workshops and we are confident that they offer a unique balance of information from professionals and the lived experience of those who have already retired. A targeted marketing campaign via social media, business networks, Chambers of Commerce and the business press is planned for the summer of 2021 to expand our customer base. Local businesses will be able to buy in-house workshops or send staff on pre-booked workshops. The workshops are also available to individuals to book.

**“Each session was thought provoking
and I am left with an overall
acknowledgement of the need for me
to plan!”**



Marketing, Social Media and Communications

- **132,465** visits to our website. Average of **11,039** per month.
- **10.5%** increase in traffic to website via social media (6.6% 2019/20 to 17.1% 2020/21)
- **11%** increase in social media followers to **7117** (end of March 2021)



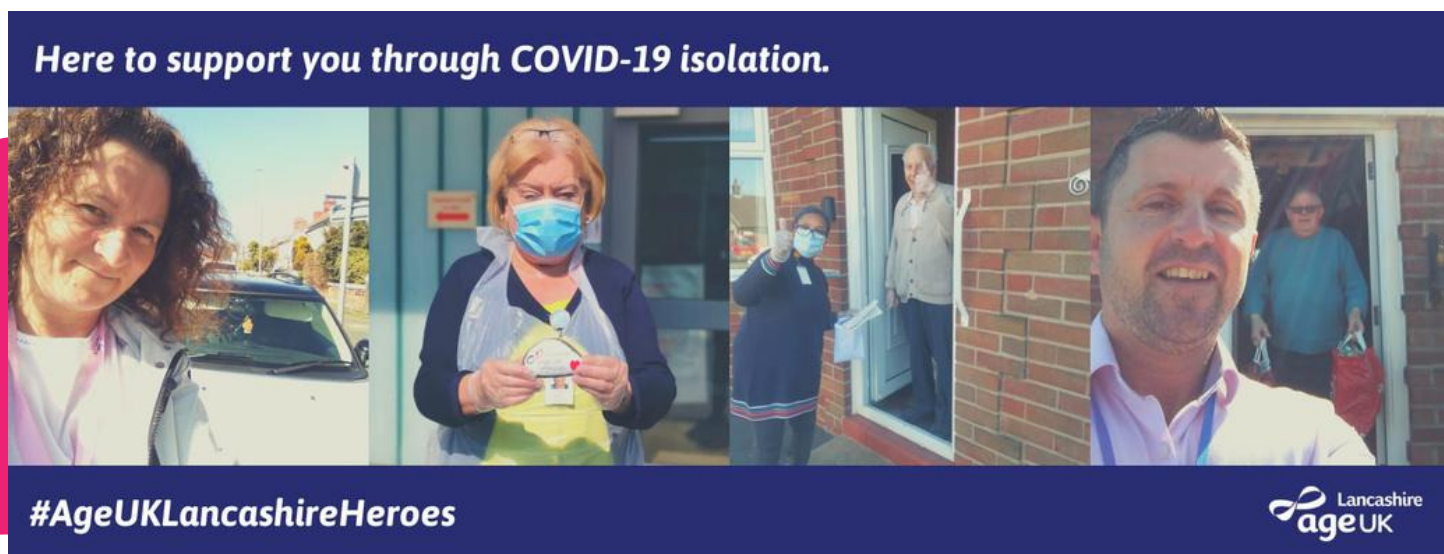
Our online marketing activity was crucial during the Covid pandemic, as it enabled us to quickly get messages out to a wide audience about changes to our services and about the new response services that we had established, such as Support at Home and Good Day Calls.

Social media quickly became a key part of our communication strategy and enabled us to share messages and updates and also ask for support from local businesses and the general public, for both our Covid Response Appeal and donations of goods and equipment for our front-line staff and clients. In the early days generous donations of PPE from our supporters were particularly welcome.

One of the most successful types of posts on social media was our monthly infographic, showing a cumulative total of how many people we had supported during the pandemic and how. This was shared widely, with high levels of engagement.

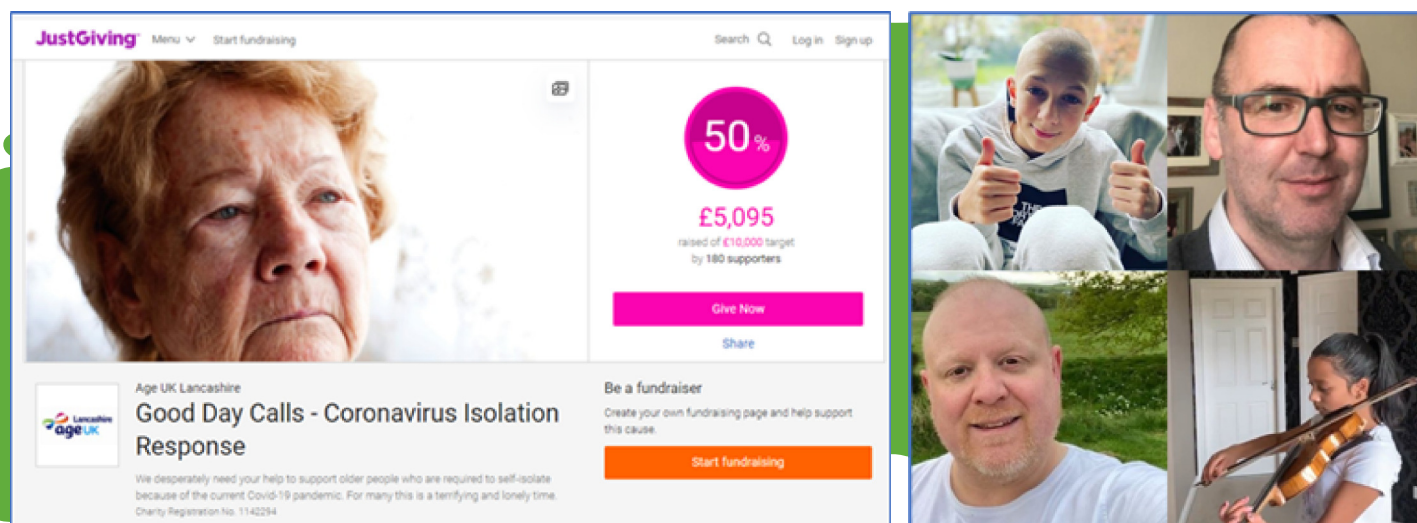


Our 'Age UK Lancashire Heroes' campaign was popular content across social media. We asked our front-line staff to take photos of themselves working in the community and posted a selection of images throughout the pandemic. This helped us engage with our audience and share the great work we were doing in response to lockdown.



Fundraising

In direct response to the challenges we faced in delivering services, we launched an online Covid Response Appeal in April 2020. Through our JustGiving page we raised a total of **£5,989** which is our biggest ever online appeal. The response from the public was excellent with many people taking on their own fundraising activities, including head and moustache shaving, walking challenges and musical requests for donations.



Events & Activities

Fundraising Event Cancellations

Canoe Challenge

Due to government restrictions caused by the pandemic, we unfortunately had to cancel two key fundraising events this year. Our annual Canoe Challenge, which would have involved 14 teams canoeing 26 miles, was originally due to take place in the last weekend of March 2020, then despite attempting to rearrange in September 2020, due to the continued restrictions we were unable to go ahead.



Break Out

Our very first corporate challenge, Break Out, was cancelled twice which was a huge blow to our income forecast. The event was planned for 10 local business people to be locked up and challenged to raise £1000 each in 'bail' money before they were released. We hoped this would raise in the region of £10,000 and also help us develop our corporate relationships both with the participants and other local businesses.

Our Finances

Statement as to Disclosure of Information to Auditors

So far as the Trustees are aware, there is no relevant information of which the charity's auditors are unaware, and each Trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any information and to establish that the charity's auditors are aware of that.

Reserves, Finance Review and Investments

We made a surplus in the year of **£339,793**

The charity's subsidiary trading company was dormant during the year but we received a compensatory payment of **£68,695** from Age UK.

Age UK Lancashire retains a reserves policy which is monitored throughout the year and formally reviewed on an annual basis by the Board of Trustees. The reserves we hold mean we can protect ourselves in the event of a sudden or unexpected drop in income and ensure we can take advantage of opportunities to invest or expand, should they arise.

This was particularly important this year as Covid restrictions forced the closure of our retail shops which would normally generate unrestricted income. We claimed **£87,397** on our insurance for business interruption. We utilised the furlough scheme for staff in areas which could not continue to operate and claimed business grants for premises affected by the lockdown.

The funds in our reserves amounted to **£1,299,225**. This amount includes **£281,406** of endowment funds, **£35,451** of restricted funds allocated for specific projects, leaving **£918,851** of free reserves (which excludes fixed assets).

The existing reserves policy is based on drops in income from our approved budget and ensuring we hold sufficient reserves to cover losses expected from this over a set period of time.

Reserves are held to cover net spend for a period of months in 2 adverse scenarios from Trustees approved budget:

- To cover 24 months net costs expected if income fell 10% but expenditure remained per approved budget
- To cover 12 months net costs expected if income fell 20% but expenditure remained per approved budget

Our policy requires reserves of at least £1,122,033 to comply. At 31st March the reserves are £918,851 falling short of our policy at this point.

We have made some progress towards increasing our reserves during the current financial year and this will continue to be closely monitored going forward.

We plan to review our reserves policy in 2021-22.

The Trustees designated £75,000 of funds in 2019-20 to cover potential legal costs linked to Covid-19. This was as a result of changes and available Director & Officer insurance cover across the social care sector linked to Covid-19 and is seen as a mitigation of a potential risk. The Trustees will continue to keep this in place and continue to monitor the requirement for this.

In March 2020 staff began working from home during the lockdown due to Covid and throughout the year we experienced issues caused by our IT infrastructure. We appointed a fixed term IT consultant to solve these ongoing issues and began two large projects. These projects were ongoing at year-end and £48,000 was committed from the current year surplus to complete these projects in the next financial year.

Our People & Values

Values

We innovate -

We embrace new ideas, finding better solutions and ways to support our customers

We care -

We are inclusive, we support each other, treat everyone with respect, are accessible and listen & act in the best interests of all

We go above and beyond -

Excellence is the norm, we are only satisfied when we do our best, we strive to go above and beyond in all that we do

We take responsibility -

We value and respect individual and team contribution, taking responsibility for our own actions and their impact

We are proud to work here -

We value Age UK Lancashire, it's role in making a positive difference and are proud of our ability to make an impact through our work and in our communities

Our People & Volunteers

Throughout the year, the charity employed an average of **211** employees, with **21%** being full time, **47%** being part time and **32%** working casually.

During the year the workforce and capacity of the charity was significantly boosted by an average of **67** active volunteers who dedicated their time and skills across all areas of the charity. We are hugely grateful for the support of our volunteer teams and the value they add to our services. Throughout the year we have lost a significant number of our longer servicing volunteers, much of this was due to the high number of volunteers supporting retail, and the requirements of retail to be closed in response to government restrictions around Covid.

We started to drive active recruitment of volunteers in Q4 as restrictions began to ease and services could be reopened under Covid secure guidelines. We have been recruiting volunteers against specific role profiles which has enabled us to create more diverse volunteering opportunities with tailored learning and development opportunities.

Engaging our Colleagues

In September 2020, 150 members of staff participated in our 3rd Annual Colleague Survey, allowing us to gather vital information from our colleagues about many aspects of their work and experience of working for Age UK Lancashire. This is the highest level of participations we have had since we launched the Annual Survey.

We anticipated some difficulty in retaining the high levels of positive results we gathered in 2019 due to organisational changes within the workforce, the impact of Covid, and the increase in remote working and lack of in person engagement. However, we saw an improvement in our overall Colleague Engagement score questions of 4.4%.

	2018	2019	2020	YOY difference	2 yr diff
Used 'Strongly agree' & 'Agree'					
I like my job and enjoy coming to work	89%	95%	93%	-2%	4%
My work gives me a feeling of personal accomplishment	82%	88%	94%	6%	12%
I intend to still be working here in a years time	61%	76%	83%	7%	22%
I would recommend Age UK Lancashire as an employer to friends and family	50%	80%	91%	11%	41%
How satisfied are you with your work / life balance?	67%	81%	81%	0%	14%

When we asked for the reasons behind why Colleagues would recommend AUKL as an employer to friends and family the most frequently given answers were:

- Welcoming & friendly environment
- Great culture
- Flexible working options and approach
- Leaders who listen
- Job satisfaction
- The difference we make in people's lives
- Fantastic teams and managers

I am proud to work at Age UK Lancashire

[More Details](#)

Strongly agree	102
Agree	36
Somewhat agree	9
Disagree	2
Strongly disagree	1



We developed an action plan based on these findings and suggestions, sharing the results and action plan with a timeline, at the Senior Management Team roadshow. We will deliver another survey in 21/22 to continue to track progress.

		2018	2019	2020	Movement	2yr diff
Managers & Leaders		60%	84%	94%	10%	34%
	Our managers and leaders role model our values					
	I feel supported by my line manager	81%	88%	97%	9%	16%
	I feel listened to by managers, and heard if I raise concerns	69%	88%	90%	2%	21%
	I feel valued for the work I do and praised when I do good work	70%	84%	98%	14%	28%

Colleague Engagement Group

The Colleague Engagement Group (CEG) continues to meet quarterly with 11 representatives from different services and areas from across the organisation. Working with the CEO and the Director of People & Organisational Development throughout the year the group have supported and been engaged in many of the critical decisions we have had to make in response to Covid 19. The group has also assisted in the development and advancement of some of our key policies within AUKL, has continued to support the development of our Flexible Working Policy to include Home Working and supported the development of a new Reward & Recognition Strategy.

"Fantastic! Feel more productive and motivated as a result and enables a better work/life balance"

"Fantastic! Best thing I have been offered at AUKL"

Workplace (by Facebook)

We have continued to utilise Workplace as a communication tool, this has proven exceptionally useful during the pandemic. We were able to communicate changes in guidance and restrictions, sometimes, daily and weekly. We used Workplace to share videos from the Senior Management Team to ensure colleagues are engaged and kept updated even while working away from offices.

Celebration Event and Celebrating our Staff

In December 2020, and due to the ongoing restrictions from Covid, for our celebration event we brought together colleagues virtually, to celebrate and recognise all they do for Age UK Lancashire, the challenges we have overcome, how we have worked together, and our achievements through the year.



Looking After Our Colleagues

We have continued to work through the year on developing a culture of wellbeing with our colleagues. We have offered more opportunities for engagement with the senior team, enhanced our culture of open dialogue and feedback, and created policy and procedures that support personal, mental and emotional wellbeing.

We committed in 18/19 to train at least 10 Mental Health First Aiders across the organisation. 12 individuals from different areas of Age UK Lancashire attended a 2-day training course to become accredited Mental Health First Aiders. The MHFA's have continued to develop their role within the organisation offering one to one support, sharing best practice and developing initiatives for well-being. At the start of the Coronavirus pandemic the MHFA team were mobilised to support the organisation's mental and emotional wellbeing, as well as provide support and practical tools for managing stress.

With the support of the CEG, we have launched 'Short Notice Days' and 'Flexible & Compressed Working' policies. Both of these have been well received by colleagues and are central initiatives that help keep the focus on Wellbeing.

Equality, Diversity & Inclusivity

Inclusion and Diversity will become a focus area for 2021/22 seeing us developing our approach to reporting, reviewing our recruitment practices and developing research and a task group to enable us to better understand our practices and how we can be more inclusive to clients, our colleagues and the wider community.

As at our relevant snapshot date we employed 225 people, we are not required this year to report on the gender pay gap.

We remain committed to ensuring that our staff are representative of the communities in which we serve and that all communities can benefit from and access the services which are relevant to them. Diversity within our workforce remains a focus area for Age UK Lancashire, following an anonymous colleague survey capturing equality and diversity information, of those who chose to respond, 88% of our workforce identify as female, 55% fall into an age group between 51-65 years old, and 93% identify as either White British or White other.

We were aware coming in to 20-21 our organisation could improve representation in areas such as ethnic identity, age, and gender identity. Increasing our representation in these areas would not only enable us to become a more inclusive employer but would help us to become more representative of the communities we serve.



To support us in this aim, we commissioned a report from the Lancashire BME Network utilising a focus group to help us to understand the perceptions of Age UK Lancashire as an organisation offering localised services and as an employer, to suggest ways in which we can improve our diversity and inclusivity.

As an employee, people wanted their religious and cultural needs met as well as flexible working patterns to ensure they were able to meet their family caring obligations. Whilst people recognised the importance of traditional application processes, they also encourage Age UK to think about people with other non-traditional qualifications and experiences.

Some key suggestions from the report are detailed below and have been identified as part of our objectives throughout 2021-22:

- Increase our options around flexible working practices
- Consider non-traditional application practices
- Recruit individuals with linguistic skills that represent the communities we represent
- Consider organisational policies that include religious practices and requirements
- Raise awareness of the types of roles that are available in Age UK Lancashire
- Raise awareness within the wider workforce of inclusion
- Create recruitment materials that are inclusive and promote Age UK Lancashire's approach towards these areas

A number of respondents highlighted the importance of diversity in terms of age and said that they would prefer to work in a workplace which had a mixture of younger and older employees as this would offer a more dynamic workplace.

A key to being able to both monitor the diversity across our workforce, to effectively report against these measures, and to create and track opportunities available, is to have an effective system to support the collection on data, our objectives and progress against them. The implementation of a HR software package will enable us to effectively begin to monitor and evaluate equality and diversity within the organisation. This will include; understanding the GDPR implications of collecting, reporting against and holding data from clients and colleagues, finding ways to report against equality and diversity in a robust manner, and creating enhanced development opportunities for our colleagues. We will then be able to make greater use of this information to drive change within Age UK Lancashire.

Changes to our Senior Team

We had an interim Finance Director working with the organisation and we initially delayed recruitment to a permanent role to ensure consistency for us as we navigated Covid and the potential impact on our finances. We were successful later in the year and recruited an experienced and qualified finance professional who joined us in January 2021.

Progress against priorities

We are pleased to report progress against the plans and priorities that we identified in our 19/20 report;

Diversity

What we said we would do	What we did
We wanted to become a more diverse organisation and that we would rewrite our Diversity Policy and set up a diversity task & finish group as well as develop our reporting frameworks.	We commissioned the Lancashire BME Network to carry out research on our behalf with black and minority ethnic groups across Lancashire focusing on both what prospective customers may want and how we can be a more attractive and accessible employer for these communities. The report confirmed some things that we thought that we knew and provided much food for thought in areas that we can improve. Due to the challenges of Covid, we were unable to set up the task & finish group, but this research has provided us with a much stronger foundation to continue this work. Lancashire BME Network will continue to support us and our delivery against the action plan we developed based on the findings of the research.

Telephony

What we said we would do	What we did
Develop options to replace our telephony and provide improved reporting options.	We quickly implemented a new telephony system early in the year to meet the needs of remote working. We have since worked with Charities Buying Group to agree our long-term needs and identify the right system, which we have partially implemented. This will be finalised in quarter 1 of 2021/22.

Scorecard

What we said we would do	What we did
Further develop our reporting and wider organisational cascade.	Some changes and additions have been made to the scorecard during the year. We have worked with an external data company to develop automating this reporting and improving on its appearance – this work will continue into 21/22. We have additionally developed an annual business plan with priorities, which will be reported alongside the scorecard.

Vision, Mission & Values

What we said we would do	What we did
Refresh our purpose, mission, vision and values.	Carried out a review including external consultation and input and developed a new set of mission, vision and values, which have been shared internally and externally.

Outsourced model

What we said we would do	What we did
Explore options for outsourced support services to other charities.	We have begun to deliver outsourced central functions to another charity. The service includes all aspects of central function including finance, people, business development, communications & strategy. We will continue to explore options to further develop this.

Business Development

What we said we would do	What we did
Increase the proportion of unrestricted funding.	We established a baseline for our unrestricted income this year, which we will be measuring against in future years, starting in 2021-22.
Establish a successful online business.	Established a pilot ECommerce business in November 2020, which continues to perform ahead of its targets.
Invest effort in areas of work that will deliver the best return on investment.	This work is ongoing. We have quickly seen a return on investment in a BDO to write bids and tenders.
Continue to secure relevant grants and contracts that support delivery of our mission & vision.	Secured £282,058 in new grants with a fabulous 56% success rate on submissions.
Continue delivery of our retail strategy.	Established a new ECommerce business and a new furniture and electricals store, both firsts for the charity.
Explore new areas of fundraising potential.	The pandemic gave us the opportunity to increase our digital fundraising activities and to reach out to new corporate supporters.
Run another large fundraising event.	The pandemic meant that we had to cancel all our planned fundraising events during 2020-21, but we have a full programme of fundraising and corporate events planned for next year starting with Breakout on 29th June 2021.
Explore new areas of fundraising potential.	The pandemic gave us the opportunity to increase our digital fundraising activities and to reach out to new corporate supporters.

Grow our will writing surgeries in partnership with local solicitors.	We were unable to grow our will writing surgeries during 2020-21 due to lockdown and not being able to book face to face appointments. We will be starting to grow our will writing surgeries again during 2021-22.
Establish portfolio of corporate supporters and donors.	We have built some fantastic connections amongst the local business community who have supported us with donations and through fundraising.
Establish retirement planning workshops countywide and grow sales.	Although our plans here were hampered by the pandemic, we did use this time to re-model the workshops into a virtual delivery format and were fortunate to secure our first business to sell these to. Sales growth will start afresh in 2021-22.
Research market potential for retaining our new Good Day Calls service.	We undertook some thorough financial cost modelling and found that we would be unable to retain Good Day Calls as a charged for service, as the costs were too high. We sought grant funding but were unable to secure this before the current funding period had ended.
Develop our Digital Marketing strategy for the year ahead.	The pandemic gave us the opportunity to streamline our digital marketing strategy and we have taken on a new Digital Marketing Apprentice to support our growing work in this area. Our Marketing Manager is in his second year of a Digital Marketing Degree at UCLan.

Operations

What we said we would do	What we did
Ensure all workplaces are Covid secure.	Risk Assessments adapted to each premises, all teams based there, signed up to compliance of measures. These were audited at 3 month intervals by our Facilities Manager.
Continue our cycle of continuous improvement across all our services.	Service and Quality Improvement plans for services have been set up to focus on continuous improvement on every aspect of the service/activity.
Research into all communities in order to shape services new and existing.	Research commissioned to look at barriers to accessing services across the BAME Communities.
Develop Dementia services that are suitable for face to face and/or digital interaction.	New MCST + CST services were developed (Maintenance Cognitive Stimulation Therapy) and CST – sessions held Face to Face and virtually during Covid. A small team has been recruited with specific skills to deliver these sessions.
Reshape our Daytime Support service offer.	We began to include an Outreach offer as an alternative to solely centre based services, to support those clinically vulnerable during Covid.
Increase our Support at Home customer base.	Initially the customer base decreased due to Covid concerns and Infection Control. However the service has come back strongly, exceeding pre – Covid levels on both customer levels and hours delivered. We specifically targeted Lancaster as an area of growth and recruited a Service Manager to support further growth into 2021/22.

Explore options to develop - commerce.

We successfully recruited an online E-Commerce Manager in October and to date sales have exceeded forecasts. We have moved into a larger premise where we continue to run our ECommerce activity from but are also able to sell furniture and larger items.

Financial

What we said we would do

Continue to develop our remote working processes to ensure maximum efficiency enabled.

Recruitment of a new permanent Head of Finance to take the department forward.

Ongoing in-depth forecasting to ensure the best visibility of upcoming financial challenges for the organisation.

Support other areas; People, Operations & Business Development with fast turnaround of financial modelling and analysis.

What we did

Recruited an IT consultant on a fixed term basis to devise a programme to upgrade our IT systems to support remote working. Two major projects were underway at year-end and completed in Q1 of 2021-22.

We successfully recruited a qualified accountant with excellent charitable experience, and she started work in January 2021, benefitting from a month's handover prior to the temporary postholder leaving.

A monthly forecast was prepared during the financial year.

Throughout the year we have worked closely with the People team to develop new payroll processes in response to Covid. AUKL needed to take advantage of the government furlough scheme when closing our retail stores and restricting some other services, the teams worked closely together to ensure the process was developed quickly and efficiently. We have provided responsive financial data to help make

	<p>informed decisions about services that have needed to be re-designed during Covid, this has included scenario planning and financial modelling.</p> <p>We have supported the development of the AUKL Reward & Recognition Strategy by providing financial modelling for differing pay structures and scenarios. The joint working approach undertaken by Finance and People allowed the board to make a considered and timely decision about Reward, that was implemented in April 2021. Financial forecasting for DTS / SitC.</p>
Monitor and build our reserves to best secure the organisation's sustainability.	We monitored our financial position closely with a monthly reforecast. We secured all available Covid related support and claimed for business interruption on our insurance.

People

What we said we would do	What we did
<p>We will develop our response to Covid-19, creating clear messaging, making decisions that are fair and equitable, while protecting the safety of both our colleagues and clients and the needs of the business.</p>	<p>Throughout the pandemic our decision making has always been based on the government and Public Health England guidance.</p> <p>We have purposefully made decisions in a fair, clear and consistent way ensuring that the safety and needs of the organisation, our colleagues and our clients were always kept front of mind.</p> <p>We made tough decisions such as closing services where health and safety of colleagues and clients could not be upheld. The People team have overseen any decisions that relate to Covid including sickness reporting, pay, PPE and service delivery.</p>

<p>We will develop a communication pathway for Covid related information to ensure that colleagues are able to access a central point to receive the most up to date information and guidance.</p>	<p>We quickly established a specific communications area on Workplace dedicated to Covid information, guidance, and updates. All information and guidance documents were stored on an internal drive allowing colleagues to access. We created a designated inbox for any issues relating to Covid that could be monitored by the People Team and the Chief Executive.</p> <p>We used Workplace to share information via video enabling colleagues to watch updates as well as read information.</p> <p>We worked to create visuals of information that were engaging and easy to understand, and that translated often complicated and in-depth government guidance into a user-friendly format.</p>
<p>We will develop a strategy to support the emotional wellbeing of our colleagues that allows individuals from any area of the business to be supported and access help if required.</p>	<p>We utilised our trained Mental Health First Aiders to offer one to one support for any colleagues who required them.</p> <p>We delivered a programme of Wellbeing activities across the organisation that included breakfast clubs, zoom meet ups, an Age UK Lancashire flower show & online quizzes.</p>
<p>We will ensure that decisions which impact on our colleagues are made by the Senior Management Team in a fair and consistent way, tracking our approach, and reviewing for learning & best practice.</p>	<p>The SMT were in daily communication during the first 3-4 months of the pandemic. These calls allowed us to respond to any changes in government guidance, any issues that were occurring within the business and allowed us to respond to the needs of our colleagues and clients as the pandemic evolved.</p>
<p>Increase learning & development opportunities for our General Management Team and the wider Age UK Lancashire Team.</p>	<p>Through the year we have needed to bring our General Management Team meetings online due to Covid, this has been well received and we have adapted our delivery style to ensure both engagement and interactivity.</p>

We have delivered bite size L&D sessions with the GMT meeting including Mental Wellbeing, Emotional Intelligence, Coaching and Insightful Communication. Our GMT took part in Insights training this year, which looks at personality types, communication styles and dynamics within a team. The feedback from this session was very positive and we want to continue to adopt this model through 2021.

We will create a Reward & Recognition strategy that is viable for the medium to long term and is underpinned by robust internal and external validation.

Throughout Jan – March 2021, we launched the AUKL Reward & Recognition Strategy. The R&R task group created, along with feedback from across the organisation, a clear set of pay principles and defined a new pay structure that would replace the outdated NJC pay scale. External and Internal benchmarking. A series of virtual sessions were held to allow colleagues the opportunity to see the detail of the R&R strategy, to gain an insight into the changes that were being proposed and to ask questions about the strategy and changes.

Creating a flexible workplace maximising the use of IT to replace paper-based systems.

Throughout the year, the pandemic has brought forward our plans for embracing a more flexible and blended work environment. We have recently launched non contractual flexible working options including working flexible working patterns and compressed fortnights. Moving our office-based staff over to being home based was a challenge due to the short time frame in which this needed to be completed. We developed and implemented a home working risk assessment that looked at the equipment being used and the wider environment for home working.

We worked with colleagues who had childcare and caring responsibilities to ensure that work could be delivered flexibly and around their needs.

We shared information and tips about remote and home working to help to minimise isolation and create healthy work habits during an uncertain time.

As some people have begun to return to the office environment, we have ensured that all offices meet the Covid secure guidelines.

We want to continue to foster the flexible culture we have developed over the last 12 months and have recently created a Blended / Home working policy, blended working request form, and updated our home working risk assessment.

We have moved many of our previously paper based processes to fully digital. The processing of payroll has changed significantly, and online forms have been introduced to speed up processes and ensure we are making the best use of the technology available to us.

Our Future Plans

We will carry out a full review of our environment policy, ensuring that it contains actions which are impactful and minimises our environmental impact and carbon footprint.

We go into 2021/22 confident that we have “weathered the immediate storm of Covid”, whilst ensuring that we are not complacent as we are clear that the coming years will bring their own challenges and potential legacy issues from Covid.

The long-term impact and legacy of Covid remains an unknown, but we know that some funding will focus on specific areas of recovery, which may not be appropriate for us to apply for. Many charities have faced significant financial challenges and there is as much competition now if not more for the available funding streams. We will continue to invest in our Business Development team, who have done such positive work in the past 12 months to maintain existing funding and to bring in new funds, as well as working with our charity and corporate partners to ensure that we received the necessary financial and other support during Covid and resulted in the positive outturn for us this year.

Digital

We will move from our current outsourced IT provision to a cloud-based provider. Work on this has already begun and will be completed in the first quarter of 21/22. This represents a much-needed update of our IT provision and will support our future ways of working, as well as removing our reliance on and risk of using a remote in-house server for our day-to-day activities.

Additionally, we are working with a data specialist organisation to streamline and improve our reporting capabilities, which will also link to our CRM reporting, improving management abilities to report and monitor performance.

Telephony

We had identified telephony as an issue to be addressed and at the beginning of Covid, we quickly realised that we needed a different kind of telephony system, which would support homeworking and allow for better reporting of our telephony. We quickly purchased a system that would enable this and will complete a project during 21/22 to replace all telephony with a more up to date and efficient system. We have taken the opportunity of doing this review to remove some lines which were no longer of use, which has reduced costs.

Annual Business Plan & Priorities

As further development of our scorecard which has proved an asset in reporting against key priorities and performance indicators, we have introduced a new Annual Business Plan and Scorecard for 2021/22. All balanced scorecard results will continue to be reported to Board, with associated narrative alongside the addition of a more focused annual plan for the year, which will also be reported quarterly.

People & Organisational Development

Our key objectives for 2021 / 2022, aligning with our Organisational and Departmental strategic priorities are:

- Development of a recruitment pack and deliver a full review of our recruitment process to ensure enhanced inclusivity, remove barriers and streamline the application process
- Introduction of HR software that will free up capacity of both managers and the People team, ensure accurate reporting, allow us to gain greater insight into E&D, and give us a more flexible and transparent HR and Learning & Development process
- Implementation of the 2nd stage of Reward & Recognition Strategy
- Increase colleague engagement in surveys, both annual and quarterly, encouraging open feedback and reporting against the actions taken in response
- A reduction of our recruitment & onboarding costs
- To increase colleague retention levels beyond 2 years
- Reduce the costs of sickness to the organisation
- Develop and implement a structured L&D plan that supports internal promotion, development opportunities and key role contingency planning where appropriate.
- Offer additional learning opportunities that focus on inclusivity, communication skills, well-being, and developing usage and understanding of digital technology.

Specific areas of focus throughout 2021/22 resulting in feedback from our Colleague Annual Survey will be:

1. Engagement levels with our annual survey are up to **75%**, we would like to see the participation level in excess of **80%**. We started a quarterly 'Check In' survey during Covid to ensure we are aware of how colleagues are feeling, this will now be adopted as an ongoing way of engaging with colleagues.

2. **Workload** and levels of stress were mentioned frequently, this is higher across managers than frontline colleagues. We will focus on resources, capacity and overall workload.

3. **Communications** have been praised and considered successful during Covid, positive responses to our video communications and the speed at which we have kept people engaged and up to date. We will continue to consider how we can do more / be more creative.

4. **Reward** remains an area for focus, it would be the number 1 reason for individuals to hypothetically leave.

- While a higher number of people recognise that we are rewarded fairly when compared to similar roles internally, external comparative roles is lower.
- Annual leave is mentioned regularly as a positive benefit that people would value being higher, this mirrors 2019 where AL was ranked top of reward benefits.
- Ongoing Reward strategy review.

5. **IT equipment** including both the quality & training are raised as issues. The IT equipment improvement plan ongoing, IT training will form part of the 2021 OD plan in conjunction with digital transformation

6. **Trustees** – We have potential to increase visibility & engagement on Workplace of Trustees, the planned Trustees videos will help, and more detail will be included within the corporate and individual inductions.

Operations

Increase our customer reach

This coming year we will extend our reach into different communities, ensuring our services are culturally appropriate and are relevant to the communities that are accessing them. Research commissioned by AUKL and delivered by Lancashire BME Network has provided insight to our approach to development and delivery of these services.

We will continue to ensure our services are inclusive, consulting with our customers and implementing Quality Improvement Plans where necessary.

We will improve our 0300 contact centre with enhanced reporting, capturing feedback and themes enabling us to consider service development based on evidence.

We will reach out to improve digital skills and through established relationships we will be able to offer loan equipment for those who have lost connections with family and friends due to the Pandemic.

We will also work with our customers to bridge the gap of online only services to ensure they remain able to access provision that may have recently moved to online only.

Through our social media channels we will reach out to customers, families and friends to promote our services and provide information on the range of services and activities on offer.

Increase provision for those living with Dementia and their carers

This next year, we will continue to develop our Maintenance Cognitive Stability Therapy both in person and through virtual sessions. We will support carers with both MCST and CST creating knowledge libraries of support and self maintenance for those living with Dementia.

We will use evaluation and evidence based on outcomes to expand the services across the County.

Improve customer wellbeing

This year, we will find more ways of capturing our customers' wellbeing. We will use specific outcome tools for example SWEMWBS and our Mini Ace Dementia tool but will be increasing our range of outcome tools to provide improved insight into the difference we are making across all our services and activities.

We will create quarterly feedback reports from our “How did we do” forms and present these to the Board of Trustees, responding to any themes as appropriate.

We will support older people to live their Best Later Lives across all services

Finance

- New finance package
- Develop new reporting for different stakeholders to support financial decision making

Business Development

- Continue to grow our unrestricted income from multiple, diverse sources.
- Expand sales of our retirement planning workshops.
- Increase income from regular giving.
- Increase income secured from grants and trusts.
- Work closely with our local partners to ensure that our business plans are well-researched, evidence based and meeting the needs diverse communities.
- Grow our retail portfolio to increase revenue for the charity.
- Build on our corporate relationships and develop new avenues of business support.
- Continue to develop our digital marketing strategy.

Structure, Governance, Management & Administration

Statement of Trustees Responsibilities

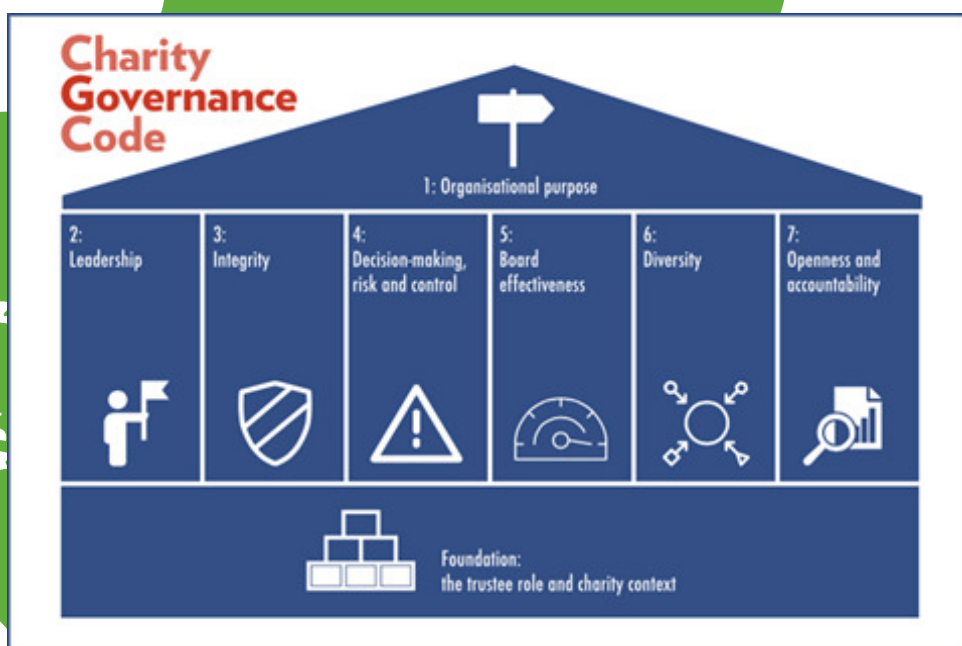
The Trustees are required under the constitution of the charity to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of its results for that period.

In preparing those financial statements, the Trustees have to;

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

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and also for taking reasonable steps for the prevention and detection of fraud and irregularities.

All Trustees are committed to the standards required of them in the Charity Governance Code.



The Charity Governance Code states;

5.8.2 The board reviews its own performance and that of individual trustees, including the chair. This happens every year, with an external evaluation every three years. Such evaluation typically considers the board's balance of skills, experience and knowledge, its diversity in the widest sense, how the board works together and other factors relevant to its effectiveness.

5.8.3 The board explains how the charity reviews or evaluates the board in the governance statement in the trustees' annual report.

Age UK Lancashire has used the Digi-Board Limited (leaders in online governance reviews for charities and not-for profit organisations) self-assessment service to review the governance and performance of the board of trustees and how the board works with the senior executive team. The Digi-Board service allowed the board to review its governance, assessed against the principles of the Charity Governance Code and other key factors that influence the effectiveness of governance practices at our charity. This review meets the criteria of an external audit into our governance.

Digi-Board Limited performed an independent evaluation and interpretation of the results from the completed governance reviews. These results were compiled into an independent report which was made available to the charity and thereby meeting the criteria for an externally facilitated review.

This year was our second governance review with Digiboard (thedigiboard.co.uk).

The first was carried out in 2019 and included an externally facilitated workshop where clear action plans were developed to improve governance effectiveness. This year we took the opportunity to have a full comparison report, clearly identifying progress since our last audit and how we benchmarked compared to other charities.

Governance Evaluation Findings

We were delighted with the findings of the audit, which showed that;

- We exceeded the "all charities benchmark" for 13 of the 15 governance practices and were equal for the other 2
- We achieved improved outcomes in 9 of the 15 governance practices.

The report states "this is an outstanding achievement and an example of how charities can role model good governance"

Although pleased with the results, which clearly identifies excellent governance, we have set targets for the coming year in order to continue our improvement and evidence our commitment to good governance.

Governance during Covid

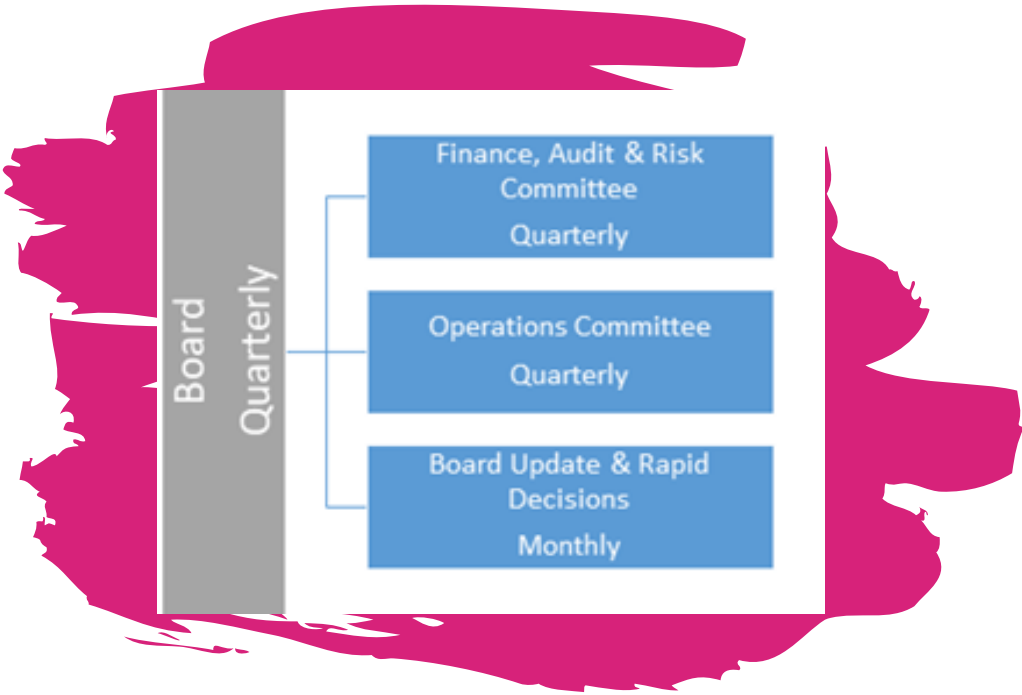
Covid required dynamic decision making and regular input and support from Trustees. In March 2020, we set up a weekly Trustee & CEO meeting to ensure that Trustees were kept informed and were able to make quick decisions as required and to provide support to the Senior Team. We were able to reduce the meeting frequency during the year, but have left this in place as a monthly meeting as it has proved valuable in keeping Trustees updated and engaged and to facilitate quick decision making where necessary and it will be incorporated into our governance structures.

Board Structure & Governance

Age UK Lancashire is an incorporated charity, a company limited by guarantee, registered with the Charity Commission and governed by its Memorandum and Articles of Association.

Our Governance

Our governance structure includes structured quarterly and monthly meetings.



Decisions taken outside of formal meetings are minuted at the next Board meeting. We use On Board software for our Board management.

Trustee Induction & Appraisal

Trustee induction has been made more complicated by Covid as we have not had the face to face meetings and systems available that we used previously. Having said that, new Trustees have been inducted this year and report that they were able to access the information that they required and feel well informed. Trustees have access to a full pack of information ensuring that new Trustees are able to understand Age UK Lancashire and it's services, engage quickly and make informed decisions. All Trustees have been appraised by the Chair of the Board and this remains an ongoing process.

Management

Day to day management of the charity is delegated to the Chief Executive who leads the Senior Management Team. The Chief Executive reports directly to the Board of Trustees, providing reports and papers to inform them on an ongoing basis and to prepare them for Committee and Board meetings.

A schedule of meetings is maintained which includes a schedule for regular reports such as safeguarding, health & safety, information governance, complaints, finance, performance and quality and general policy and organisational updates as well as themed reports covering current topics and issues.

In addition, we have regular General Management Team meetings, involving managers at all levels across the organisation in planning and reviewing our work, as well as to ensure a cascade of information from Senior Managers. During Covid, this meeting increased from quarterly to weekly and has recently reduced to monthly via video. The meeting has proved beneficial and will continue on a monthly basis. The content of this meeting is used as a basis for a monthly CEO update video which is sent to all staff.

Internal Controls & Quality Standards

The Board of Trustees is responsible for the financial controls within the charity for safeguarding the physical and information assets. Financial procedures are developed, reviewed and revised in line with ISO 9001:2015 quality management standards.

A CRM system and financial management system is maintained to capture and report on the performance of the charity and to ensure that the Board of Trustees receive accurate and timely management information. We introduced a Balanced Scorecard in 2019, which adds to the management information provided to Trustees.

Policies and procedures are reviewed and revised in line with our audit schedule. Key policies are approved by the Board of Trustees with all others approved by Senior Management, with Trustee oversight. All managers are notified of changes to policies, procedures or other documents. Changes are cascaded to staff and volunteers and all staff have access to the online manual.

Age UK Lancashire has retained and/or received the following quality standards in the year as follows;



Risk Management & Business Continuity

Trustees regularly review and have adopted a robust risk management policy & procedures. The process involves all colleagues in risk identification and management and has an escalation process to ensure that risks are managed from the appropriate level.

A detailed review of risks is carried out by Trustees annually and quarterly reports are provided to ensure that Trustees are fully informed and updated. The quarterly report highlights new risks, risks where scores have changed and any high-level risks.

At the beginning of Covid, we developed a specific Covid risk register to highlight the specific risks it caused and how we could mitigate them. Any residual risks from this have now been absorbed back into the charity risk register.

A business continuity plan complements the risk register to ensure that where natural and unavoidable disasters (now including global pandemics) were to occur, the business is managed to avoid ongoing or unnecessary risks. It was reviewed at the beginning of Covid and whilst many aspects of it were fit for purpose, there was evidence that not all situations can be planned for or identified in advance. We had not planned for example of the rapid closure of our retail and Daytime Support Services, mass home working overnight and the introduction of PPE in all of our face-to-face service delivery. We were however able to respond quickly, which is evidence of the business continuity plans working alongside the skills and determination of colleagues to do their very best.

Safeguarding

Age UK Lancashire take Safeguarding very seriously and support the principle that safeguarding is everybody's business. We nurture and promote a culture of openness where individuals feel safe to share concerns. We ensure that our staff are trained in safeguarding, prevent and domestic abuse and are supported to make alerts to the appropriate authorities, when there are safeguarding concerns. This was no more vital than during the pandemic when vulnerable adults and children were particularly isolated. During 2020-21 we made **31** safeguarding alerts to social services, compared to **20** the previous year.



Administrative Information

Trustees

Victoria Buyer (Chair)
Catherine Wilkinson (Treasurer)
Sue Ferm
Paul Faulkner
Clare Barlow
Jean-Bruno Villette
Miles Lloyd
Adil Patel
Rimpy Patel (appointed 11.3.21)
Julie Gonda (appointed 02.11.21)

Jon Lenney (resigned 27.9.20)
Mark Blanchard (resigned 01.06.21)

Co-opted Members

Zoe Fleming

Chief Executive

Teri Stephenson

Senior Management Team

Alison Read – Director of Partnerships & Growth
Donna Studholme – Operations Director
Cheryl Speak – Head of People & Organisational Development
Steven Wise – Interim Finance Director (from July 2019 to March 2021)
Joanne Anderson – Director of Finance (from 25.1.21)

Principal Charity Office (changed on 14th July 2020)

Wellbeing Centre
Moorgate
Ormskirk
L39 4RY

Registered Charity Number:

1142294

Registered Charity Number:

07200267

Auditors

Beever and Struthers
Suite 9b The Beehive
Lions Drive
Shadsworth Business Park
Blackburn
BB1 2QS

Bankers

Lloyds
Merchant Court
2-12 Lord Street
Liverpool
L2 1TS

This report was approved by the trustees on 25.11.2021 and signed on their behalf by:



Catherine Wilkinson, Treasurer

On behalf of the Board of Trustees Independent Auditor's Report to the Trustees and members of Age UK Lancashire (limited by guarantee).

AGE UK LANCASHIRE

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF AGE UK LANCASHIRE FOR THE YEAR ENDED 31 MARCH 2021

Opinion

We have audited the financial statements of Age UK Lancashire "the charitable company" for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes on pages 68 to 81. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's and charities incoming resources and application of resources, including their income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company 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 to you 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 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.

AGE UK LANCASHIRE

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF AGE UK LANCASHIRE FOR THE YEAR ENDED 31 MARCH 2021

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit (which includes the directors report prepared for the purposes of company law);

- the information given in the Trustees' Report (which includes the directors report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report (included within the Trustees' 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

AGE UK LANCASHIRE

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF AGE UK LANCASHIRE FOR THE YEAR ENDED 31 MARCH 2021

Responsibilities of directors

As explained more fully in the Statement of Trustees' Responsibilities set out on page 53, the trustees (who are also the directors of the 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 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 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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of laws and regulations that affect the charity, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the UK Charities Act, tax legislation, licensing regulations, and occupational health and employment legislation.

We enquired of the Trustees, reviewed correspondence with HMRC and reviewed trustees meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place to ensure compliance.

We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.

AGE UK LANCASHIRE

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF AGE UK LANCASHIRE FOR THE YEAR ENDED 31 MARCH 2021

The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: misappropriation of cash and other assets.

We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.

We enquired of the Trustees about actual and potential litigation and claims.

We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.

In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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. 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.

Suzanne Lomax BA FCA (Senior Statutory Auditor)
For and on behalf of Beever and Struthers

Chartered Accountants and Statutory Auditors
Suite 9b The Beehive
Lions Drive
Shadsworth Business Park
Blackburn
BB1 2QS

AGE UK LANCASHIRE

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

	Note	Unrestricted Funds	Restricted Funds	Endowment Funds	2021 Total	2020 Total
		£	£	£	£	£
INCOME FROM:						
<i>Donations & legacies</i>						
Donations		43,941	10,000	-	53,941	42,063
Legacies		2,000	-	-	2,000	(7,480)
Grants		236,291	48,359	-	284,650	34,122
<i>Other trading activities</i>						
Shop income		253,215	-	-	253,215	636,139
Turnover of trading subsidiary		-	-	-	-	139,327
Other income		352,726	-	-	352,726	74,877
<i>Charitable activities</i>						
Provision of services		2,817,823	335,606	-	3,153,429	2,897,146
Total income	2	<u>3,705,996</u>	<u>393,965</u>	<u>-</u>	<u>4,099,961</u>	<u>3,816,194</u>
EXPENDITURE ON:						
<i>Raising funds</i>						
Shop operating costs	3	573,838	-	-	573,838	643,399
Fundraising		407	-	-	407	3,130
Trading cost of subsidiary	5	-	-	-	-	115,381
<i>Charitable activities</i>						
Provision of services	4	2,808,108	375,815	2,000	3,185,923	3,137,510
<i>Other expenditure</i>						
		-	-	-	-	-
Total expenditure		<u>3,382,353</u>	<u>375,815</u>	<u>2,000</u>	<u>3,760,168</u>	<u>3,899,420</u>
Net income/(expenditure)	7	323,643	18,150	(2,000)	339,793	(83,226)
Net income/(expenditure) pre exceptional items		323,643	18,150	(2,000)	339,793	(3,532)
Exceptional items	4	-	-	-	-	(79,694)
Net income/(expenditure) post exceptional items		<u>323,643</u>	<u>18,150</u>	<u>(2,000)</u>	<u>339,793</u>	<u>(83,226)</u>
Gross transfers between funds	18, 19	(7)	7	-	-	-
Gains/(losses) on revaluation of Fixed Assets		-	-	107,406	107,406	-
Net movement in funds		<u>323,636</u>	<u>18,157</u>	<u>105,406</u>	<u>447,199</u>	<u>(83,226)</u>
Reconciliation of funds						
Total funds brought forward	18, 19	658,732	17,294	176,000	852,026	935,252
Total funds carried forward	18, 19	<u>982,368</u>	<u>35,451</u>	<u>281,406</u>	<u>1,299,225</u>	<u>852,026</u>

All incoming resources and resources expended derive from continuing activities

The notes on pages 68 to 81 form part of these accounts

AGE UK LANCASHIRE

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

	Note	Unrestricted Funds	Restricted Funds	Endowment Funds	2021 Total	2020 Total																					
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Donations		43,941	10,000	-	53,941	42,063																					
Legacies		2,000	-	-	2,000	(7,480)																					
Grants		236,291	48,359	-	284,650	34,122																					
<i>Other trading activities</i>																											
Shop income		253,215	-	-	253,215	636,139																					
Other income		352,726	-	-	352,726	74,877																					
<i>Income from investments</i>																											
Gift Aid receivable from subsidiaries	9	-	-	-	-	23,946																					
<i>Charitable activities</i>																											
Provision of services		2,817,823	335,606	-	3,153,429	2,897,146																					
Total income	2	<u>3,705,996</u>	<u>393,965</u>	<u>-</u>	<u>4,099,961</u>	<u>3,700,813</u>																					
EXPENDITURE ON:																											
<i>Raising funds</i>																											
Shop operating costs	3	573,838	-	-	573,838	643,399																					
Fundraising		407	-	-	407	3,130																					
<i>Charitable activities</i>																											
Provision of services	4	2,808,108	375,815	2,000	3,185,923	3,137,510																					
Total expenditure		<u>3,382,353</u>	<u>375,815</u>	<u>2,000</u>	<u>3,760,168</u>	<u>3,784,039</u>																					
Net income/(expenditure)	7	323,643	18,150	(2,000)	339,793	(83,226)																					
<table border="1"> <tr> <td>Net income/(expenditure) pre exceptional items</td><td></td><td>323,643</td><td>18,150</td><td>(2,000)</td><td>339,793</td><td>(3,532)</td></tr> <tr> <td>Exceptional items</td><td>4</td><td>-</td><td>-</td><td>-</td><td>-</td><td>(79,694)</td></tr> <tr> <td>Net income/(expenditure) post exceptional items</td><td></td><td><u>323,643</u></td><td><u>18,150</u></td><td><u>(2,000)</u></td><td><u>339,793</u></td><td><u>(83,226)</u></td></tr> </table>							Net income/(expenditure) pre exceptional items		323,643	18,150	(2,000)	339,793	(3,532)	Exceptional items	4	-	-	-	-	(79,694)	Net income/(expenditure) post exceptional items		<u>323,643</u>	<u>18,150</u>	<u>(2,000)</u>	<u>339,793</u>	<u>(83,226)</u>
Net income/(expenditure) pre exceptional items		323,643	18,150	(2,000)	339,793	(3,532)																					
Exceptional items	4	-	-	-	-	(79,694)																					
Net income/(expenditure) post exceptional items		<u>323,643</u>	<u>18,150</u>	<u>(2,000)</u>	<u>339,793</u>	<u>(83,226)</u>																					
Gross transfers between funds	18, 19	(7)	7	-	-	-																					
Gains/(losses) on revaluation of Fixed Assets		-	-	107,406	107,406	-																					
Net movement in funds		<u>323,636</u>	<u>18,157</u>	<u>105,406</u>	<u>447,199</u>	<u>(83,226)</u>																					
Reconciliation of funds																											
Total funds brought forward	18, 19	658,732	17,294	176,000	852,026	935,252																					
Total funds carried forward	18, 19	<u>982,368</u>	<u>35,451</u>	<u>281,406</u>	<u>1,299,225</u>	<u>852,026</u>																					

All incoming resources and resources expended derive from continuing activities

The notes on pages 68 to 81 form part of these accounts

AGE UK LANCASHIRE

BALANCE SHEETS AS AT 31 MARCH 2021

	Note	Group 2021	Group 2020	Charity 2021	Charity 2020
		£	£	£	£
Fixed Assets					
Tangible fixed assets	12	344,923	245,139	344,923	245,139
Investments	13	-	-	100	100
Investment in Joint venture	13	6	6	6	6
		<u>344,929</u>	<u>245,145</u>	<u>345,029</u>	<u>245,245</u>
Current Assets					
Stocks	14	73,125	85,739	73,125	85,739
Debtors	15	240,457	450,880	279,914	509,927
Cash at bank and in hand		1,126,013	690,709	1,086,168	630,200
		<u>1,439,595</u>	<u>1,227,328</u>	<u>1,439,207</u>	<u>1,225,866</u>
Creditors					
Amounts falling due within one year	16	(485,299)	(620,447)	(485,011)	(619,085)
Net Current Assets		<u>954,296</u>	<u>606,881</u>	<u>954,196</u>	<u>606,781</u>
Net Assets		<u><u>1,299,225</u></u>	<u><u>852,026</u></u>	<u><u>1,299,225</u></u>	<u><u>852,026</u></u>
Capital and Reserves					
Unrestricted funds					
- General funds	18	907,368	583,732	907,368	583,732
- Designated funds	18	75,000	75,000	75,000	75,000
		<u>982,368</u>	<u>658,732</u>	<u>982,368</u>	<u>658,732</u>
Restricted funds					
- Endowment fund	19	174,000	176,000	174,000	176,000
- Revaluation reserve- endowment fund	19	107,406	-	107,406	-
- Other Restricted funds	19	35,451	17,294	35,451	17,294
		<u>316,857</u>	<u>193,294</u>	<u>316,857</u>	<u>193,294</u>
		<u><u>1,299,225</u></u>	<u><u>852,026</u></u>	<u><u>1,299,225</u></u>	<u><u>852,026</u></u>

Approved by the Trustees and authorised for issue on



Catherine Wilkinson
Trustee

Company Number 07200267

The notes on pages 68 to 81 form part of these accounts

AGE UK LANCASHIRE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Note	Group 2021 £	Group 2020 £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	25	443,695	291,660
Cash flows from investing activities:			
Purchase of tangible fixed assets		(8,391)	(20,734)
Net cash used in investing activities		(8,391)	(20,734)
Change in cash and cash equivalents in the reporting period		435,304	270,926
Cash and cash equivalents at the beginning of the reporting period		690,709	419,783
Cash and cash equivalents at the end of the reporting period	26	1,126,013	690,709

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

1 Principal accounting policies

a. Basis of accounting

These financial statements have been prepared in accordance with the 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 January 2015) - Charities SORP (FRS 102 second edition - October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling which is the functional currency of the entity.

Age UK Lancashire meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant account policy note.

b. Going Concern Considerations

The trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

c. Basis of Consolidation

The Consolidated accounts of the Group include the financial statements of the Charity and its subsidiary undertaking for the year ended 31 March 2021.

d. Investments in Joint Ventures

Investments in joint ventures are accounted for under the equity method of accounting, with the Group's share of net income or net expenditure being recognised in the Statement of Financial Activities and the net carrying amount shown on the balance sheet.

e. Investments

Fixed asset investments are stated at cost less any provision for impairment.

f. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable the income will be received and the amount can be measured reliably.

g. Grants

Income from government and other grants, whether 'capital' grants or 'reserve' grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and not deferred. Grants includes furlough grant income received during the year.

h. Donations and legacies, and other forms of voluntary income

Donations and legacies and other forms of voluntary income are recognised in full in the Statements of Financial Activities when the receipt of income is considered probable and the amount receivable can be measured with sufficient reliability.

i. Resources expended

Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charity's shop.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs than can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statements of Financial Activities on a basis designed to reflect the use of the resource. Support costs are apportioned on an appropriate basis, by the time central staff have spent on the relevant income streams.

Governance costs, included within support costs, include those costs associated with meeting the constitutional and statutory requirements of the Charity and include audit fees and costs linked to the strategic management of the Charity.

Other expenditure represents those items not falling into any other heading.

Staff costs are allocated to activities on the basis of staff time spent on those activities.

j. Restricted Funds

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with a fair allocation of support costs.

k. Endowment Funds

Endowment funds are included within restricted funds and relate to permanent endowments. Expenditure is allocated to the fund when incurred in the administration or protection of the property of the endowment.

l. Unrestricted funds

Unrestricted funds are donations and other income received or generated for the objects of the Charity without further specified purpose and are available as general funds.

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

1 Principal accounting policies (continued)

m. Designated funds

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

n. Depreciation

Fixed assets (excluding investments) are stated at revaluation value less accumulated depreciation. Depreciation of fixed assets is charged by annual instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives, which are as follows:

Freehold Land & Buildings	2% Straight-line method
Improvements to Buildings	2% Straight-line method
Office & Computer Equipment	20-100% Straight-line method
Fixtures & Fittings	10% Straight-line method
Motor vehicles	5-25% Reducing balance method

Included within land and buildings is land totalling £150,000 which is not depreciated.

The capitalisation within the charity is for items purchased over £1,000 and of capital in nature to be capitalised.

o. Stocks and work in progress

Purchased stock is valued at the lower of cost and net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items in an open market value.

p. Leases

Rentals paid under operating leases are charged to income as incurred.

q. Pensions

The Charity operates a defined contribution pension scheme and makes contributions under auto-enrolment requirements. Contributions payable for the year are charged in the Statements of Financial Activities.

r. 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.

s. Taxation

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable activities.

t. Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Significant judgements

The judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are as follows:

- Determination of whether there are indicators of impairment of the company's tangible fixed assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.
- Determination of whether leases entered into by the company as lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

Key sources of estimation uncertainty

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome. The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- Donated items of stock are measured at fair value, using historical data to estimate the likely amount of income that will result from their subsequent sale.
- Determination of recoverability of trade debtors. A specific provision is made against certain debts where in the opinion of the trustees the debt is not fully recoverable.
- The requirement of any dilapidations provision within the financial statements.

u. Legal status of Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

AGE UK LANCASHIRE

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

2 Income

Donations totalled £53,941 (2020: £42,063) including restricted donations of £10,000 (2020: £nil). Legacy income totalled £2,000 in the year (2020: deficit £7,480).

Other income totalled £369,155 (2020: £74,877) including £87,397 insurance income (2020: £nil), £68,695 donations from Age UK (2020: £nil) and £142,092 from furlough income (2020: £nil).

3 Expenditure on Raising Funds

	Shop Operating Costs	Fundraising	Costs of Trading Subsidiary	2021 Total
	£	£	£	£
Direct Costs				
Salaries, NI and pensions	249,955	-	-	249,955
Premises Costs	140,483	-	-	140,483
Other costs	40,747	407	-	41,154
Administration costs	16,423	-	-	16,423
	<u>447,608</u>	<u>407</u>	<u>-</u>	<u>448,015</u>
Support Costs allocated to Raising Funds				
Support Costs (see note 6)	126,230	-	-	126,230
Total Support Costs	<u>126,230</u>	<u>-</u>	<u>-</u>	<u>126,230</u>
Total Costs for Group in the year to 2021	<u>573,838</u>	<u>407</u>	<u>-</u>	<u>574,245</u>
Total Costs for Charity in the year to 2021	<u>573,838</u>	<u>407</u>	<u>-</u>	<u>574,245</u>

	Shop Operating Costs	Fundraising	Costs of Trading Subsidiary	2020 Total
	£	£	£	£
Direct Costs				
Salaries, NI and pensions	298,893	920	114,529	414,342
Premises Costs	198,174	58	-	198,232
Other costs	35,889	2,095	-	37,984
Administration costs	15,007	57	852	15,916
	<u>547,963</u>	<u>3,130</u>	<u>115,381</u>	<u>666,474</u>
Support Costs allocated to Raising Funds				
Support Costs (see note 6)	95,436	-	-	95,436
Total Support Costs	<u>95,436</u>	<u>-</u>	<u>-</u>	<u>95,436</u>
Total Costs for Group in the year to 2020	<u>643,399</u>	<u>3,130</u>	<u>115,381</u>	<u>761,910</u>
Total Costs for Charity in the year to 2020	<u>643,399</u>	<u>3,130</u>	<u>-</u>	<u>646,529</u>

AGE UK LANCASHIRE

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

4 Expenditure on Charitable Activities

	2021	2020
	Provision of	Provision of
	Services	Services
Direct Costs	£	£
Salaries, NI and Pensions	2,646,474	2,439,943
Other employment costs	8,089	10,518
Premises costs	76,228	101,151
Minibus and travel	80,124	183,700
Communication	5,295	9,206
Legal and professional fees	18,248	6,207
Day care consumables	5,697	56,839
Repairs and renewals	66,062	27,554
Printing, postage and publicity	11,208	13,830
Maintenance contracts and subscriptions	4,413	9,380
Volunteer expenses	2,769	7,669
Leasing costs	2,416	2,245
Room Hire	2,548	11,732
Marketing costs	1,668	4,508
Activities	194	12,474
Sundries and cleaning	4,477	7,355
Consultancy fees	-	-
Bank charges	(139)	711
Other costs (including depreciation)	11,559	11,305
Costs recharged to subsidiary		(43,883)
	<u>2,947,330</u>	<u>2,872,444</u>
Support Costs allocated to Charitable Activities		
Support Costs (see note 6)	223,904	224,805
Governance costs	14,689	40,261
Total Support Costs	<u>238,593</u>	<u>265,066</u>
Total Costs for Charity & Group	<u>3,185,923</u>	<u>3,137,510</u>

Within the costs for the financial year, there are a number of exceptional costs, as detailed below:

The key costs incurred are as follows:-

	2021	2020
	£	£
Dilapidation costs	-	9,850
Interim Head of Finance	-	50,564
Project Dilligent costs	-	19,280
	<u>-</u>	<u>79,694</u>

5 Trading cost of subsidiary

In the year to 31 March 2021 the operating costs of the trading subsidiary amounting to £Nil (2020: £115,381) comprised wholly of unrestricted expenditure.

AGE UK LANCASHIRE

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

6	Analysis of Support Costs		2021	2020
		Basis of apportionment	Total	Total
			£	£
	Other Employment costs	Allocated on time spent on each income stream	82,311	67,612
	Minibus and Travel	Allocated on time spent on each income stream	1,247	15,285
	Communication	Allocated on time spent on each income stream	104,230	108,778
	Legal and professional fees	Allocated on time spent on each income stream	35,976	30,551
	Repairs and renewals	Allocated on time spent on each income stream	9,318	2,307
	Printing charges	Allocated on time spent on each income stream	17,070	19,163
	Maintenance	Allocated on time spent on each income stream	21,489	20,411
	Volunteer expenses	Allocated on time spent on each income stream	2,299	38
	Leasing costs	Allocated on time spent on each income stream	222	603
	Room Hire	Allocated on time spent on each income stream	111	4,541
	Marketing costs	Allocated on time spent on each income stream	10,663	10,303
	Sundries and cleaning	Allocated on time spent on each income stream	1,467	2,295
	Depreciation	Allocated on time spent on each income stream	16,013	11,204
	Bank charges	Allocated on time spent on each income stream	4,499	6,582
	Bad debt	Allocated on time spent on each income stream	2,660	2,931
	Shared premises	Allocated on time spent on each income stream	2,056	17,637
	Other costs	Allocated on time spent on each income stream	38,503	
			350,134	320,241
7	Income / (Expenditure)		2021	2020
	The net income / (expenditure) is stated after charging/(crediting):		£	£
	Operating leases		155,676	215,048
	Depreciation		16,013	11,204
	Exceptional costs (Note 4)		-	79,694
8	Auditors' remuneration			
	Total resources expended includes Auditors' remuneration for audit services and other services. The amounts shown include non-recoverable VAT.			
			2021	2020
	Audit services		£	£
	Charity		10,700	10,830
			10,700	10,830
9	Gift Aid payment by trading subsidiary			
	Age UK Lancashire Trading Ltd is wholly owned by the Charity. The Company has agreed to pay over to the Charity its taxable profits for the year. A summary of the company's result for the year ended 31 March 2021 is:			
			2021	2020
			£	£
	Turnover		-	139,327
	Operating costs		-	(115,381)
	Trading profit		-	23,946
	Gift Aid payment to charity			23,946

AGE UK LANCASHIRE

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

10 Information regarding employees and trustees

	2021	2020
Average number of employees in the period		
- Full time employees	43	40
- Part time employees	168	191
Average number of employees	<u>211</u>	<u>231</u>
Full time equivalent number of employees	<u>127</u>	<u>134</u>
Staff costs comprise:	£	£
- Wages and salaries	2,646,667	2,642,962
- Redundancy costs	47,792	30,755
- Social security costs	152,244	130,320
- Pension contributions	50,240	50,247
	<u>2,896,943</u>	<u>2,854,284</u>

During the year there were redundancy payments which amounted to £47,792 (2020:£30,755). These amounts were all paid prior to 31 May 2021

The number of employees whose employee benefits (excluding employer pension contributions) exceeded £60,000 was:

	2021 No.	2020 No.
£60,001 - £70,000	1	1

There was no remuneration paid to Trustees, who are all volunteers. Trustees' expenses reimbursed amounted to £571 (2020: £3,562).

Key management personnel of the Charity comprised the Trustees, the Chief Executive Officer, the Financial Controller, the Operations Director, the Management Accountant, the Interim Head of Finance, and the Business Development and Growth Director. The total employee benefits of the key management personnel of the Charity were £309,907 (2020: £283,863), in addition employer pension contribution of £12,425 (2020: £13,819) were paid in respect of their services, and redundancy pay of £nil (2020: £2,374).

11 Pension costs

The group operates a defined contribution pension scheme and makes contributions under auto-enrolment requirements. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents the contributions payable by the group to the fund. The charge for the year is £50,240 (2020: £50,247).

AGE UK LANCASHIRE

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

12 Tangible fixed assets - Group and company

	Land & Buildings £	Improvements to Buildings £	Office Equipment £	Fixtures & Fittings £	Motor Vehicles £	Total £
Cost/Valuation						
Balance at 1 April 2020	200,000	128,080	22,740	23,430	8,000	382,250
Additions	-	-	6,611	1,780	-	8,391
Disposals	-	-	-	-	-	-
Revaluations	81,406	-	-	-	-	81,406
Balance at 31 March 2021	281,406	128,080	29,351	25,210	8,000	472,047
Depreciation						
Balance at 1 April 2020	24,000	93,771	14,723	1,117	3,500	137,111
Charge for the period	2,000	715	7,504	4,044	1,750	16,013
Disposals	-	-	-	-	-	-
Revaluation	(26,000)	-	-	-	-	(26,000)
Balance at 31 March 2021	-	94,486	22,227	5,161	5,250	127,124
31 March 2021	281,406	33,594	7,124	20,049	2,750	344,923
31 March 2020	176,000	34,309	8,017	22,313	4,500	245,139

The Charities property was revalued at £315,000 on 23 June 2021, which the trustees deemed representative of the value at the year end. The revaluation was undertaken by Gregory Brent Forbes MRICS, Partner of Petty and a Chartered Surveyor with over 25 years experience. Gregory Forbes is a RICS registered valuer (registration number 0068222).

In respect of the revalued land and buildings, the aggregate cost, depreciation and comparable carrying amount that would be recognised if the assets had been carried under the historical cost model are as followed:

	Land & Buildings £
As at 31 March 2021	
Aggregate cost	200,000
aggregate depreciation	(26,000)
Carrying Value	174,000

Included within land and buildings of both the group and the charity is land totalling £150,000 which is not depreciated.

13 Fixed asset investment - Charity

	2021 £	2020 £
Shares in Age UK Lancashire Trading Ltd - at cost	100	100
Investment in Joint Venture - CIC at cost	6	6
Cost and Net Book Value at 31 March 2021 and 2020	106	106

The Charity holds the whole of the issued share capital of Age UK Lancashire Trading Ltd (company number: 06430170), a company registered in England and Wales. Its principal activity is arranging insurance.

A summary of the trading results of Age UK Lancashire Trading Limited is shown in note 9. The aggregate of assets, liabilities and reserves is:

	2021 £	2020 £
Assets	39,845	60,509
Liabilities	(39,745)	(60,409)
Total reserves (including £100 share capital)	100	100

AGE UK LANCASHIRE

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

13 Fixed asset investment - Charity (continued)

The Charity holds 50% of the issued share capital of Age UK Greater Lancashire CIC, a company registered in England and Wales. Its principal activity is the delivery of contracts and services across the whole of the county of Lancashire.

Fixed asset investment - Group	2021 £	2020 £
Investment in Joint Venture - CIC at cost	6	6
Cost and Net Book Value at 31 March 2021 and 2020	6	6

14 Stocks - Group and Charity

	2021 £	2020 £
Goods for resale	73,125	85,739

15 Debtors

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Trade debtors	66,126	275,759	66,126	275,759
Prepayments and accrued income	146,962	166,927	146,962	166,927
Amount due from subsidiary undertakings	-	-	39,457	59,047
Other debtors	27,369	8,194	27,369	8,194
	240,457	450,880	279,914	509,927

16 Creditors: Amounts falling due within one year

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Trade creditors	74,277	72,598	73,989	72,598
Accruals and deferred income	164,404	164,129	164,404	164,129
Payments received on account for contracts or performance related grants	246,618	345,993	246,618	345,993
Taxation and social security	-	34,554	-	34,554
Other creditors	-	3,173	-	1,811
	485,299	620,447	485,011	619,085

17 Payments received on account for contracts or performance related grants

Payments received on account for contracts or performance related grants comprises of funds received in advance for expenditure to take place in the following accounting period.

	Group & Charity £
Balance at 1 April 2020	345,993
Amount released to incoming resources	(345,993)
Amount deferred in period	246,618
Balance at 31 March 2021	246,618

AGE UK LANCASHIRE

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

18	Unrestricted funds - CHARITY	1 April 2020	Incoming	Outgoing	Transfers	31 March 2021	
		£	£	£	£	£	
	Designated funds	75,000	-	-	-	75,000	
	Undesignated funds	583,732	3,705,996	(3,382,353)	(7)	907,368	
	Charity	<u>658,732</u>	<u>3,705,996</u>	<u>(3,382,353)</u>	<u>(7)</u>	<u>982,368</u>	-
		1 April 2019	Incoming	Outgoing	Transfers	31 March 2020	
		£	£	£	£	£	
	Designated funds	-	-	-	75,000	75,000	
	Undesignated funds	712,515	3,288,840	(3,343,828)	(73,795)	583,732	
	Charity	<u>712,515</u>	<u>3,288,840</u>	<u>(3,343,828)</u>	<u>1,205</u>	<u>658,732</u>	
	Unrestricted funds - GROUP	1 April 2020	Incoming	Outgoing	Transfers	31 March 2021	
		£	£	£	£	£	
	Designated funds						
	Covid-19 Legal Costs Reserve	75,000	-	-	-	75,000	
	Undesignated funds	583,732	3,705,996	(3,382,353)	(7)	907,368	
	Group	<u>658,732</u>	<u>3,705,996</u>	<u>(3,382,353)</u>	<u>(7)</u>	<u>982,368</u>	-
		1 April 2019	Incoming	Outgoing	Transfers	31 March 2020	
		£	£	£	£	£	
	Designated funds						
	Covid-19 Legal Costs Reserve	-	-	-	75,000	75,000	
	Undesignated funds	712,515	3,404,221	(3,459,209)	(73,795)	583,732	
	Group	<u>712,515</u>	<u>3,404,221</u>	<u>(3,459,209)</u>	<u>1,205</u>	<u>658,732</u>	

Funds are designated for the following purposes

Name

Covid-19 Legal Costs Reserve

Purpose

The Trustees designated £75,000 of funds to cover potential legal costs linked to Covid-19. This was as a result of changes and available Director and Officer insurance cover across the social care sector linked to Covid-19 and is seen as a mitigation of a potential risk. The trustees will continue to monitor the requirement for this.

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

19 Restricted Funds

Description of Fund	1 April 2020 £	Incoming £	Outgoing £	Transfers/ Revaluation* £	31 March 2021 £
Building Better Opportunities: Age of Opportunity	-	136,209	(145,783)	9,574	-
Covid Appeal Funding	-	122,154	(122,154)	-	-
Lancashire Community Foundation	-	9,773	(9,773)	-	-
Good Things Foundation	-	630	(630)	-	-
Fylde Coast CCGs: Covid Response Fund Grant	-	4,956	(4,956)	-	-
The Bay ICC	-	1,000	(1,000)	-	-
Centre for Discovery (Catalyst)	-	5,000	(5,000)	-	-
Removing Barriers	-	22,860	(22,860)	-	-
Art of Isolation	-	9,350	(9,350)	-	-
0300 Service (Covid 19)	-	5,000	(5,000)	-	-
Retirement Planning Workshops	-	10,000	(5,833)	-	4,167
Walton Lane SitC	-	2,000	(2,000)	-	-
Ormskirk Premises	-	5,000	(1,200)	-	3,800
Armed Forced Covenant Trust	-	20,000	(20,000)	-	-
Eric Wright Grant	12,500	25,000	(12,500)	-	25,000
Winter Pressures	-	15,033	(7,776)	(7,257)	-
Peter Lathom - Ormskirk Kitchen	2,310	-	-	(2,310)	-
Post Code Garden Fund	2,484	-	-	-	2,484
	17,294	393,965	(375,815)	7	35,451
Endowment Fund	176,000	-	(2,000)	-	174,000
Revaluation reserve - Endowment fund	-	-	-	*107,406	107,406
Restricted funds - Charity and Group	193,294	393,965	(377,815)	107,413	316,857
Investment in Joint Venture	-	-	-	-	-
Restricted funds - Group	193,294	393,965	(377,815)	107,413	316,857

Restricted Funds Explained :

Building Better Opportunities: Age of Opportunity	Funded by the European Social Fund and The National Lottery Community Fund to meet the needs of over 50s who would like to work but are unable to without additional skills or support
Centre for Discovery (Catalyst)	Discovery learning programme for Digital Transformation
Lancashire Community Foundation	To set up our Digital Inclusion Project to support people excluded from the move to digital during the pandemic
Good Things Foundation	To support digital inclusion for 75 people
Fylde Coast CCGs: Covid Response Fund Grant	To support digital inclusion to people in Wyre and Fylde
The Bay ICC	Purchase IT hardware to support the older community around digitalisation
Age UK: Covid Appeal Funding	Age UK National Appeal funding to be spent on Covid activities
Armed Forces Covenant Trust: Removing Barriers	Grant to provide support for Veterans and their families
Armed Forces Covenant Trust: Forces Communities Together Fund/Art of Isolation	To provide an Art of Isolation project to enable local veterans to share their creativity during lockdown
Lancashire Community Foundation	0300 Service (Covid 19) to provide continued support on a helpline to offer support to vulnerable people
Cumberland Building Society	To deliver free Retirement Planning Workshops to adults in Preston and Lancaster
The Skelton Charity	For Support in the Community at Walton Lane, Nelson

AGE UK LANCASHIRE

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

B&Q Foundation	Resources for Ormskirk centre
Armed Forces Covenant Trust	Grant to expand our Good Day Calls services to support local veterans of the armed forces
Eric Wright Trust	Provide information and advice to older people on a range of issues including benefits, health and welfare
NHS England Grant through Age UK /Winter Pressures	To deliver the NHSE's Voluntary Sector Surge Support Programme
Peter Lathom - Ormskirk Kitchen	Historic funds have been transferred to unrestricted funds in the year
Post Code Lottery Garden Fund	Provided for the Walton Lane Community Garden Project

Restricted Funds 2020

Description of Fund	1 April 2019 £	Incoming £	Outgoing £	Transfers £	31 March 2020 £
Building better opportunities	-	154,878	(172,928)	18,050	-
Legacy - St Annes	25,573	-	(25,573)	-	-
Veterans	-	110,829	(110,742)	(87)	-
Befriending	-	30,000	(25,126)	(4,874)	-
Eric Wright grant	12,500	25,000	(25,000)	-	12,500
Winter Pressures	-	83,543	(69,249)	(14,294)	-
Post Code Garden Fund	-	7,723	(5,239)	-	2,484
Peter Lathom - Ormskirk Kitchen	2,310	-	-	-	2,310
The Galbraith Trust - Battling Loneliness	4,354	-	(4,354)	-	-
	44,737	411,973	(438,211)	(1,205)	17,294
Endowment Fund	178,000	-	(2,000)	-	176,000
Restricted funds - Charity and Group	222,737	411,973	(440,211)	(1,205)	193,294
Investment in Joint Venture	-	-	-	-	-
Restricted funds - Group	222,737	411,973	(440,211)	(1,205)	193,294

20 Analysis of Group net assets between funds

2021:	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 2021 £
Tangible fixed assets	63,517	-	281,406	344,923
Investment in Joint venture	-	6	-	6
Current Assets	1,207,217	232,660	-	1,439,877
Current Liabilities	(288,365)	(197,215)	-	(485,580)
2021 Total	982,369	35,451	281,406	1,299,225
2020:	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 2020 £
Tangible fixed assets	69,139	-	176,000	245,139
Investment in Joint venture	-	6	-	6
Current Assets	1,003,281	224,047	-	1,227,328
Current Liabilities	(413,688)	(206,759)	-	(620,447)
2020 Total	658,732	17,294	176,000	852,026

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

2021:	Unrestricted Funds		Restricted Funds		Total 2021 £
	Designated	Undesignated	Restricted	Endowment	
	Funds	Funds	Funds	Funds	
	£	£	£	£	
Net movement in funds for the period	-	323,636	18,157	105,406	447,199
Net decrease/(increase) in tangible assets	-	5,622	-	(105,406)	(99,784)
Net movement in funds available for future activities	-	329,258	18,157	-	347,415

2020:	Unrestricted Funds		Restricted Funds		Total
	Designated Funds	Undesignated Funds	Restricted Funds	Endowment Funds	2020
	£	£	£	£	£
Net movement in funds for the period	75,000	(128,783)	(27,444)	(2,000)	(83,227)
Net decrease/(increase) in tangible assets	-	(11,529)	-	2,000	(9,529)
Net movement in funds available for future activities	75,000	(140,312)	(27,444)	-	(92,756)

Capital expenditure contracted for but not provided for in the financial statements is as follows:

	2021 £	2020 £
Tangible assets	48,000	-

At 31 March the Charity had total future commitments under non-cancellable operating leases as set out below:

	Land & Buildings		Other Assets	
	2021	2020	2021	2020
	£	£	£	£
Operating leases which expire:				
Within one year	105,797	130,717	16,586	71,874
Within two to five years	237,462	241,919	-	-
	<u>343,258</u>	<u>372,636</u>	<u>16,586</u>	<u>71,874</u>

Each current member and any member who has resigned within the last twelve months agrees, in the event of the company being wound up, to contribute to any deficiency in assets a sum not exceeding £1.

	Group 2021 £	Group 2020 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	339,793	(83,226)
Adjustments for:		
Depreciation charges	16,013	11,205
Fixed asset write down	-	-
(Increase) / Decrease in stocks	12,614	(4,372)
Decrease/(Increase) in debtors	210,423	61,330
Increase/(decrease) in creditors	(135,148)	306,723
Net cash provided by/(used in) operating activities	443,695	291,660

AGE UK LANCASHIRE

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

26 Analysis of changes in net debt

	Group At 1 April 2020 £	Cash flows £	Group At 31 March 2021 £
Cash	690,709	435,304	1,126,013
Total	690,709	435,304	1,126,013

27 Comparative Consolidated Statement of Financing Activities

	Unrestricted Funds	Restricted Funds	Endowment Funds	2020 Total
INCOME FROM:				
<i>Donations & legacies</i>				
Donations	42,063	-	-	42,063
Legacies	(7,480)	-	-	(7,480)
Grants	1,399	32,723	-	34,122
<i>Other trading activities</i>				
Shop income	636,139	-	-	636,139
Turnover of trading subsidiary	139,327	-	-	139,327
Other income	74,877	-	-	74,877
<i>Charitable activities</i>				
Provision of services	2,517,896	379,250	-	2,897,146
Total income	3,404,221	411,973	-	3,816,194
EXPENDITURE ON:				
<i>Raising funds</i>				
Shop operating costs	643,399	-	-	643,399
Fundraising	3,130	-	-	3,130
Trading cost of subsidiary	115,381	-	-	115,381
<i>Charitable activities</i>				
Provision of services	2,697,299	438,211	2,000	3,137,510
<i>Other expenditure</i>	-	-	-	-
Total expenditure	3,459,209	438,211	2,000	3,899,420
Net income/(expenditure)	(54,988)	(26,238)	(2,000)	(83,226)
Net income/(expenditure) pre exceptional items	24,706	(26,238)	(2,000)	(3,532)
Exceptional items	(79,694)	-	-	(79,694)
Net income/(expenditure) post exceptional items	(54,988)	(26,238)	(2,000)	(83,226)
Gross transfers between funds	1,205	(1,205)	-	-
Net movement in funds	(53,783)	(27,443)	(2,000)	(83,226)
Reconciliation of funds				
Total funds brought forward	712,515	44,737	178,000	935,252
Total funds carried forward	658,732	17,294	176,000	852,026

AGE UK LANCASHIRE

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

28 Comparative Charity Statement of Financing Activities

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2020 Total £
INCOME FROM:				
<i>Donations & legacies</i>				
Donations	42,063	-	-	42,063
Legacies	(7,480)	-	-	(7,480)
Grants	1,399	32,723	-	34,122
<i>Other trading activities</i>				
Shop income	636,139	-	-	636,139
Other income	74,877	-	-	74,877
<i>Income from investments</i>				
Gift Aid receivable from subsidiaries	23,946	-	-	23,946
<i>Charitable activities</i>				
Provision of services	2,517,896	379,250	-	2,897,146
Total income	3,288,840	411,973	-	3,700,813
EXPENDITURE ON:				
<i>Raising funds</i>				
Shop operating costs	643,399	-	-	643,399
Fundraising	3,130	-	-	3,130
<i>Charitable activities</i>				
Provision of services	2,697,299	438,211	2,000	3,137,510
<i>Other expenditure</i>	-	-	-	-
Total expenditure	3,343,828	438,211	2,000	3,784,039
Net income/(expenditure)	(54,988)	(26,238)	(2,000)	(83,226)
Net income/(expenditure) pre exceptional items	24,706	(26,238)	(2,000)	(3,532)
Exceptional items	(79,694)	-	-	(79,694)
Net income/(expenditure) post exceptional items	(54,988)	(26,238)	(2,000)	(83,226)
Gross transfers between funds	1,205	(1,205)	-	-
Net movement in funds	(53,783)	(27,443)	(2,000)	(83,226)
Reconciliation of funds				
Total funds brought forward	712,515	44,737	178,000	935,252
Total funds carried forward	658,732	17,294	176,000	852,026