

Developing Sustainable Services

Age UK South Lakeland is passionate that everyone should have the opportunity to be able to make the most of later life, whatever their circumstances, wants and needs.

The year in brief

The Client Services and Helpline team experienced a growth in general casework of 12% in the year. This coincided with an increase in the complexity of general casework.

In this year we started working more closely with our Health partners by providing Care Navigators embedded in GP practices.

We worked more closely with hospital teams, being part of the Multi-Disciplinary Team meetings (MDT's) helping older people to be discharged from hospital in a safe and timely way.

We worked with the Age UK national team on the Loneliness project, taking the lead on data gathering and analytics.

We completed the re-structuring of the Client Services team by establishing the Senior Case Manager role. We currently have three Senior Case Management Officers, (SCMO).

We started our Home from Hospital service by providing Transport and the support services needed to make our clients first few days and weeks at home more comfortable and safe.

We worked with our Gateway Partners to establish the Gateway Group as an independently constituted charity.

Through our Social Investment Bond feasibility work we further developed our online systems to provide a county wide prevention solution.

We worked with Public Health to support the development of a county wide prevention strategy utilising Compass and our online systems.

We worked consistently in applying for grants that enabled us to continue to deliver our core services. The grants awarded to the charity in the year amounted to **£281,500**.

We gained over 10% more regular attendees at our popular Lunch Clubs and expanded the number of locations.

We developed our Friends Exchange service providing a three tiered approach to working with lonely and isolated older people.

Men's walking football in Milnthorpe, Cartmel and Kendal was introduced this year and proven to be very popular.

At the end of the year we had 281 active volunteers working on various things throughout the charity. They contributed over **35,500** hours making a major contribution to the charities success.

During the year we started our Allotment project, providing the opportunity for those older people who have not had the opportunity before or those who are finding looking after an allotment of their own too much work.

Our Gentle Exercise classes go from strength to strength, training for class leaders was provided during the year to help deal with demand.

We have started joint working with the Brewery Arts Partnership with various collaborations including a new drama group called "Act Your Age".

During the year we diverted over 29,500 tonnes of material from landfill making a positive contribution to the health of our environment.

This year we achieved a £295,000 increase in our sales when compared to the previous year.

We served over 182,000 customers during the year across our retail estate.

During this year the valuable contribution we receive from Gift Aid was supported by 13,000 Gift Aid donors.

We introduced the very popular refurbished white goods into the retail estate contributing in excess of £30,000 to our sales.

We opened our biggest Superstore and Donation Centre yet in Ulverston, the store is a great success and is going from strength to strength.

Organisation

Age UK South Lakeland is an independent registered charity no 1141415

Formerly known as Age Concern South Lakeland, the Charity was established in 1978 and was registered as a company limited by guarantee, No 07540805, from 1 April 2011. All assets and liabilities were transferred to the new charity starting on 1 April 2011.

Age UK South Lakeland is a brand partner with Age UK and a member of the Age England Association of Age UK brand partners.

Registered office Age UK South Lakeland,
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Enquiries 01539 728118 or
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Chief Executive Penny Pullinger



Purpose

Age UK South Lakeland exists to improve the lives of older people in South Lakeland.

Our ambition is that in South Lakeland everyone in later life:

- Has a decent income
- Can feel well and enjoy life as much as possible
- Can access high quality health and care services
- Feels comfortable, safe and secure at home
- Feels valued by their local community with opportunities to join, volunteer, learn or work
- Is a citizen with rights, has their voice heard and can influence decisions that affect them

Our strategy as we work toward this ambition over the next three years is to work with older people in order to:

- 🎯 Provide information, advice and assistance that helps people to access benefits and exercise choice to make best use of their resources and improve their experience of daily life
- 🎯 Help build stronger communities that increase people's social contact and wellbeing
- 🎯 Support the development of more responsive health and welfare services that offer people holistic and timely services reflecting their needs and circumstances
- 🎯 Help the voices of older people and their lived experience to be heard
- 🎯 Generate independent income streams that enable us to invest in activity which is not a current public sector priority

Our ambition cannot be achieved only by our action within South Lakeland. We will continue to work with and through Age UK nationally, with whom we are Brand Partners and have a shared overall strategy.







We will also work with the other Age UK groups and any other partners across Cumbria who share our ambition.

As we develop our annual business plans which set out our actions to deliver our strategy, we will:

- 🎯 Gather and use evidence
- 🎯 Involve older people
- 🎯 Respond to the particular challenges of dispersed and rural communities in South Lakeland
- 🎯 Develop partnerships and the means for strong collaboration within the third sector and with statutory organisations
- 🎯 Seek to ensure that our input contributes to lasting improvements for individuals and their communities



We have adopted a set of values which should be evident to older people, our staff, our volunteers and our partners in all aspects of our work. They are to:

-  Be respectful
-  Be inclusive
-  Be positive
-  Be realistic
-  Be empowering
-  Make a difference in people's lives

The Trustees confirm that they have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing the Organisation's aims and objectives and in planning future activities.

People

During the year the Charity was supported by 186 individual members and 27 groups and organisations, 67 individual staff members or the equivalent of 63 full time members of the team.

At the end of the 2016-2017 period we had a total of 281 volunteers supporting the work of Age UK South Lakeland. These volunteers have again contributed over 35,500 hours working with older people, making a significant contribution to the organisations success. We congratulate them once again this year on this magnificent effort.



Grants received during 2016/17 for Service Delivery or Infrastructure*

Age UK - Benefits Take Up	£2,790
Age UK - Winter Warmth	£9,125
Age UK - Ambitions for Later Life	£21,000
Age UK - Healthy Homes	£77,295
Age UK - Testing Promising Approaches	£10,532
North Lancs CCG/Age UK Lancashire - Take Home and Settle	£3,619
Cumbria Community Foundation - Compass	£22,500
Cumbria Community Foundation - Place Based Services	£60,670
GSK Impact Award	£30,000
Big Lottery - Stay Healthy Longer	£93,092
Big Lottery - SIB	£59,287
United Utilities Trust Fund	£39,556
UHMB - Home First	£15,000
Henry Smith	£27,200
Compassion in Dying	£15,457
NHS - Care Navigation	£20,000
Garfield Weston	£10,000
Freida Scott Trust	£10,000
Awards for All	£9,982
CCC - Public Health (Friends Exchange)	£10,000
CCC - HAWC	£8,500
Eleanor Peel	£5,000
Santander Discovery Grant	£5,000
Hadfield Trust	£2,000
Agnes Backhouse Charitable Trust	£2,000
Other restricted grants or donations	£3,755

Grants received during 2016/17 for re-distribution to clients*

Cumbria Community Foundation - Winter Warmth Grants	£29,520
Agnes Backhouse Charitable Trust	£14,000

*due to the nature of restricted funding not all grant income is expended in the year it is received.

A brief history

“An ounce of prevention is worth a pound of cure”

Benjamin Franklin in 1735
1706-1790

I'm sure you will all recognise this famous quotation from over 280 years ago, it is probably the most repeated quotation of all time. Sadly however, we appear destined to forget the wisdom contained in this simple but elegant line, needing to rediscover it every few years.....

Penny Pullinger, Chief Executive Age UK South Lakeland.

The operational year April 2016 to March 2017 in many ways was a transformational year for the charity. During the year the charities medium term operational strategy came to fruition. For over half a decade the prevention agenda for the County had been redirected into other disparate programs, but in 2016 prevention, quite rightly, was back and featured prominently on the County agenda, due for the most part to a new county Public Health team with a clear and coherent vision. In order that the strategic importance of what was achieved during this year may be fully appreciated, it is worth quickly reviewing the circumstances that precipitated the need to embark on this epic journey of discovery and development.

Until 2011 Age UK South Lakeland along with the other Age UK's and third sector organisations in Cumbria received funding from the County Council for prevention services. Prevention services are best described as all the things we do day in and day out to support the older people of our district. This can be anything from helping them manage living at home with their long term health condition, support with welfare benefits, helping them to become more socially active, housing problems or a myriad of other potential issues. All of this work is designed to help our clients live more happily and safely in their own homes for longer.



In 2010, this changed, when the County Council announced they were going to end the funding for prevention work and promote a new program based on the work of John L. McKnight and John P. Kretzmann at the Institute for Policy Research at Northwestern University in Evanston, Illinois. This work was Asset Based Community Development (ABCD). Simply put, the work is about recognising and supporting the skills and resources already in the community and enabling communities to provide their own solutions. We had in fact been working in exactly this way for several years with our Village Agents and Community Development work so it came as something of a shock to us that the funding for core services, “prevention work” was also to be diverted into this new program.



This dilemma provided the Senior Managers and Trustees of the charity with much to discuss. We were faced with the unenviable and difficult decision of abandoning the core services delivered because there was clear need, in favour of working purely on community development initiatives (ABCD). It was made very clear to us by the County Council and the Managed Service Provider (MSP) of this new program, that core services such as welfare benefits support, Helpline services and even Village Agents could not be funded under the new program.

After much debate it was decided by the Trustee Board that Age UK South Lakeland would not participate in the ABCD program, by now called the Neighbourhood Care Program (NCP). As you can probably guess, in the heights of the financial crash and the uncertainty that ensued, there was no shortage of organisations offering to deliver this new program, irrespective of their skills and experience. It is probably worth noting at this point that, neither the Senior Managers or the Trustees of the charity had any issue with the concept of Asset Based Community Development, our issue was that it was being introduced at the cost of key core services for which we knew there was a critical need.

In some districts of the County these changes meant significant contraction of core services or loss of them altogether and the loss of

experienced staff. Predictably it soon became clear to the MSP and County Council that the new program would need to deliver some of the core services also and the existing NCP providers were further commissioned to deliver them.

Here at Age UK South Lakeland, we faced the challenge of replacing the lost funding for our core services. This we did by securing various small and medium sized grants but significantly, a large grant from the Cabinet Office to further develop our Compass assessment methodology which allowed us to continue to deliver our much needed core services. Having secured the short term funding for the continued delivery of what we and many of our clients would consider as vital services in South Lakeland, we were left to ponder. Why had we singularly failed to win the trust and recognition of our statutory partners?

I'm sure you can appreciate the discussions with the County Council and the representatives of their MSP who were commissioned to run the NCP program, were on occasion quite robust. What became clear to us and was extremely disappointing, was the realisation that there was no real understanding and hence value placed on the work we do. This was a surprise because we had continuously lobbied our statutory partners about better and more timely referrals, produced detailed reports to inform them of what we do and had repeatedly attempted to forge better and closer working relationships with them.

There were a couple of key questions that clearly needed answering:

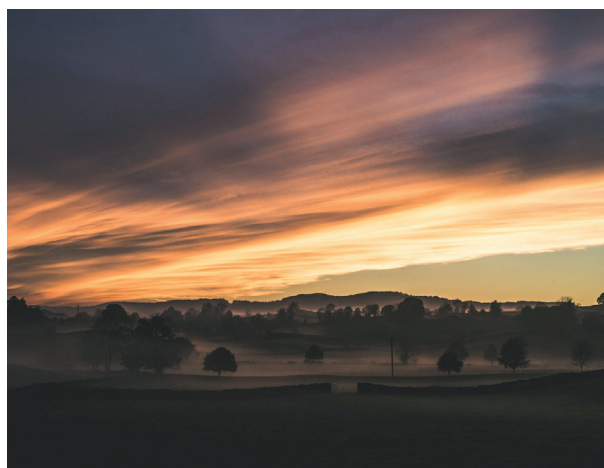
- 🌈 Why do our statutory partners not properly understand and value the core services we deliver in South Lakeland?
- 🌈 Why after many years of trying, do our statutory partners continue to resist engagement with us?

What also became very clear after much discussion with various statutory and other third sector organisations was:

- 🌈 Age UK South Lakeland's frustration was not unique; many of our third sector counterparts experience the same lack of engagement.



- 🌈 Statutory agencies and their officers find the third sector very confusing, we are all different sizes with different areas of benefit, doing different things and all at differing stages of organisational maturity. All of this is made ten times worse by the ever-changing landscape of services on offer, driven by the vagaries of funding for the third sector. The third sector is best described in marketing terms as a fragmented and chaotic market sector.
- 🌈 The statutory sector doesn't entirely trust the third sector to operate in a safe and compliant way and operate within all current legislation.
- 🌈 There is a lot of mistrust between various third sector organisations brought about by reduced funding opportunities, with sadly some organisations simply chasing the money with little regard for the work being within their organisational strategy or their skill set.
- 🌈 Because the third sector is so complex and is in a state of permanent flux, it is much easier for our statutory partners to consider the third sector as one homogenous mass and base any judgement of the whole on the weakest performers.
- 🌈 It was our statutory partners strongly held belief that the third sector could not and would not work together in proper partnership. There are numerous instances of failed partnerships to support this belief.
- 🌈 Sadly the financial difficulties being experienced by many charities simply fuel the fires of mistrust.



After considering the outcomes of our research and fact finding, we came to the inescapable conclusion that if we were a statutory organisation, it would be unlikely that we would work with the third sector either. Clearly something needed to change dramatically or we would be left to continue knocking on the ever locked door of our statutory partners. So how do we unlock the door?

Our Strategy

At this point it would have been very easy for us to arrive at the conclusion that the problem was far too large for an organisation like Age UK South Lakeland to tackle and take a very parochial approach with our strategy. However, we have never backed away from a challenge; clearly if we were going to be successful in changing hearts, minds and attitudes, we could not and should not do it alone. We needed to drive change across the wider third sector and do it in a way that didn't alienate our third sector partners, rather we should support them.

To best describe our strategy, it would help to understand the various strands of work that made up the overall strategy; these various strands would need, in the first, instance to work individually and then seamlessly come together if we were going to see any degree of success.

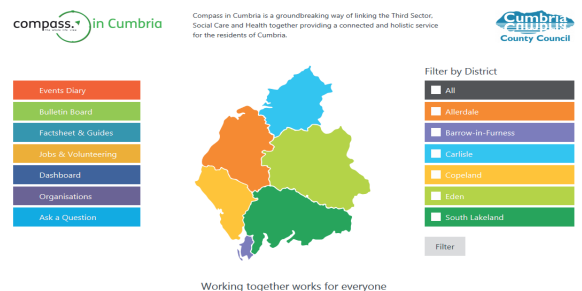
The Gateway Partnership

The development of the **Gateway Partnership**, Age UK South Lakeland formed the partnership by inviting several of our third sector partners to join in collaborative working; this partnership grew from relatively small beginnings in 2011 of five core members to at the last count in 2017 of over 45 members. The partnership has at its core the commitment to not duplicate services, to support each other and work together. The partnership for the most part owes its success to the second strand of our strategy.



The eHub and online resources

The **eHub and online resources**, the eHub provides a very easy way for all our third sector and statutory partners to work together, to better understand what each other does and to provide better and seamless services to their client groups. The online resources are system-structured in such a way that partners can use just those elements they feel comfortable with.



One thing that has always been very apparent to us is that third sector partners can be fiercely independent if they feel they are being taken over and dictated too. Our offer had to be taken up by choice because they see the merits of working in this joined up way. We have always offered the use of our online systems free of charge, believing that our service offer is much enhanced by having closer, better and safer working relationships with partners.

MARS

MARS is the Multi Agency Referral System. MARS is an embedded feature of the online service but is far and away the most impactful element for promoting partnership working. What MARS does is ensure that signed up agencies can make referrals to one another in a safe and compliant way. All referrals are tracked and if a referral is not actioned the sender is notified. In the last year Gateway partners sent over 1000 referrals to one another in South Lakeland, many or most of these referrals would probably not have occurred before the provision of MARS. All registered organisation now know a lot more about what all of the partners deliver and are therefore more likely to recognise other needs in their client groups.



Multi Agency Referral System

Compass in Cumbria

The Compass Assessment and risk stratification methodology, simply known now by most as Compass. Compass has been described in some detail in previous annual reports so I will refrain from going into great detail. In short, Compass provides structure for the holistic delivery of our wide range of services. Working seamlessly with the online resources it also provides access to the services of all our participating partners. Compass also provides us with the ability to produce a risk analysis for each client and impact data for our commissioners, enabling us to demonstrate clearly and unequivocally the value and impact of the work we do.



Towards the end of the year 2015 to March 2016, we had made significant progress on all of our chosen strands of strategy. Our Compass work had delivered some very powerful data that stimulated interest both nationally and locally. MARS was now well known and accepted as the safe and best way to make inter-organisational referrals. The online resources were by now fully utilised with over 700 local events regularly entered, a wide range of leaflets and brochures and even our County Council partners posting bulletins. Also by this time the Gateway Partnership was in serious discussions about becoming an incorporated charity in its own right. We had also received some real acknowledgement of the value of our work nationally, receiving awards from, the Cabinet Office for innovation, an all-round award for the charity from The Kings Fund and recognition from our Age UK national partners by winning an award for the online systems.



The year 2016 to 2017

As we entered this pivotal year we again had to ask our Board to support a large deficit budget in order that we could continue to provide the levels of support that our client groups clearly needed. The accolades we had received for the various strands of work were fantastic to receive as they appeared to confirm we were doing the right things. However taking a very introspective look at where we were, the real and tangible acknowledgements of the value of the work we were doing needed to come in the form of significant funding. If this did not occur, we, as many of our Age UK partners had done in the recent past, would have to bite the bullet and embark on a plan of orderly services reduction until new funding streams could be secured. With renewed vigour, the Senior Management team went about augmenting the charity's income by applying to numerous funders to fund specific elements of the work we do. This process, whilst critical, is extremely time consuming and is also becoming very competitive with funding opportunities lower now than at any time in recent history.




The Senior Management team were successful in securing new funding in the year for:

- Age UK – Ambitions in Later Life, an information and advice service aimed at older people facing a significant life event.
- Age UK – Warm and Well, information and advice on income maximisation and benefit checks plus providing information on staying warm in the home.
- North Lancashire CCG – Take Home and Settle. This work provided for the transport home and domestic support of older patients from Morecambe Bay Hospital Trust.
- Cumbria Community Foundation – Partial funding for Compass, this was initial funding for two Compass Officers.
- GSK Impact Award – An award for the charity, including funds.
- Big Lottery – Social Investment Bond development work, which facilitated some of the developmental work required for the online systems.
- University Hospitals Morecambe Bay – Providing information, advice and practical support for patients approaching discharge with the aim of reducing re-admissions.
- Frieda Scott - Friends Exchange, working with isolated and lonely older people delivering a range of services designed to reduce loneliness.
- Garfield Weston – Friends Exchange – as above
- Awards for All – Friends Exchange – as above
- Eleanor Peel – IT infrastructure
- Santander Discovery Grant – non restricted funding for service delivery
- Hadfield Trust – IT infrastructure
- Cumbria County Council – Friends Exchange, specifically funding towards the digital element of the Friends Exchange programme.
- Cumbria Community Foundation, a grant received for the delivery of Compass and online systems awareness and training sessions delivered across the county.



Just some of the Organisations that we have received grants from

 Cumbria County Council, a grant received for the work of expanding the Compass system to accommodate the HAWC's lifestyle domain.

All the income above was achieved in the year and totalled £281,500.

Most of the funding requires some degree of monitoring and reporting; however our Compass operational methodology and online systems provide the data for most of that reporting. Whilst the charity does not employ a fundraiser, the applications for the grants above were either completed by the senior managers or sub contracted bid writers.

Alongside this work the team also worked with Public Health to raise awareness of the work we were doing. We also discussed the opportunities this work provided in offering a solution for a county wide prevention strategy that could provide a properly monitored service and identify the real impacts. Working with the new team at Public Health was both a refreshing and rewarding exercise. There was a very clear recognition of the value of properly delivered and monitored prevention work and an understanding that to be effective, it should be properly integrated into the overall county wide solution for all ages.

As a result of numerous meetings, demonstrations and presentations, Public Health announced that they were going to roll out the use of Compass and the online resources across the County. Finally after five years of effectively being in the wilderness, our prevention work was recognised and valued, but more importantly for our clients we had a real opportunity of receiving funding for delivering our services into the future. Of course this news also meant a great deal of extra work for us in readying the online systems for county wide use. The Compass system also needed expanding to accommodate the use by County Council employees, the Health and Wellbeing Coaches, (HAWC's) working with all ages. Much of the work for the online systems



development had been facilitated by the grant previously secured to explore the feasibility of a Social Investment Bond or SIB to fund the delivery of Compass in Cumbria. However our Public Health colleagues preferred to move directly to granting providers to deliver the service. In the last few months of the year, the services delivery team and senior managers spent some considerable time raising awareness of the Compass and online systems and training our partner Age UK's in the effective delivery of Compass. Whilst the funding for Compass in Cumbria program is initially for two years, if the program is successful we would confidently expect it to be continued for a minimum of five years.



During the year we also worked with the CCG (Clinical Commissioning Group for the South of Cumbria) to explore how Compass could work in identifying savings in the uptake of health services. Our work to date showed clearly that, because of our interventions, we reduced the number of GP visits, the number of attendances at A&E and hospital admissions etc. However the CCG were concerned about “attribution of benefit”, how can we prove the savings the data clearly showed were as a result of services we delivered and not a result of work being done by other CCG initiatives?

We could clearly show that for our client group, hardly any were receiving services from other CCG initiatives, and we would happily discount those who were receiving other services. We also asked the CCG for any impact data relating to those other initiatives, but unfortunately they were not being monitored. Nevertheless the CCG's discomfort remained regarding “attribution of benefit” and we found ourselves in a “Catch 22” situation, we therefore decided that to pursue the discussions was not a useful use of our time. The CCG was at this time about to go through a significant restructuring so it was felt that further discussions may be more fruitful after that process was completed.

However, we did have some small gains with our health partners, with two small commissions to work with older people either before or post discharge from hospital and one direct commission from an ICC to provide Care Navigator services. The loading placed on the client services team during this year has been substantial, quite apart from their support in the further development of the online resources, they dealt with a considerable increase in the demand and complexity of casework. Towards the end of this eventful year, the client services team supported the trials and testing of the newly restructured online systems and made many valuable recommendations that make the systems more user friendly. The Senior Case Managers of the team also produced a comprehensive training program for Case Support Officers (CSO's) and Case Management Officers (CMO's). This training program provides a structured development pathway for our client services staff and will ensure safe and consistent working standards far into the future.

Volunteering and Community Action Team

2016-17 was another very busy year for our staff and volunteers in Age UK South Lakeland. The Community Action Team, as we are now named, grew during 2016-17 to 4 members. The team is an enthusiastic mix of individuals with skills in working with people in different ways, which include volunteer management, teaching, leading working groups, environmental work, recruitment, organising events large and small, community development work and making sure that people enjoy themselves when they are in our company.

The work of the Community Action Team across the district continued with 85 volunteers running and supporting groups such as Gentle Exercises, Young at Heart, Craft Groups and local events and campaigns. New activities were set up such as Men's Walking Football, which has proved to be a huge success. We have encouraged people to get out and about with our new walking group and new exercise classes and lunch clubs.

Volunteers enjoying their christmas Party

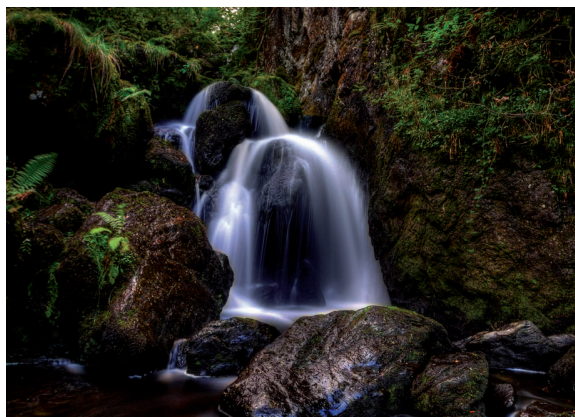


An enormous amount of fun is to be had in helping at these events as well as in being a participant.

The 10 Retail shops and Superstores kept 110 volunteers happily occupied throughout the year, with teams making much needed funds for the charity to carry on its work in local communities. The part these volunteers play is absolutely invaluable, as they put in regular shifts week in and week out to raise money to support the work we do. Much of the work we do is fairly invisible due to its confidential nature, but rest assured, the funds raised are spent helping older people who need assistance to live a life of choice and independence in your town, village or hamlet across South Lakeland. We have worked in partnership with many organisations throughout the year. Our team has built solid relationships to run activities with the Brewery Arts Centre, GLL Leisure Group, the Westmorland Football Association, Torchlight Procession Committee, Holme and Staveley Primary Schools, numerous Pubs, Restaurants and Cafes and Walking Pals – to name but a few.

Our well-attended and successful social events have been run in conjunction with partners such as Sight Advice South Lakes, Alzheimer's Society, South Lakeland MIND, South Lakes Carers, Cumbria Police CSO's, Cumbria Fire Service, the local Health Centres, HITES Hearing Advice team, Cumbria County Council and South Lakeland District Council, Citizens Advice and Ambleside Parish Centre. We held events in Sedbergh, Ulverston and Ambleside offering afternoon tea and entertainment as well as advice and support.

During the year the team gave talks about the work of Age UK South Lakeland to 32 different groups such as St John's Hospice, Parish Councils, WI's, Fire Service volunteers, Jobcentres, Kendal College Careers Fair, Blind Veterans Association, Ulverston Neighbourhood Watch and Cumbria County Council Jobsearch group.



A total of 773 people found out more about our work. For our Winter Warmth campaign, our team visited 75 groups and events and gave out information about keeping warm and well in winter to 2111 participants.

Several new activities were started during the year and included:

Mens Walking Football

During late 2016 and early 2017 Age UK South Lakeland ventured into new territory and started up 3 Men's Walking Football teams, each attracting some 15-20 players who meet weekly to enjoy a training session and game - and to re-live their youth! These teams are based in Cartmel at the Priory School, at Milnthorpe on the Dallam School 3G pitch and in Kendal Leisure Centre, which is indoors on a fortnightly basis. These groups are run in partnership with the Westmorland Football Association and the GLL Leisure Group. The Leader of South Lakeland District Council, Mrs Sylvia Emmott, raised the sum of £2000 during her term of office to support the development of Men's Walking football teams, and this money has been used to buy football goals, first aid kits, training bibs, cones and balls for indoors and outdoors.

In essence, Walking Football is football without running that more closely resembles the five-a-side than 11-a-side game. It was invented to inspire men over 50 to get more exercise and counter social isolation, now thousands of older men throughout the country are rediscovering the joys of football by playing it at a more leisurely pace. There are some basic rules to the game, but essentially it is about having fun. As the name suggests, Walking Football is non-contact and anyone that sprints, runs or jogs while the ball is in play will be penalized with a free-kick awarded to the other team.

In November, the Milnthorpe team played an away fixture at Blackburn Rovers indoor training facilities. Much fun was had by all, but we will forget about the result!



Lunch Clubs

In 2016-17, the number of Age UK South Lakeland lunch clubs reached a record 41 across the district. These lunches are a well-loved and integral part of the community work we do. In the period, the membership of these groups totaled 1100 people; these groups are coordinated by 46 volunteers. Volunteers support the coordinators and visit up to 6 lunch clubs during the year to make sure that everyone is happy and that the work of Age UK South Lakeland and the latest news and events are shared with participants.



The venues, which are predominantly restaurants, pubs and cafes, provide a delicious lunch with a minimum of 2 courses, plus tea and coffee at an affordable price. A new cream tea group started up in Coniston at the Meadowdore Café in the town; this has proved to be a great success.

Burgundy's Brewhouse became host to a new lunch club for men in Kendal. The "Pie and Pint" club has gone from strength to strength and now has 15 members.

Gentle Exercise Classes

Our gentle chair based activities and exercises are designed to improve mobility, balance, memory and alertness. They also benefit posture and physical condition. These exercises can make a real difference to feelings of fitness and wellbeing.

In 2016-17, the Community Action Team supported 24 volunteers who run the sessions, and have set up new classes in Grange over Sands and Endmoor. And successful exercise class leaders training and update session took place in September. Altogether we now have 16 groups meeting weekly across the area. Every session ends with tea and biscuits, so there is time to have a chat as well. These groups provide good company and help people to keep fit, active and healthy too. All ages are welcome, but the activities are predominantly attended by the over 50's.

In 2016 we started working with Sheila Stafford who is a qualified teacher of the Ronnie Gardner Method. The Ronnie Gardiner Method started out as stroke rehabilitation with music rhythm therapy, but it can be used to help people with brain injuries, diseases of the central nervous system as well as those with healthy brains. The Ronnie Gardiner Method is multisensory using: audio, visual, tactile and kinetic energy with rhythm, music and sound/movement codes. In addition it stimulates: mobility, reading, speech, self-esteem, body image, balance, memory, motor skills, concentration and social skill. The classes are successful and we have now formed a single group from 2 classes to carry on the work into the future.



The pinnacle of the exercise class year was the Older People's Olympics held once again at Kendal Leisure Centre in partnership with GLL. 60 older people enjoyed a competitive mix of fun and games such as Boccia, Badminton, Carpet Bowls, Netball, Darts and Dominoes. Gold, Silver and Bronze medals were awarded to the winners and a sandwich lunch was enjoyed by all.

Men in Sheds

This group of 42 men continue to enjoy their sociable and productive meetings. A variety of items are made at the "Shed", such as toys and trikes for children, bird houses and bird tables. The team renovates furniture so that it can be sold in our shops and during the year some of them took part in a series of Upholstery classes, run by the Brewery Arts Centre in Kendal. This has given them a new skill to add to their list of expertises.

The Shed Committee, an enthusiastic group of Shedders, continues to run the activities with support from the Community Activities Team.

We took possession of our first allotment early in 2016 and are looking forward to this project developing during the coming year and plan to run this on the same committee run basis as Men-in-Sheds.



Digital Inclusion

A significant part of the work of the Community Action Team during 2016 and 2017 has been the development of a programme to encourage older people to learn how to use a computer safely. We have been teaching our 5-week basic course for some years now, but the advent of the 'Tablet' and 'Smartphones' has meant that more people are interested in learning how to use more mobile technology. We now run 3 drop-in sessions in Kendal, Ulverston and Arnside and regularly have approximately 30 people per month dropping in. We can still run the more traditional courses when we have enough people interested, for those who want to know more.

We ran a series of training sessions, funded through Age UK and the NHS, to promote the use of the internet to book GP appointments, order repeat prescriptions and to look at medical records online. We also helped people to use the NHS Choices website, which is an excellent source of information about all health matters and local services.

In addition to these activities, we have been looking at how to use the internet to save money, particularly on energy bills and shopping online. We have built relationships with organisations, such as the Brewery Arts Centre in Kendal who, through their staff, have helped us to deliver sessions on internet security, scams, finance online and money-saving ideas as well as digital photography.

We have done lots of work, but there is lots more we could do if we only had more IT-savvy volunteers to help us. Our major push in 2017 is to recruit more volunteers to help in this area across the whole of South Cumbria. This will bring a whole new group of people into our organisation, whose expertise will be invaluable.



Friends Exchange

2016 saw the beginning of an exciting new scheme to support people who are isolated in their communities and to reduce loneliness. The service, called Friends Exchange, aims to reduce social isolation, and particularly rural isolation amongst people over 50 living in the South Lakeland area. These are people who have limited social contact or support from family and friends. It provides a befriending service tailored to their specific needs, which will encourage isolated and lonely individuals to become integrated into the community once again in a way which is supported by our befriending volunteers.

The service provides 3 tiers of support:

1. A traditional befriending service for housebound clients in their own homes. It is envisaged that this will be used sparingly. This service also aims to build social networks, enabling people to rebuild their activities outside the home. It may be simple things like going for a walk with their volunteer, attending a lunch club or taking part in a simple exercise class to improve physical strength and mobility.
2. Telephone contact to support those who have a particular time during the day, which they find difficult, but who do not qualify for the visiting service. Housebound people can become volunteer phone befrienders if they wish and support others, thus providing a service and positively solving their own problem at the same time.
3. Home visits which help people to learn basic IT skills to keep in touch with family and friends online, using our talented group of IT trainers and assistants.

The people who receive visits and phone calls from our volunteers say that the service is something they look forward to very much and having someone call in to have a chat or take them out brightens up their week.



Friends Exchange embraces the “No-one should have no-one at Christmas” campaign run by Age UK nationally. Our Client Services records show that a number of people express that they are lonely and receive few or no visitors to their home over long periods. Christmas can be a particularly difficult time for older people and loneliness is regarded as a major risk to physical and mental health. It is said to be as bad for us as smoking 15 cigarettes per day, as highlighted by Government sources.



We asked volunteers to deliver a Christmas card and gift to people on our records who might be glad of a visit and a friendly face, and during Christmas week we served coffee and biscuits in our superstores in Grange and Ulverston to anyone who cared to drop in and see us. This service was once again very well received by all and we are looking forward to repeating it in 2017.

The Friends Exchange Service will only succeed with the support of local people who are prepared to come forward to act as support volunteers for a couple of hours per week, to visit or telephone individuals in their own community. Volunteers come from many different backgrounds. Everyone is welcome and we need your help to join our wonderful team to be able to continue this valuable work.

Services Support

The Services Support team had a very busy year providing general administration and HR support across the organisation. The team have been closely involved in developing the forms and associated paperwork linked to Compass and are looking forward to taking an active part in the roll out of the system to partners across Cumbria next year.

Case ref. Q1 date Q2 date

A. About your home

- Q1** Is your tenancy currently at risk? Y N
- Q2** What insulation does your home have?
Double glazing Wall/cavity Insulation Draught proofing Loft insulation None Y N
- Q3** Have you had any aids and adaptations fitted since Q1? Y N
- Q4** Do you have smoke detectors fitted that are working? Y N
- Q5** Do you have a Carbon Monoxide Monitor? Y N
- Q6** Do you have a Personal Alarm or other technical aids? Y N
- Q7** Do you have a Key Safe? Y N
- Q8** Do you feel safe and confident living in your home and locality?
All of the time Most of the time Some of the time None of the time
- Q9** How able do you feel to manage your own accommodation?
All of the time Most of the time Some of the time None of the time

B. Your social life

- Q1** How often do you get social visitors, family or friends to your home?
Several times a week Once a week Every few weeks Hardly ever
- Q2** How often do you have contact with family or friends by phone, email/letter or skype?
Several times a week Once a week Every few weeks Hardly ever
- Q3** How often do you get out of the house for social engagements?
Several times a week Once a week Every few weeks Hardly ever
- Q4** How confident are you using the Internet?
Very confident Confident Want to learn more Not interested
- Q5** How many local activities do you currently take part in?
- Q6** If you volunteer, how many hours per week?
- Q7** Has your social life changed since Q1?
Increased The same Some reduction Reduced significantly
- Q8** Have you had a Carer's Assessment since Q1? Y N
- Q9** How supported do you feel in your Carer's role?
Well supported Good support Some support No support

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Title	First name	Surname
Case	Date	DOB
Address	NI Num	Telephone contact
Second line	Emergency contact	
Third line	NHS Num	
Post Code	Social Worker	
GP Surgery	Ward sub coding	U or SU or R

Helping us to help you

Cumbria County Council as part of their Health and Wellbeing System, is working in partnership with a number of Charities and not for profit groups in the County to ensure that you are provided with appropriate help and support you need at the time you need it. In order that we can ensure this happens consistently around the County we are using a common needs assessment tool, Compass.

Your participation in the proper completion of the Compass assessment will help us ensure you are connected to all the help and support services that are available to you. Your full participation also allows us to better understand the various levels of needs around the County. The process doesn't take long and will provide you with the opportunity to explain to your Health and Wellbeing Coach or Compass Officer exactly what is affecting your wellbeing.

Please be assured that all the information gathered during the Compass assessment will be treated in the strictest of confidence and will only be recorded on our protected and secure IAS and Compass systems. Appropriate elements of your information will only be shared with other providers with your permission.

Your permission to share information

At all times we wish to provide you with the most up to date and relevant information advice and support that you need. In order that we can do that effectively we may need to communicate with other providers of advice, information and support on your behalf. If this becomes necessary, rest assured only the information directly relevant to the enquiry about further advice, information and support is passed to the other providers.

To ensure the quality and standards of our services are maintained to the highest standards, our services are regularly audited by an independent service auditor. All information reviewed during this process is reviewed solely for audit purposes only. Please sign below to confirm your permission to share your information should it become necessary.

Please print your name here

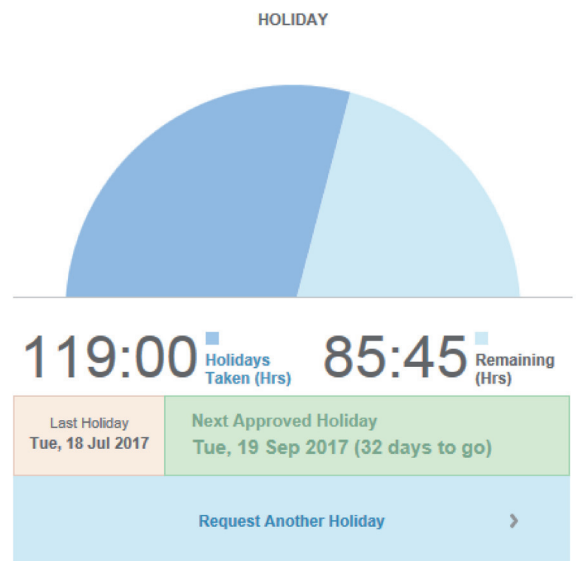
Signature Date

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As well as designing attractive posters to advertise activities and events for the Community Action Team, an active social media (Facebook and Twitter) presence has been developed .

Part of our role is also to support the volunteers who run the very busy Gateway Centre which is located on Gillinggate in Kendal. The Gateway Centre is available for any third sector organisation to use for a wide variety of group activities or one-to-one activities such as counselling.

In January 2016 a new HR system – PeopleTM was introduced and over the last year this has been fully implemented. Managers and staff now have easy access to employment and training records alongside an effective holiday management system.



Income Generation

During 2016/17 the income generation department included Retail and Business Development.

This flexibility and extra resource has given us the ability to expand on our traditional retail estate and look at new ways of generating income. The last 12 months has seen growth in turnover of our retail estate of another 25%, however the competition for the “charity shop £” has increased considerably. Over the last five or more years the competition in the district was relatively small and we could excel by being well presented and professional looking in our shop presentation. However the traditional charity shop offer has now become extremely competitive and we have to work very hard just to maintain our market share.

With this in mind we developed our “Superstore” model, which has proven to be very successful. Of course we can never sit on our laurels, we always need to be thinking how we can maximise the revenue of our existing offers and what we can do to expand our operations further. We are always on the lookout for viable opportunities to duplicate the Superstore model in our district.

There is clearly a limit to the revenue that can be generated from both the traditional charity shop and the Superstore models in our district and even this is under constant challenge by our competition. We are, therefore, challenged with finding more and different ways of generating unrestricted income for the charity.

This challenge falls into two distinct areas:

- 🎯 To ensure that we are maximising all the income generating opportunities that exist within our current retail estate. Not to be risk averse and be prepared to try different product lines and strategies. Always be on the lookout for efficiency savings and viable expansion opportunities.



- Consider other revenue generating ideas that can be delivered near to our current operating model so as to minimise any commercial risk. Consider other opportunities that are outside our normal scope of operation.

Diverting from landfill and recycling is something of great importance to the charity and through the retail department we have increased again year on year from 22,528 tonnes to 29,799 tonnes. The shops diverted from landfill from the sales of donated goods 20,445 tonnes and we sold 9,354 tonnes of unsold and damaged donated goods to recyclers.

Gift Aid contributions also continue to grow bringing an extra £85,522 of un-restricted income to the charity, we now have over 15,800 donors with over 63% being on email notifications.

Our immediate mission for the forthcoming year is to consolidate our position. This gets increasingly difficult as the number and quality of the competition increases year on year. We also need to plan for the future and explore new ways to generate revenue for the Charity whilst maintaining what we have. The Charity is geographically limited to where we can operate, so if we intend to continue to grow and provide much needed funds for the growing number of the Charity's clients, we have to get creative.

Income Generation Fun Facts

Over **£1.296 million** sales generated through the retail estate

Over **182,000 customers** served through the retail estate

15,000 hours worked by volunteers saving at least **£100,000**

Over **29,500 tonnes** diverted from landfill through the retail estate



Governance

In accordance with the Charity's governing document the following Trustees who had retired by rotation were re-elected by the Members at the Annual General Meeting held on 16 September 2016:

Peter Clarke
Barbara Matthews,
Sue Newell

Peter Smith had been elected Chairman at the Annual General Meeting held in September 2015 and holds office for three years and shall not serve more than two consecutive terms of office.

In accordance with the governing document, the Trustees can co-opt up to one third of their number during the course of the reporting period and Sarah Senior and Jan Wright were welcomed to the board on 28 February 2017.

At the Trustees meeting held on 27 September 2016, Janet Mcleod was elected to the office of Vice Chairman. Jacqui Whittaker resigned as a Trustee on 27 September 2016.

During the year the Finance sub group, which reports directly to the Board of Trustees, met as required. The group consists of two Trustees and two Senior Officers and has the purpose of considering financial matters in more detail.

Investments and Finance

Sanlam Private Investments manage the organisation's investment portfolio on behalf of the Trustees. The Trustees review investment performance every six months and receive reports from the investment company every quarter. The Trustees consider that the guiding principle of the agreed investment policy is to generate funds for the Charity, but that they will not invest in a particular business in the following circumstances:



Chairman Peter Smith

- Where such investment might conflict with the aims, objectives or activities of the Charity. For example, investment in the tobacco or alcohol industries would be inconsistent with the health and wellbeing priorities for the Charity and investment in the armaments industry would be inconsistent because of the social consequences of violence for older people.
- Where such investment might hamper the work of Age UK South Lakeland by alienating actual or potential financial supporters.

Funding and activity

During the financial year the principal sources of income were Trust Funds (eg Henry Smith & Frieda Scott), Big Lottery, Age UK, donations from individuals, and earned income from the sale of donated and bought in goods. There was also a minimal level of bank interest. The interest from our investments stayed within the overall portfolio value and became part of our draw-down to fund our activities.

In January 2017 the charity set up a wholly owned subsidiary to take over and develop the small amount of trading done in new goods. The subsidiary will remit all profits made to the parent company by gift aid.

Risk Management

The Board of Trustees is responsible for the management of risks faced by the Charity. There is a formal annual review, but risks are identified and assessed, and controls established throughout the year. **Key controls during 2016/17 have included:**

- Formal agendas for all committee and board activity
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structures and lines of reporting
- Clear authorisation and approval levels
- Procedures as required by law for the protection of vulnerable adults and children



The Board of Trustees is satisfied that major risks have been identified and measures are in place to ensure that they are adequately mitigated where necessary.

Building a secure future

The Trustees maintain reserves, which are Charity funds to be realised at short notice if required. Should the funds fall below the agreed level, immediate steps would be taken to reinstate them by cutting project expenditure. The value of the premises we own in Finkle Street, Kendal are not taken into account in calculating these reserves.

The Trustees review the reserves on an annual basis and for the year 2016/17 considered £400,000 to be a reasonable holding.

In reviewing the level for the year 2017/18 the Trustees take into account the following:

- 🌈 Normal day-to-day fluctuations in working capital and cash flow
- 🌈 Three months of salary and rental obligations based on the 2017/18 budget
- 🌈 Possible emergencies, such as cessation of trading at one of the retail units for the sale of donated goods or the loss of three months' sales for the Kendal Furniture Warehouse

The Trustees considered £400,000 to be a reasonable amount to hold in reserves at the start of the year but have agreed a full review of the organisations "Safeguarding the Future" policy to be completed by the end of December 2017. The reserves figure will be reconsidered as part of this review.

When setting the budget for the year 2017/18 the Trustees agreed a reduction in overall reserves of £165,198 to keep day-to-day services going, but noted that the situation would need to be reviewed again at the half year point.



Development and Induction

All new Trustees are offered the opportunity to meet with key staff in the organisation, and are given copies of Board of Trustees' minutes and papers for the past six months, the most recent Trustees' Annual Report and Accounts, a copy of the Constitution and CC3 – The Essential Trustee (Charity Commission). In addition regular Trustee Development days are held and Trustees are encouraged to attend staff "Away Days".



Premises

In February 2005 the Trustees purchased premises at 17 Finkle Street, Kendal. The centre includes a retail outlet; an older people's resource area; offices and interview rooms for the Charity.

In 2011/12 the Trustees agreed to enhance the facilities available in Kendal to provide additional office and meeting space and now lease premises at the rear of 17 Finkle Street, in a building known as Liberty House. Retail trading premises are also rented in 9 locations:

Kendal Furniture Warehouse, Modgate House,
Station Yard
Windermere Shop, 20 Main Road
Grange Shop, Palmerston House, Kents Bank
Road
Grange Superstore, Station Square
Ulverston Shop, 19-21 New Market Street
Ulverston Superstore, Canal Head, Oubas Hill
Milnthorpe Shop, 39 Beetham Road
Ambleside Shop, Compston Road
Bowness Shop, 53 Quarry Rigg

We also rent community venues across the district for social, physical and educational activities.



Working relationships

During the year, the Trustees used the professional services of Barclays Bank, 9 Highgate, Kendal; Stables, Thompson & Briscoe (Registered Auditors), Lowther Street, Kendal and Hayton Winkley Solicitors, 114-116 Stricklandgate, Kendal

We work closely with Age UK Brand Partner colleagues at county, regional and national levels, sharing experience and skills towards our common aims.

Quality Monitoring

In addition to monitoring all complaints, comments and thanks that we receive, we have developed structure mechanisms for evaluating the quality and impact of our services.

During 2016/17 the Charity was successful in achieving re-accreditation of the management, governance and risk controls award ISO9001 and ISO14001 and Investors in People and also achieved accreditation of the Information Security Management award – ISO27001.

The Charity also holds the Age UK Organisational Quality Standard and during 2016/17 successfully retained the Advice Quality Standard at Casework level.

During the year under review we were delighted to be awarded the GSK/Kings Fund Impact Award which not only brought a prize of £30,000 but also recognition of the hard work we have done throughout the year.

Statement as to disclosure of information to auditors

In so far as the Trustees are aware, there is no relevant audit information of which the Charity's auditors are unaware and they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.



Statement of Trustees' responsibilities

The Trustees (who are also directors of Age UK South Lakeland for the purpose of company law) are responsible for preparing the Annual Report and financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements the Trustees are required to select suitable accounting policies and then apply them consistently; observe the methods and principles in the Charities SORP (Statement of Recommended Practice); make judgements and estimates that are reasonable and prudent; state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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



Janet McLeod –
Deputy Chair with
Vera a valued
volunteer receiving
her award for long
service

Financial Summary 2016-2017

In the year to 31 March 2017 the Charity reported a net surplus of £111,460. The year-end balance sheet valuation was £1,378,661 compared with £1,267,201 at the previous year end.

The position was better than the expected budgeted investment in services of £153,705. However the figures include a one-off gain from capitalising the work done on the Compass eHub of £88,976 (which will be written off over five years) and includes an increase of £40,479 in restricted funds carried forward. If these were adjusted for the charity would have made an investment in services of £17,995

The financial statements were approved by the Board on 25 July 2017 and signed on its behalf by

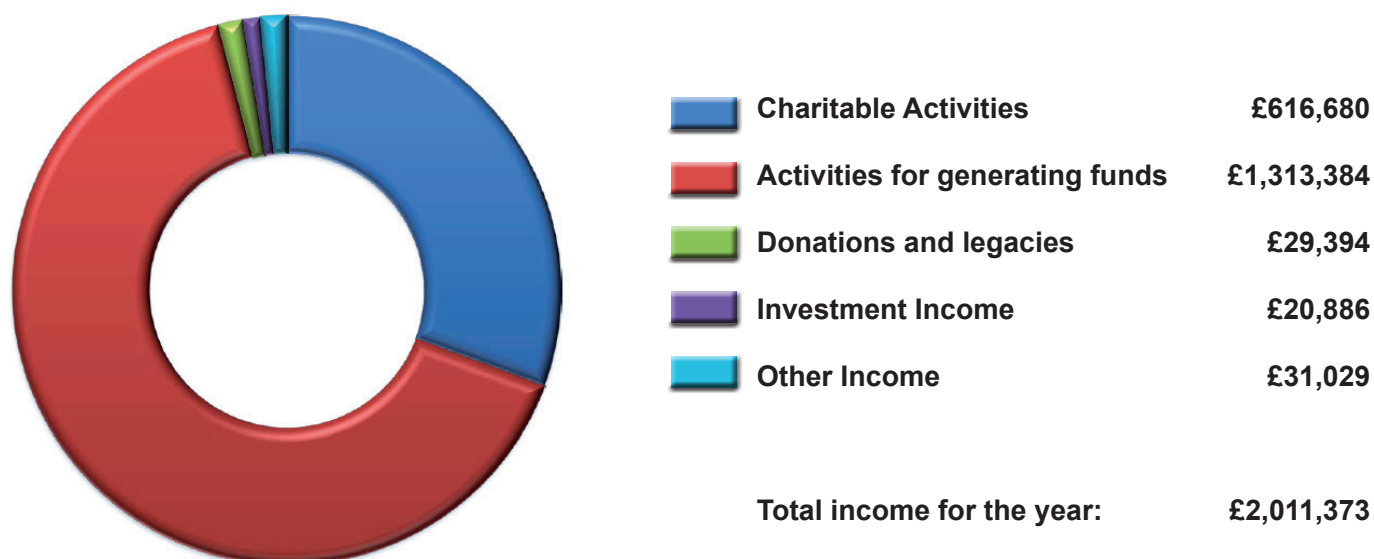


Peter Smith (Chairman)
Directors' statement

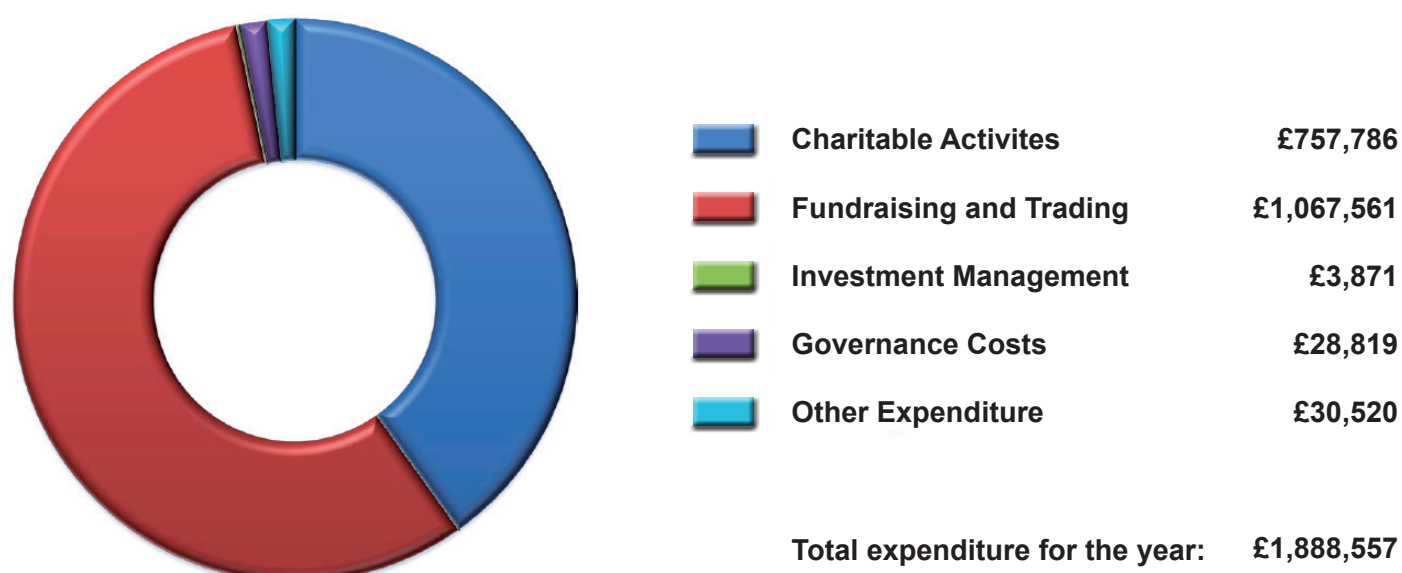
The auditor has issued unqualified reports on the full annual financial statements and on the consistency of the trustees' report with those financial statements. Their report on the full annual financial statements contained no statement under sections 498(2)a, 498(2)b, or 498(3) of the Companies Act 2006



Where did our money come from?



How did we spend our money?

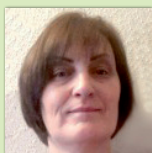


On behalf of all the staff, volunteers and clients of Age UK South Lakeland we would like to thank all those who have funded our work during the year. A full list is available in our Trustees' Report and Financial Statements.

Our Team



Chief Executive



Assistant/Driver



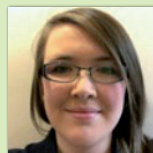
Case Man Officer



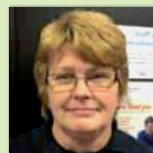
Case Man Officer



Shop Manager



Shop Manager



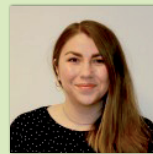
Retail Supervisor



Head of Retail



Case Man Officer



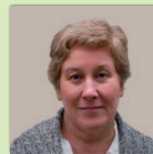
Compass Sup Officer



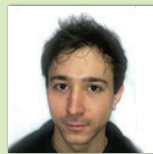
Supervisor



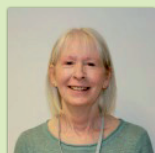
Services Manager



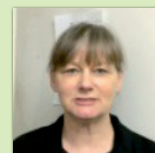
Vol Support Officer



Driver/Retail Supp



Case Man Officer



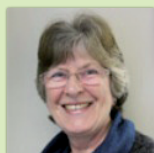
Shop Manager



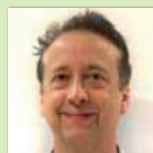
Admin Support



Project Admin



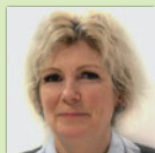
Finance Manager



Shop Manager



Case Man Officer



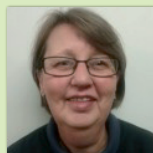
Supervisor



Vol Support Officer



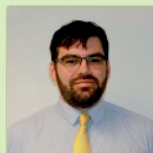
Dep Chief Executive



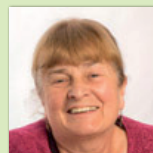
Assistant/Driver



Bookkeeper



Compass Sup Officer



Fundraising



Vol Support Officer



Assistant/Driver



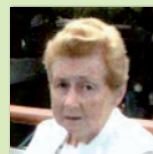
Warehouse Recycler



Driver/Retail Ass



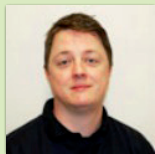
Assistant Manager



Shop Manager



Compass Sup Officer



E-Trading Man



Activities Manager



HR & Admin Man



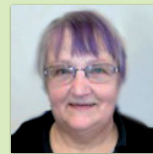
Handy Person



Compass Sup Officer



Driver/Retail Ass



Supervisor



Driver/Retail Ass



Shop Ass Manager



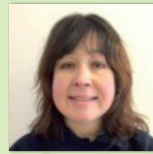
Proj Area Manager



Dep Head of Retail



Ev Support Officer



Supervisor



Shop Manager



Shop Ass Manager



Admin Support



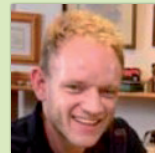
E-Trading Ass



E-Trading Ass



Warehouse Manager



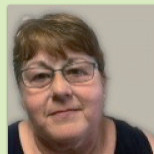
E-Trading Ass



Shop Manager



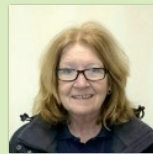
Admin Manager



Supervisor



Client Serv Suprv



Shop Manager



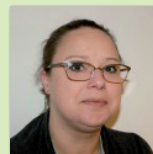
Admin Support



Driver/Retail Supp



Warehouse Ass. Man



Compass Sup Officer



Age UK South Lakeland Limited is a registered charity number 1141415 and company limited by guarantee. Registered in England and Wales No: 7540805.

Registered Office: 17 Finkle Street, Kendal, Cumbria, LA9 4AB.

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