

Company number: 3039668

Charity number: 1045623

# Age Concern Islington



(Age Concern Islington operates as Age UK Islington)

Report and financial statements  
For the year ended 31 March 2020

## Age Concern Islington

### Reference and administrative details

For the year ended 31 March 2020

---

<b>Status</b>	Age UK Islington is an operating name of Age Concern Islington. Age Concern Islington was first established in 1963. It is a charitable company limited by guarantee, incorporated on 30 March 1995, and registered with the Charity Commission on 6 April 1995.	
<b>Purpose</b>	Age Concern Islington's charitable object for the public benefit is the welfare of local older people in and around Islington.	
<b>Governing document</b>	Age Concern Islington was established under a Memorandum of Association, which established the objects and powers of the organisation. It is governed under its Articles of Association.	
<b>Company number</b>	3039668	
<b>Charity number</b>	1045623	
<b>Registered office and operational address</b>	6-9 Manor Gardens LONDON N7 6LA	
<b>Country of registration</b>	England & Wales	
<b>Country of incorporation</b>	United Kingdom	
<b>Trustees</b>	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:  Mr Howard Sharman                      Chair (from 25/11/2019) Mr Chris Bulford                         Chair (to 25/11/2019) Mr Clive Bowman                         Treasurer Ms Kathrin Meyrick Ms Monica Douglas Parris Ms Marjorie Thiman Mr Mark Warwick Mr Chris Faint	
<b>Principal staff</b>	Mr Andy Murphy	Chief Executive and Company Secretary

## Age Concern Islington

### Reference and administrative details

For the year ended 31 March 2020

---

<b>Bankers</b>	HSBC plc 25 Islington High Street LONDON N1 9LJ	Unity Trust Bank plc Four Brindley Place BIRMINGHAM B1 2JB
----------------	--	---

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

## Chair's Foreword

I am delighted to introduce my first Trustees' report, which covers the 2019/20 financial year. When appointed as Chair in November 2019, little did I know the organization would be caught up in a major pandemic. This global crisis has of course had a direct and major impact on the health and wellbeing of the local community we serve. My Trustee colleagues and I are very proud of the response and contribution we have made supporting local people, working alongside our partners and colleagues within the Local Authority and the NHS, as well as dozens of other voluntary sector services and organisations.

As I write this in August 2020, the impact of the crisis on people is continuing. Our services are also continuing to evolve to meet their needs at this 'end-of-lockdown' stage, as we all try to get back to a 'new normal'. The various case studies contained in this Report give just a few examples of how the crisis has affected the people we exist to serve, and some of the ways we have done this.

During the first phase of the crisis, roughly the period March to May, we provided 4,500 case-episodes of support, carried out 3,200 wellbeing-checking calls and completed 8,250 interactions with clients, including by phone, email and text. We produced and sent out weekly news and information mailings to clients, keeping them updated with the latest developments and guidance around keeping safe. We moved many of our social activities online, supporting volunteer 'hosts' who came forward to take this on, backed up by us with guides for people on how to use new and often unfamiliar technology.

Throughout the whole of this intense period we have learned more about 'What Matters' to people, and gained new and deeper insight into how people cope with physical, mental and social impairments affecting their wellbeing. We have been moved by the many examples of friends and neighbours contacting our new Helpline with concerns about others' welfare. We have seen increased numbers of family members taking on informal caring roles, in some cases moving in with elderly parents to provide support. We've been shocked by the cases where isolation and frailty, or where multiple combinations of challenges have brought people to the brink. Yet we've also been inspired and humbled by people's resilience, and seen again how far a 'little bit of help', or a regular check-in call can go in supporting people through difficult patches. And we've also been inspired by the readiness of existing and in some cases new partner organisations to initiate and quickly develop and collaborate on joined-up forms of support, such as food-parcel distribution.

I am pleased to report that the charity too, has been resilient in the face of the crisis, due, I believe, to its developed strengths in financial, operations, workforce and technology management. These core capabilities have been maintained, invested-in and developed over several years. Our chief executive has steered these developments with persistence and skill, working where appropriate with the Board and its sub committees. Together, the executive team and the board have carried out regular strategic assessments of the risks and opportunities facing the charity.

## **Age Concern Islington**

### **Chair's statement**

#### **For the year ended 31 March 2020**

---

Of course, the vast majority of 2019–20 was not affected by the crisis as that only really took hold in March. And the main narrative and financial review sections of this Report show that, pre-Covid, effective progress has been made against the core objectives and goals in our strategy, in terms of financial stability, level and quality of service outcomes, strategic collaboration with statutory partners, workforce skills, systems of work, and many other essential areas of management and governance.

Just prior to the lockdown we started the process of recruiting a new chief executive to carry forward this work and continue the progress of the charity into what we believe will be a new and different era. I thank my colleagues on the Governance Committee for steering this crucial process to success with no break in continuity. An appointment has been made and the new chief executive will start immediately after the retirement of our current chief executive in November 2020.

The changes have not just been at the top. During the year we also completed a restructuring of all our service teams and management structure, creating new roles to match the new ways of working associated with our integrated Wellbeing-in-1 service model. Our workforce of paid staff are the foundation and key to the charity's success.

I'm pleased to say that, due to the strengths of our business-model and funding/operating partnerships with Islington Council and the local NHS, not a single member of staff has been laid off or furloughed as a result of Covid.

I thank both our staff and volunteers for their continued commitment and skill in delivering services that are efficient, responsive and relevant to the evolving needs of our beneficiaries.

**Howard Sharman**

**Chair**

## The Charity's Mission and Purpose

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

Our mission and purpose is to promote and assist the wellbeing of people in and around Islington. The Trustees consider that good progress was made in 2019–20, a year of internal change as we carried out a restructuring programme, and dominated at the end of the year by the Covid-19 pandemic.

Highlights of the year include:

- 3,000 people provided with individualised support
- 1,500 people supported for the first time
- 4,750 case work episodes provided across the range of services.
- 500 Helpline enquiries received following set up in the last quarter of the year.
- 317 Carers registered with the Islington Carers Hub and provided with support for the first time
- 1,500 'Social Prescribing' referrals made to other organisations and services
- 2,400 Social Prescribing Signposts to community services, an increase of 55% over 2018–19
- Continued and increasing focus on tackling social isolation: number of referrals and signposts to social activities programmes increased from 11% to 19% of the total
- 92% user satisfaction recorded
- ISO accreditation maintained
- Financial performance stable and to budget
- Redesigned core Wellbeing contract
- Core contract income extended, new Social Prescribing contracts secured
- Restructuring programme completed for service operations.
- Full and fast adaptation to Covid-19. Service operations scaled up and adjusted to new beneficiary needs; finance and infrastructure resilient and unaffected

## Beneficiary needs and how we respond

The primary beneficiaries of the charity are people over 60 living in the London Borough of Islington. We also provide support to people under 60 who are living with long term health conditions, and we operate the Islington Carers Hub offering specialised support for family carers.

The work of the charity is focused on helping people maintain and increase their general wellbeing. People's needs and priorities – what matters to them – vary widely, and we aim to offer a comprehensive response, reflecting the diversity of both individual and wider community needs.

This is reflected in how we are organised. Our Carer and Community service area focuses on preventative and early intervention types of activity such as information mailings, operation of a

helpline, carer support, social activities and advice. Our Personalised Care and Support service area focuses on extended case work with individuals, care coordination and system 'navigation', direct problem-solving and specialist interventions around end-of-life, safe hospital discharge and others.

A common focus is on proactive as well as reactive responses. Proactive support is achieved through scheduled Wellbeing Checks and a broader Wellbeing Planning service. This is for people at all stages of life, helping them take stock, look ahead and set goals for the future based on their strengths as well as any age-related, health or social disadvantages they face.

All our service activities are based on the principle of working as partners with beneficiaries. Our service response is also integrated closely with the local health and social care system and the wide range of voluntary and community sector services and activities available to people in Islington. 'Social Prescribing' to connect and enable people to benefit from these local resources is a key part of our service model, and during 2019-20 we increased our focus on this mode of working, referring and signposting to over 300 local services and organisations.

We recognise that working together with others and combining our specialisms and strengths is the best way of ensuring we have the capacity and capabilities to serve increasing numbers of people in ways which matter to them.

## Aims and Principal Activities

Our aims and principal activities consist of:

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

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

Charitable Activity	Service	Summary of support provided
<b>Information, advice and support planning</b>	Information and Signposting	Helpline. Newsletter and listings materials, one to one advice and guidance to find local services and activities, as well as information to support self-decision making and early steps to maintain individual wellbeing.
	Islington Carers Hub	Information and advice to support unpaid carers in caring for a relative or friend. One to One and group advice sessions. Carer Assessments and support planning.
	Wellbeing Checks	Telephone contact to check on wellbeing and screen for cases where preventative type support might be needed or helpful.

---

## Age Concern Islington

### Trustees' annual report

For the year ended 31 March 2020

	Social Prescribing Link Work	Coordination of information and practical assistance linking primary care patients to social and community forms of support.
<b>Enabling Independence</b>	Wellbeing Reablement	Short term – six to eight week – help focused on initial ‘problem-solving’ followed by input to recover confidence and ability to live independently, safely and well.
	Hospital Discharge Support	Preparing the home environment for people leaving hospital as part of planned discharge arrangements.
	Health Navigators	Specialist signposting for people with complex and long-term health conditions, linking GP and other health services with the wider, wellbeing-focused support available in the communities in which people live.
	New Models of Navigation	A range of pilot services developing new ways of integrating navigation type activities with other health-related activities.
<b>Activities for Wellbeing</b>	Centre Based Activities	Buildings-based activity and interest groups. This area of activity, taking place at the Drivers Centre, came to a planned end during the year.
	Community Based Activities	Setting up, organising and facilitating friendship and interest groups via regular ‘Get Togethers’ at venues across the Borough.
	Activity Partners	Practical help and encouragement to take up social activities and become less isolated. Funding for setting up and developing this as a separate service ended during the year. Service activities were incorporated into other service types.

Our aim is simple: to put together tailored combinations of services and activities that help people maintain and improve their feeling of wellbeing, confidence, resilience and quality of life. Based on what people tell us matters to them, we define wellbeing as a person’s feelings of confidence and ‘ok-ness’ in the following broad areas:

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

We aim to prevent the likelihood of, or delay, people needing to call on more specialist, long term care and support. In practice, each person benefits from different types and combinations of



support. Many of our beneficiaries receive help from three or more different services or activities. Social Prescribing referrals and signposting enables us to connect people to a range of local, regional and national services and activities.

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

## How We Help: 1

### **Covid-19 Lockdown – A socially isolated man finds new ways to keep connected, and new interests**

Mr P has been known to Age UK Islington since 2015 and has multiple health conditions including anxiety and partial blindness.

Because of this we offered him a Wellbeing Check series of calls during the lockdown. During the first call he explained that he had initially continued working during lockdown but had now been furloughed. He had been receiving support with basic essentials from Mutual Aid volunteers, but apart from that had not been seeing anyone. With all the news to do with Covid-19, he had become very anxious.

#### **How we were able to help**

The Wellbeing Check showed that Mr P was getting socially isolated and he said that he'd like to try some online activities. Due to his partial-sight he took up an offer of help from our Activities Coordinator for some practical support in using Zoom.

Gaining more confidence in using his mobile, Mr P signed up for regular information mailings from us with ideas for "keeping healthy & happy".

One of these mailings included an announcement about a new online activity "Appreciating Paintings", which we had been liaising with the National Gallery on making available. Mr P was one of the first clients to register and he has actively participated in all the sessions. Such was his confidence, he even provided suggestions that we have taken on board. It also gave him the inspiration to draw a picture by the artist discussed during the first session.

**Outcome Types:** Keep Connected, Follow my Interests, Be Less Anxious

**AUKI Services Involved:** Wellbeing Checks, Information Mailings, Activities Coordination

## Key Objectives and Achievements during 2019–20

Our vision is for everyone to be empowered to have a good life. Our strategy is to focus on 'connecting and enabling' forms of support, increasing our capacity to reach and support more people, across the whole spectrum of needs and requirements. A primary aim of the reorganization carried out during the year was to increase our focus and capabilities in this area, which also meant ending some other types of work, such as the Drivers Centre range of directly-provided social activities.

A full programme of continuation support was provided to users of the Centre, based on careful and extensive planning carried out jointly with them and the Council. This has carried on through the Covid-19 lockdown, with regular check-in calls and provision of essential services such as food parcels.

As with most organizations, Covid-19 has tested our capacity and capabilities to the limits. Past investments in IT systems, and a simplified management structure resulting from the re-organisation carried out at the end of 2019 played an important part in enabling us to switch rapidly to home-based operation and scale up activity contacting vulnerable people at risk from Covid-19 and its wider impact.

Helpline services were moved to home-based working within the space of a week in mid-March and were then quickly evolved to incorporate a comprehensive Covid-resilience check as the basis of coordinating support for individuals through the crisis. During the first weeks of the crisis the most immediate and frequent need of beneficiaries, across all age groups, was for help with getting sufficient food. As the crisis continued, for older people this was replaced by help in keeping connected with others, and for younger adults, increasing requests related to money and debt issues.

### How we Help: 2

#### **Covid-19 lockdown – Carer in need of emergency help with food**

Ms J is a single 61-year-old providing care for her mother. She had been finding it difficult to keep up with the sudden and continuing level of care needed during lockdown. She has diabetes and a long-term back condition herself. She hadn't been feeling well, so hadn't been able to do any shopping. She contacted our Helpline for help.

#### **How we were able to help**

For the immediate problem of getting food we made a referral to the Pillion Trust for delivery of food parcels.

Discussing the wider impact of the lockdown with her, Ms J told us she had been trying to keep herself busy by doing things around the house and reading. However, it was clear that she was

## Age Concern Islington

### Trustees' annual report

For the year ended 31 March 2020

---

getting increasingly isolated and anxious and wanted to know if there was anything else she could do to 'keep it all going'. The Helpline was able to provide her with a "How-to" Guide with ideas for keeping busy and active.

During the following weeks we kept in regular touch and sent regular information and updates relevant to her situation as a carer. This has ranged from how to keep busy during the lockdown to online activities arranged by the Islington Carers Hub during the national Carers Week initiative.

**Case Outcomes:** Be Less Anxious; Get the Support I Need, Eat Properly and Well, Keep Connected

**AUKI Services Involved:** Helpline

Joint working and partnerships are at the heart of what we do. Quickly developed partnerships with Mutual Aid Groups in Islington and with Manor Gardens Welfare Trust and the Pillion Trust enabled us to get essential food deliveries to people. Close working with Islington Council on supporting unpaid carers led to the quick set-up of systems for delivering PPE to carers in the borough, vital to keep both them and the person they care for protected from the virus.

Aside from our Covid response and contribution, a summary of wider achievements and progress against the strategic priorities and focus areas in our annual plan for the year is provided below.

Priority	Achievement/Progress during 2019-20
<b>Continue and increase the focus of services on helping people maintain broader wellbeing</b>	<ul style="list-style-type: none"><li>Continued with development and delivery of multi-discipline Proactive Ageing Well services to people with moderate level frailty identified within GP practices</li><li>Completed a pilot undertaken with Islington CCG on developing Personal Health Budget approaches to supporting people with more complex health issues</li><li>Further developed Wellbeing 'screening' approaches within a reorganized Helpline service</li></ul>
<b>Integrate all services around a 'Wellbeing-in-1' operating model</b>	<ul style="list-style-type: none"><li>Completed internal re-organisation of different Wellbeing service types and introduced new and more efficient ways of combining these around a person's short- and longer-term support needs and preferences</li></ul>
<b>Contribute to wider developments in social</b>	<ul style="list-style-type: none"><li>Participated in leadership and 'task and finish' groups working on focused aspects of the Islington Fairer Together programme</li></ul>

## Age Concern Islington

### Trustees' annual report

For the year ended 31 March 2020

---

<b>prescribing and wellbeing-focused support</b>	<ul style="list-style-type: none"><li>• Contributed to steering group work around the development of social prescribing services across the North Central London area</li></ul>
<b>Invest in communications to widen awareness of our services and the specific value/benefit they provide</b>	<ul style="list-style-type: none"><li>• Developed and implemented a comprehensive client and partner/practitioner communications programme to reach wider into the community and local systems of support and increase awareness of the ways the organisation can help</li></ul>
<b>Maintain effective governance</b>	<ul style="list-style-type: none"><li>• Appointed new Chair</li><li>• Developed a comprehensive business continuity plan related to Brexit</li><li>• Reviewed and planned changes to finance management systems and processes to enable devolved budget management and timely identification of trends, issues and opportunities</li></ul>
<b>Maintain financial stability</b>	<ul style="list-style-type: none"><li>• Achieved budget target of break even</li><li>• Increased organisation reserve levels</li><li>• Completed joint work with London Borough of Islington on redesign, merger and extension of previously separate service contracts. Completion of this work was delayed by Covid-related disruption</li></ul>
<b>Continue with digital transformation programme for increased efficiencies and to increase the effectiveness and reach of the help we offer</b>	<ul style="list-style-type: none"><li>• Developed and implemented new Helpline functionality to increase first-point-of-contact capacity and capability.</li><li>• Continued development of client and case management systems to increase automation, enabling a greater focus by teams on direct work with people supported</li></ul>
<b>Continue to develop staff and volunteer skills and competencies</b>	<ul style="list-style-type: none"><li>• Completed reorganisation and introduction of new and redesigned roles. Specific training programmes were interrupted by home based working due to Covid, however all roles adapted quickly and functioned well in carrying out the charity's Covid-focused operations.</li></ul>

---

## Future Plans

As this report shows, progress has been maintained in implementing the wider objectives of the current strategic plan, despite the impact of Covid-19.

**Highlights of the current plan include:**

- Continue to evolve and innovate around a 'Wellbeing in 1' model of operation, focusing on providing the bridge between statutory and community sources of support
- Based on this model, prioritise service delivery to individual people within Islington, including increased options for 'self-service' access to information and advice
- Continue with digital transformation programmes to increase productivity through automation, and improve service experience and quality of outcomes, ensuring security and privacy of data
- Explore and pursue opportunities for meaningful partnerships and service delivery approaches across a wider area, compatible with our charitable objects
- Develop opportunities for expanding revenue through traded services focused on infrastructure to support wellbeing services delivery and development.
- Invest in improving communications of the charity's impact
- Ensure consistent messages regarding the charity's services and priorities are communicated to public and service partner stakeholders.
- Continue to develop workforce competencies within a Success Profile framework.
- Increase the role of volunteering to support scaling of service delivery and new ways of working
- Continue to contribute and participate in local and wider 'whole system' initiatives

Working with the incoming CEO, the Board will carry out a review of policy and priorities in the autumn of 2020, as the first step in the creation of new and updated strategies and plans for the continued progress of the charity. These plans are certain to incorporate the positive lessons learned from the organisation's successful response to Covid-19.

### How We Help: 3

#### **Covid-19 Lockdown – Client stranded with a new disability**

Mr F was referred to Age UK Islington Wellbeing services by the local charity "EC1 Connect". He had recently had his leg amputated and was housebound. His recent disability meant he had multiple support needs: for housing adaptations, income maximisation, assistance with getting out and about, and to also explore ideas for ways to 'restart his life' – whilst in the lockdown. He was essentially stranded – in every sense of the word.

#### **How we were able to help**

Our Enablement case worker visited Mr F and completed an Occupational Therapy referral form for the adaptations he needed at home, supported him to complete a Blue Badge application, obtaining the required medical evidence from his GP, and referred him for Income Maximisation help.

Once these essential supports were underway, the case worker explored activities and interests with Mr F. Although he had Internet access and a laptop, he didn't know how to use it. He

agreed to a referral to Ability Net, a charity helping people develop digital skills. This would enable him to get access to newly emerging online activities and support groups, and help him to keep connected with the outside world whilst in the early stages of recovery.

To provide continuing support regular Wellbeing Check calls were set up.

**Case Outcomes:** Have my own home, Keep my house nice, Follow my interests, Keep connected, Get the support I need, Have more money coming in, Avoid Debts, Feel safer outside the home.

**AUKI Wellbeing in 1 Services:** Wellbeing Reablement, Wellbeing Checks

## Senior Management Remuneration

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

The pay of the senior staff is reviewed annually. In view of the nature of the charity, the Trustees benchmark against pay levels in other charities of a similar size, taking advice from recruitment consultants where these are used, for example in the recent recruitment to the CEO position. The remuneration bench-mark is the mid-point of the range paid for similar roles adjusted for a weighting of up to 30% for any additional responsibilities. If recruitment has proven difficult in the recent past a market addition is also paid.

## Governance and Management

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

Age UK Islington is run by and for local older people, with a diverse Board, 50% of whose membership is made up of local older people and 25% from a Black and Minority Ethnic background. We aim to have an equal number of male and female members (currently 5 male and 3 female). The charity's governing body is the Board of Trustees, whose members are trustees under charity law and directors for the purposes of the Companies Acts. Trustees and Honorary Officers are elected by the members of the charity at the Annual General Meeting for a period of three years and may be co-opted in between AGMs.

Members of the Board of Trustees of the charitable company each guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 March 2020 was eight (2019: eight). Members of the Board of Trustees have no beneficial interest in the group or charitable company. Any potential conflicts

## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

of interest are recorded annually, and updated at every Board meeting, so that these can be monitored and managed as necessary.

### Trustee Recruitment and Training

Trustees are recruited by various means. We write round to local voluntary groups and companies, setting out our needs and inviting applicants. We also use recruitment consultancy services, online recruitment systems and sometimes interested parties approach us directly. We seek to cover a specified range of expertise and backgrounds on the Board. We take up references for applicants. Normally the Chair or members of the Governance Committee will meet a prospective Trustee to discuss their application. A Trustee may be co-opted by the Board before the AGM. Any appointment is put to the subsequent Annual General Meeting for Members to vote on. During 2019–20 a Trustee skills audit was carried out. The results were reviewed by the Governance Committee and its recommendations on identified skills gaps and recruitment priorities were approved by the Board. At the time of writing no further appointments have been made.

### Decision-Making

The full Board of Trustees met seven times in 2019–20 to set strategic direction and review the performance, compliance and finances of the charity. Sub groups of the Board provide detailed review and recommendations to the Board in the following areas: finance; strategy and marketing. A new, Governance Committee, accountable to the Board, was formed in May 2019 with the purpose of receiving and reviewing detailed governance reports across the organisation, and carrying forward specific themed areas. A key priority for the year was succession planning to the Chair and CEO roles, both of which were achieved.

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

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

## How We Help: 4

### **Covid-19 Lockdown – Mother and young child with no rights and no resources**

The charity's objects permit the provision of support to beneficiaries other than older people. Mrs H called the Helpline with an urgent need for food and help to buy clothing for her child. She was very distressed and explained that she has no legal status to remain in the United Kingdom. The Right to Remain process had been severely delayed due to the COVID-19 lockdown period.

She had no income or benefits, no access to food, and her son is growing out of his clothes. He is nearly 7, but wearing clothes for a 5 year old. Her accommodation with a friend would shortly come to an end.

### **How we were able to help**

An Age UK Islington Navigator arranged for food parcels to be delivered on a weekly basis, applied for a one-off hardship grant for food vouchers, coordinated contact with the Pillion Trust who arranged for clothes for Mrs H and her son, and referred her to the No Recourse Public Funds Team (NRPF). NRPF coordinated contact with Children's Social Services who are now going to put in place child related benefits and support with accommodation.

Mrs H is glad she contacted Age UK Islington and is happy with the outcome that Children's Social Services will support her following Age UK Islington's initial help. She is confident that with this support, she will now be able to look after her son and find accommodation.

A follow up Wellbeing Check was arranged to check and ensure that the expected support was put in place.

**Case Outcomes:** Afford more of what I need, Be less anxious, Eat properly and well, Get the support I need.

**AUKI Wellbeing in 1 Services:** Helpline, Care Navigation, Wellbeing 360 Checks

## Risk Management

Major risks facing the charity are identified and kept continually under review throughout the year. A general review is carried out by the Board at least annually under a range of categories, including not just financial risk, but also operational risk and external risk. Each risk is assessed and scored for its likelihood of occurring and its expected impact if it were to occur. Mitigating measures are agreed to reduce higher risks to a level that is acceptable to the Board.



## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

No organisation can ever be risk free, but the Board of Trustees is comfortable that the range of measures and controls put in place have reduced to a reasonably acceptable level the various risks faced by Age UK Islington.

During the Covid-19 period risk reviews were carried out monthly during the first phase of the crisis, March to May 2020, augmented by weekly updates to the Board highlighting progress, issues and risks associated with the organisation's response and contributions to reducing the impact of the pandemic on beneficiaries and residents.

The current principal risks and uncertainties facing the charity are summarised below. These reflect the current stage of the pandemic and the new uncertainties and risks this has highlighted.

Risk/Uncertainty	Risk Category	Controls and Mitigation
<p>Concentration of activity and primary funding sources within a single London Borough geographical area.</p> <p>This risk is increased due to the potential impact of Covid on local authority budgets, leading to potential cuts in funding.</p>	Financial	<p>Recent (July 2020) signing of new contract has reduced the level of risk. Continued high performance on delivering on contracts is the most effective control against targeted cuts. Exploration of strategic alternatives to diversify funding streams.</p>
<p>Management continuity and skills levels during Covid recovery and transition to new CEO</p>	Management	<p>Covid 'Reopening' programme is being led by current CEO and incorporating skills development programme for Heads of Service.</p> <p>CEO recruitment has been successful and transition/handover periods set for continuity</p>
<p>Failure of Core IT.</p> <p>Most of the charity's systems have been moved to cloud based operation. This enabled rapid deployment of home-based working.</p> <p>However this has pointed up the reliance on functioning core IT and the risks linked with potential failure of remaining premises-based equipment.</p>	Technological	<p>Continued cloud-migration programme.</p> <p>Review and implement fall back systems including purchase of duplicate servers as required.</p>

---

## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

Failure to effectively promote the charity's services and the distinctiveness of its approach and value proposition to funders and beneficiaries.

Strategic/  
Marketing

Continued current communication programme targeted at client, practitioner and system planner audiences.

Role of marketing and communication highlighted within new strategic plans and priorities.

Continued investment in skills, systems and means of measuring awareness and perception of the charity.

---

## Financial Review of 2019–20

Financial performance during 2019–20 was broadly to plan, despite the impact of the Covid crisis at the end of the year. The target operating surplus on regular operations was achieved, and after planned spending against designated funds and brought-forward restricted funds, this resulted in a small surplus of £30,413. After losses in investments in March 2020, the net overall surplus at year end was £19,364.

The Trustees are pleased to report that the losses in value of investments at year-end had been recovered by June 2020. Moreover, the overall finances and activities of the charity have not been negatively impacted by the Covid-19 pandemic. This applies to the financial year covered by this report and is ongoing into 2020–21 as we continue to deliver the contracts that we hold with London Borough of Islington and the NHS.

The charity's core income has continued at previous levels, with additional income received from both local donors and as a result of fundraising carried out by national Age UK. Working closely with our funders and core service partners we have been able to refocus and increase the level of our service activity through the March to June period to help mitigate the impact of the virus on the safety and wellbeing of vulnerable local people. In addition to our own directly-provided activity, we have also contributed funds to other local initiatives, such as food distribution programmes, where this has been seen as a more efficient and effective way of serving beneficiaries than providing these services ourselves.

Budgets for 2019–20 were set in line with the charity's strategy of achieving both increased productivity and controlled growth. In terms of productivity, all areas of activity met or exceeded delivery levels set out in service contracts. The costs of an internal reorganisation carried out during the year, undertaken to achieve further productivity, and including exceptional costs of redundancies linked to the reconfiguration of roles, have been met within existing budgets and designated funds.

## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

There was an overall small decline in income due mainly to the ending and reshaping of some previously funded service activities. There were also areas of growth, in particular from the continued expansion of developmental service contracts, including social prescribing and the integration of broader, wellbeing-focused forms of help with mainstream statutory provision.

The charity's financing model focuses on service contracts as the core source of income. In terms of risk, this provides both regular short and medium-term cashflow as well as the scale of funding needed for longer-term stability and for investing in growth and innovation. It enables the charity to adapt its service activity to the needs of the population it serves. It also means that we can continue to provide help at no charge to beneficiaries. Against the continuing background of austerity and the likely further impact of the pandemic, the Trustees believe this to be an effective strategy for managing both risk and growth.

Total income in 2019–20 was £1,557,821, representing a 6.7% decrease over the previous year (1,670, 481. Expenditure during the year was £1,527,408, a 3.6% decrease on 2018–19 (£1,584,790).

Looking at the balance sheet, total funds at the end of the year amounted to £528,041 (2018–19: £508,677). Unrestricted funds were £519,925 (2018–19: £481,586). After agreed designations, general funds amounted to £503,185 (2018–19: £431,329, strengthening the charity's reserves position (see below).

All the above results were derived from continuing core activities. The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching that conclusion, the trustees have considered the impact of the COVID –19 pandemic on future activities and cash flows. Funding is secure in the medium term and the service delivery model has been, and will continue to be, adapted to ensure the charity meets both the needs of its clients and the expectations of its funders. With the additional security offered by its balance of free reserves the trustees remain confident in the charitable company's ability to continue operating for the next 12 months.

Principal sources of funding are listed below. Despite the strong focus on contract income, as part of our risk management strategy management and trustees have continued to look at opportunities for diversifying income. On investments, gains made during the first three quarters of 2019–20 were lost in the final quarter, with the fund value standing at £89,786 at March 31st 2020. Subsequent to the year-end position the fund has recovered and at July 31st 2020 stands at £101,675.

Our subsidiary trading company, Islington Age Concern Trading Company, provided consultancy and support services for other charities in data management and service redesign. Operating under the trading name 'Outcomes Plus', year-end balances owed by the subsidiary to the charity amounted to £5,606, (2018–19: 7,061). This represents a controlled scaling down of activity as part of the reorganisation carried out during the year. Due to the low levels of subsidiary activity over the last two years AUI has opted to present single company format accounts for the charity

## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

only rather than consolidated accounts for the group; the trading subsidiary results are still included but as net income only and a group balance sheet is no longer presented.

Staff costs are the main item of expenditure, amounting to £1,122,092 for directly employed staff in 2019–20, down from £1,173,105 in the previous year and representing 73% of total costs, (2018–19: 74%). The average number of full-time-equivalent employees during the year decreased to 34 (2018–19: 37). The charity operates a defined contribution pension scheme. Employer contributions to the scheme during the year amounted to £40,671 (2018–19: £33,293).

## Reserves Policy

Unrestricted reserves comprise both designated and general funds. The general funds are considered to be the free reserves of the charity. After designations, the balance of free reserves are assigned to meet the requirements of the charity's reserves policy.

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

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

- Development work on future activities – for the organisation in general or for specific projects;
- Late receipt of income from funders;
- Interim financial cover for funding shortfalls;
- Premises and equipment items;
- Staff contingencies;
- Occasional irregular expenditure flows.

Under the current policy, reserves are set at between three and four months of expenditure, calculated on the basis of total expenditure minus those direct service costs that are not salaried staff costs. The rationale is that with the bulk of income derived from service contracts, if service income were lost, direct service provision costs, other than staff costs, would be terminated simultaneously.

The interim level of reserves is monitored regularly by the finance sub-group of the Board. Based on the 2020–21 budget, three months of reserves calculated on the basis above amounts to £344,279. At the end of financial year 2019–20 general funds amounted to £503,185, representing approximately four months of the 2020–21 budget. The Board of Trustees considers

## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

this prudent given the likely impact of Covid-19 and the continuing underlying economic uncertainty.

The Board of Trustees reviews the reserves policy at least annually to ensure it remains relevant to the income and expenditure profile of the charity and is appropriate to risks and opportunities in the operating and funding environment.

## Principal Sources of Funding

In line with the charity's present strategy, the principal source of funding consists of commissioned service contracts from statutory bodies. During 2019-20 statutory funders included the London Borough of Islington and Islington Clinical Commissioning Group (CCG). We also undertook subcontracted service provision with the Islington GP Federation.

Other sources of funding include grant making bodies and corporate donations. During 2019-20 the following grant making trusts and corporate donors contributed funding to support our work:

- Anthony and Rachel Williams Charitable Trust
- Big Alliance
- Hymans Robertson LLP
- Museum of London Archaeologists
- Royal Bank of Ireland
- Santander
- Turner Broadcasting Systems Ltd.

No active fundraising is undertaken. However during 2019-20 the charity received £881.85 as unsolicited donations from individuals. We are deeply grateful to all those who provide funding to help us support the wellbeing of local people.

In carrying out funding-related activities we ensure that the charity is compliant with fundraising codes, specifically the updated Code issued by the Fundraising Regulator in October 2019.

## How We Help: 5

### **Covid-19 Lockdown – Start-Stop-Start Again – preventing isolation**

Ms C was referred to our Social Prescribing Link Work service by her GP in February 2020. Ms C had a combination of both physical and mental health conditions. She had developing anxiety and depression. News of the virus and its possible impact, especially a potential lockdown, was adding to her anxieties and feelings of isolation, which was a constant issue, despite living with her family.

### **How we were able to help**

Meeting with the Link Worker, Ms C talked about her love of reading and missed the opportunity to discuss her books. Together they explored possible ways to achieve this, agreeing that a Befriender and E-Books via the local Library would be something that she'd like to arrange.

The Link Worker supported the client to subscribe to the local library E-books service, and also made a referral to the GoodSam Befriending service.

The Lockdown called an abrupt end to these plans. As an alternative, and working with our Activities Coordinator, the Link Worker supported Ms C to join an online book group, kept going by one of the Age UK Islington volunteer hosts. With some encouragement Ms C started to participate in the online discussions, and looked forward to having someone to talk to about her books. The link worker kept in touch for the first few weeks and then arranged for a follow up Wellbeing Check a couple of months later.

**Case Outcomes:** Follow my interests, Get the support I need, Feel less anxious, Meet People and Do Things, Keep Connected, Be Less Anxious

## Statement of responsibilities of the trustees

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

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

## Age Concern Islington

### Trustees' annual report

#### For the year ended 31 March 2020

---

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

In so far as the trustees are aware:

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

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

## Age Concern Islington

### Trustees' annual report

For the year ended 31 March 2020

---

## Auditor

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

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

Approved by the trustees on 21 September 2020 and signed on their behalf by

Howard Sharman  
Chair



## Independent auditor's report

To the members of

Age Concern Islington

---

### Opinion

We have audited the financial statements of Age Concern Islington (the charity) for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charity's affairs as at 31 March 2020 and of the charity's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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

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

## Independent auditor's report

To the members of

Age Concern Islington

---

### Other information

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

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

We have nothing to report in this regard.

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

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

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

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

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Independent auditor's report

To the members of

Age Concern Islington

---

### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charity 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 charity'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 charity 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 financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists

## Independent auditor's report

To the members of

### Age Concern Islington

---

related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

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

### 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.

Joanna Pittman (Senior statutory auditor)

2 October 2020

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

## Age Concern Islington

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

For the year ended 31 March 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
<b>Income from:</b>							
Donations and legacies		24,794	5,000	<b>29,794</b>	29,454	5,000	34,454
Charitable activities							
Information, Advice and Support planning	2	443,283	(3,137)	<b>440,146</b>	444,854	12,000	456,854
Enabling independence	2	877,951	–	<b>877,951</b>	968,325	–	968,325
Activities and Well-being	2	154,405	5,236	<b>159,641</b>	135,238	27,627	162,865
Capacity building	2	46,000	–	<b>46,000</b>	46,000	–	46,000
Investments		4,289	–	<b>4,289</b>	1,983	–	1,983
<b>Total income</b>		<b>1,550,722</b>	<b>7,099</b>	<b>1,557,821</b>	<b>1,625,854</b>	<b>44,627</b>	<b>1,670,481</b>
<b>Expenditure on:</b>							
Raising funds	3a	4,958	–	<b>4,958</b>	8,052	–	8,052
Charitable activities							
Information, Advice and Support planning	3a	489,911	4,354	<b>494,265</b>	416,083	8,496	424,579
Enabling independence	3a	719,041	4,433	<b>723,474</b>	795,189	4,147	799,336
Activities and Well-being	3a	167,247	17,287	<b>184,534</b>	198,329	37,496	235,825
Capacity building	3a	120,177	–	<b>120,177</b>	116,998	–	116,998
<b>Total expenditure</b>		<b>1,501,334</b>	<b>26,074</b>	<b>1,527,408</b>	<b>1,534,651</b>	<b>50,139</b>	<b>1,584,790</b>
<b>Net income / (expenditure) before net gains / (losses) on investments</b>		<b>49,388</b>	<b>(18,975)</b>	<b>30,413</b>	<b>91,203</b>	<b>(5,512)</b>	<b>85,691</b>
Net (losses) / gains on investments		(11,049)	–	<b>(11,049)</b>	833	–	833
<b>Net income / (expenditure) for the year and net movement in funds</b>	4	<b>38,339</b>	<b>(18,975)</b>	<b>19,364</b>	<b>92,036</b>	<b>(5,512)</b>	<b>86,524</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		481,586	27,091	<b>508,677</b>	389,550	32,603	422,153
<b>Total funds carried forward</b>		<b>519,925</b>	<b>8,116</b>	<b>528,041</b>	<b>481,586</b>	<b>27,091</b>	<b>508,677</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

# Age Concern Islington

## Balance sheet

Company no. 3039668

As at 31 March 2020

	Note	2020 £	2019 £
<b>Fixed assets:</b>			
Tangible assets	9	–	257
Investments	10	<b>89,786</b>	100,835
		<b>89,786</b>	101,092
<b>Current assets:</b>			
Debtors	11	<b>48,329</b>	72,549
Cash at bank and in hand	16	<b>472,252</b>	473,783
		<b>520,581</b>	546,332
<b>Liabilities:</b>			
Creditors: amounts falling due within one year	12	<b>(82,326)</b>	(138,747)
<b>Net current assets</b>		<b>438,255</b>	407,585
<b>Total net assets</b>	14a	<b>528,041</b>	508,677
<b>The funds of the charity:</b>	15a		
Restricted income funds		<b>8,116</b>	27,091
Unrestricted income funds:			
Designated funds		<b>16,740</b>	50,257
General funds		<b>503,185</b>	431,329
Total unrestricted funds		<b>519,925</b>	481,586
<b>Total charity funds</b>		<b>528,041</b>	508,677

Approved by the trustees on 21 September 2020 and signed on their behalf by

Clive Bowman  
Treasurer

Age Concern Islington

Statement of cash flows

For the year ended 31 March 2020

Reconciliation of net income to net cash flow from operating activities

	2020 £	2019 £
<b>Net income for the reporting period (as per the statement of financial activities)</b>	<b>19,364</b>	<b>86,524</b>
Depreciation charges	257	1,321
Dividends, interest and rent from investments	(4,289)	(1,983)
Losses/ (gains) on investments	11,049	(833)
Decrease in debtors	24,220	4,839
Increase in creditors	(56,421)	(77,740)
<b>Net cash provided by operating activities</b>	<b>(5,820)</b>	<b>12,128</b>

	Note	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>					
<b>Net cash provided by operating activities</b>		<b>(5,820)</b>		<b>12,128</b>	
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		4,289		1,983	
Purchase of investments		-		(100,000)	
<b>Net cash provided used in investing activities</b>		<b>4,289</b>		<b>(98,017)</b>	
<b>Change in cash and cash equivalents in the year</b>		<b>(1,531)</b>		<b>(85,889)</b>	
Cash and cash equivalents at the beginning of the year		<b>473,783</b>		<b>559,672</b>	
<b>Cash and cash equivalents at the end of the year</b>	16	<b>472,252</b>		<b>473,783</b>	

**1 Accounting policies**

**a) Statutory information**

Age Concern Islington is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 6–9 Manor Gardens, London, N7 6LA.

**b) Basis of preparation**

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

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

The charitable company is the parent entity of a wholly-owned subsidiary, Islington Age Concern Trading Company Ltd. These accounts do not consolidate the income and expenditure or assets and liabilities of the trading subsidiary as these are not material to the accounts. To be consistent, the prior year income and expenditure have been restated to remove the consolidation of the trading company but these changes are not material and there was no change to the result for the year or the total fund position.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

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

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

**c) Public benefit entity**

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

**d) Going concern**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. In reaching that conclusion, the trustees have considered the impact of the COVID –19 pandemic on future activities and cash flows. Funding is secure in the medium term and the service delivery model has been, and will continue to be, adapted to ensure the charity meets both the needs of its clients and the expectations of its funders. With the additional security offered by its balance of free reserves the trustees remain confident in the charitable company's ability to continue operating for the next 12 months from when these accounts are approved.



**1 Accounting policies (continued)**

**e) Income**

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

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

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

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

**f) Investment income**

Distributions from listed investments are included when receivable and the amount can be measured reliably by the charity; this is normally the date on which the holding is first quoted ex dividend or the end date of the period for which it is accrued as notified by the fund manager.

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

**g) Fund accounting**

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

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

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

**h) Expenditure and irrecoverable VAT**

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

Expenditure is classified under the following activity headings:

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

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

**1 Accounting policies (continued)**

**i) Allocation of support costs**

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

▪ Costs of raising funds	0.2%
▪ Information, Advice and Support planning	29.7%
▪ Enabling independence	51.1%
▪ Activities and Well-being	9.6%
▪ Capacity building	7.1%
▪ Support costs	1.8%
▪ Governance costs	0.5%

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

▪ Costs of raising funds	0.1%
▪ Information, Advice and Support planning	28.6%
▪ Enabling independence	49.2%
▪ Activities and Well-being	15.0%
▪ Capacity building	7.1%

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

**j) Operating leases**

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

**k) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £2,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

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

**l) Debtors**

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

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

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

**1 Accounting policies (continued)**

**n) Creditors and provisions**

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

**o) Investments**

Investments in subsidiaries are at cost.

Listed investments are included in the balance sheet at bid price. Realised gains and losses on disposals in the year and unrealised gains and losses on investments at the balance sheet date are included in the Statement of Financial Activities for the relevant underlying funds.

**p) Pensions**

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

## Age Concern Islington

### Notes to the financial statements

For the year ended 31 March 2020

#### 2 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
London Borough of Islington:						
Information and Signposting	98,532	-	<b>98,532</b>	98,532	-	98,532
Islington Carers Hub	320,000	(3,137)	<b>316,863</b>	320,000	12,000	332,000
End of Life Care: Future Matters	20,100	-	<b>20,100</b>	20,100	-	20,100
Fees and other income	4,651	-	<b>4,651</b>	6,222	-	6,222
Sub-total for information, advice and support planning activities	443,283	(3,137)	<b>440,146</b>	444,854	12,000	456,854
London Borough of Islington:						
Hospital discharge post	32,390	-	<b>32,390</b>	32,390	-	32,390
Voluntary Sector Enablement	355,104	-	<b>355,104</b>	355,084	-	355,084
Islington CCG:						
Local service navigator services	445,626	-	<b>445,626</b>	533,444	-	533,444
Islington GP Group Ltd						
Social prescribing service	32,693	-	<b>32,693</b>	-	-	-
Fees and other income	12,138	-	<b>12,138</b>	47,407	-	47,407
Sub-total for enabling independence activities	877,951	-	<b>877,951</b>	968,325	-	968,325
London Borough of Islington:						
Drovers day centre	114,167	-	<b>114,167</b>	95,000	-	95,000
Activities service	40,000	-	<b>40,000</b>	40,000	-	40,000
Dunhill Medical Trust	-	-	-	-	23,625	23,625
Donations	238	5,236	<b>5,474</b>	238	4,002	4,240
Sub-total for activities and well-being activities	154,405	5,236	<b>159,641</b>	135,238	27,627	162,865
London Borough of Islington:						
Volunteering	46,000	-	<b>46,000</b>	46,000	-	46,000
Sub-total for capacity building activities	46,000	-	<b>46,000</b>	46,000	-	46,000
Total income from charitable activities	1,521,639	2,099	<b>1,523,738</b>	1,594,417	39,627	1,634,044

Age Concern Islington

Notes to the financial statements

For the year ended 31 March 2020

3a Analysis of expenditure (current year)

	Charitable activities							2020 Total £	2019 Total £
	Fundraising £	Information, Advice and Support planning £	Enabling independence £	Activities and Wellbeing £	Capacity building £	Governance costs £	Support costs £		
Staff costs (Note 5)	4,472	364,305	491,222	128,209	98,634	7,373	27,877	1,122,092	1,173,105
Other staff costs	24	5,055	65,956	2,775	980	65	22,252	97,107	116,376
Volunteer costs	2	1,862	1,187	825	63	4	38	3,981	3,620
Direct activity costs	6	26,136	18,186	6,320	270	19	2,172	53,109	51,899
Welfare payments	-	1,534	4,000	-	-	-	-	5,534	8,993
Premises	166	34,101	44,284	16,921	6,358	458	1,619	103,907	106,073
Office, communications and equipment	200	36,911	56,887	16,939	7,936	550	5,624	125,047	107,291
Depreciation	-	129	128	-	-	-	-	257	1,321
Compliance, legal etc.	10	1,756	3,054	784	367	9,779	624	16,374	16,112
	4,880	471,789	684,904	172,773	114,608	18,248	60,206	1,527,408	1,584,790
Support costs	60	17,249	29,598	9,025	4,274	-	(60,206)	-	-
Governance costs	18	5,227	8,972	2,736	1,295	(18,248)	-	-	-
<b>Total expenditure 2020</b>	<b>4,958</b>	<b>494,265</b>	<b>723,474</b>	<b>184,534</b>	<b>120,177</b>	<b>-</b>	<b>-</b>	<b>1,527,408</b>	<b>1,584,790</b>
Total expenditure 2019	8,052	424,579	799,336	235,825	116,998				

Age Concern Islington

Notes to the financial statements

For the year ended 31 March 2020

3b Analysis of expenditure (prior year)

	Charitable activities							2019 Total £
	Cost of raising funds £	Information, Advice and Support planning £	Enabling independence £	Activities and Wellbeing £	Capacity building £	Governance costs £	Support costs £	
Staff costs (Note 5)	5,372	307,126	566,383	160,702	98,240	7,374	27,908	1,173,105
Other staff costs	2,100	5,230	81,144	3,508	1,121	94	23,179	116,376
Volunteer costs	2	1,881	577	865	258	16	21	3,620
Direct activity costs	2	23,271	10,167	15,800	1,131	8	1,520	51,899
Welfare payments	-	5,243	3,750	-	-	-	-	8,993
Premises	146	30,631	44,939	23,103	5,265	432	1,557	106,073
Office, communications and equipment	345	29,116	49,585	19,404	6,069	449	2,323	107,291
Depreciation	-	661	660	-	-	-	-	1,321
Compliance, legal etc.	10	1,802	3,028	1,026	361	9,733	152	16,112
	7,977	404,961	760,233	224,408	112,445	18,106	56,660	1,584,790
Support costs	57	14,866	29,634	8,652	3,451	-	(56,660)	-
Governance costs	18	4,752	9,469	2,765	1,102	(18,106)	-	-
<b>Total expenditure 2019</b>	<b>8,052</b>	<b>424,579</b>	<b>799,336</b>	<b>235,825</b>	<b>116,998</b>	<b>-</b>	<b>-</b>	<b>1,584,790</b>

**4 Net income for the year**

This is stated after charging / (crediting):

	2020 £	2019 £
Depreciation	257	1,321
Operating lease rentals:		
Property	90,331	89,437
Other	1,642	1,479
Auditor's remuneration (excluding VAT):		
Audit	8,100	7,950
Other services	400	-
	<u>          </u>	<u>          </u>

**5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	953,608	1,030,230
Redundancy and termination costs	45,633	16,482
Social security costs	82,180	93,100
Employer's contribution to defined contribution pension schemes	40,671	33,293
	<u>1,122,092</u>	<u>1,173,105</u>
Agency costs	57,215	68,559
	<u>1,179,307</u>	<u>1,241,664</u>

The redundancy and termination costs were settled and paid at the balance sheet date.

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

	2020 No.	2019 No.
£60,000 – £69,999	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £78,245 (2019: £110,088).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

**6 Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 34 (2019: 37). Agency staff were engaged to provide short-term service provision cover and, in addition, the services of a freelance specialist were used for accountancy support. In previous years the services of freelance specialists were also used for business development and fundraising support.

**7 Related party transactions**

There were no donations from related parties.

During the year the charity paid for £3,028 of costs on behalf of its subsidiary, Age Concern Trading Company Ltd (2019: £3,195). No costs were charged to the subsidiary (2019: £900). The year end balance owed by the subsidiary was £5,606 (2019: £7,061).

**8 Taxation**

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

**9 Tangible fixed assets**

	Office equipment £	IT infrastructure £	Fixtures & fittings £	Total £
<b>Cost or valuation</b>				
At the start of the year	1,027	67,546	2,079	<b>70,652</b>
Additions in year	-	-	-	-
Disposals in year	-	(2,779)	(2,079)	<b>(4,858)</b>
At the end of the year	<u>1,027</u>	<u>64,767</u>	<u>-</u>	<u><b>65,794</b></u>
<b>Depreciation</b>				
At the start of the year	770	67,546	2,079	<b>70,395</b>
Charge for the year	257	-	-	<b>257</b>
Eliminated on disposal	-	(2,779)	(2,079)	<b>(4,858)</b>
At the end of the year	<u>1,027</u>	<u>64,767</u>	<u>-</u>	<u><b>65,794</b></u>
<b>Net book value</b>				
<b>At the end of the year</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
At the start of the year	<u>257</u>	<u>-</u>	<u>-</u>	<u>257</u>

All of the above assets are used for charitable purposes.



## Age Concern Islington

### Notes to the financial statements

For the year ended 31 March 2020

#### 10a Listed investments

	2020 £	2019 £
Fair value at the start of the year	100,833	–
Additions at cost	–	100,000
Net (loss) / gain change in fair value	(11,049)	833
Fair value at the end of the year	<u>89,784</u>	<u>100,833</u>
Investments comprise:		
	2020 £	2019 £
UK Common investment funds	<u>89,784</u>	<u>100,833</u>
	<u>89,784</u>	<u>100,833</u>

#### 10b Investments – subsidiary company

The charitable company owns the whole of the issued ordinary share capital of Islington Age Concern Trading Company Limited, a company registered in England, trading under the name Outcomes Plus, Company number 03001195. The subsidiary is used for non-primary purpose trading activities and is registered at 6 – 9 Manor Gardens, London, N7 6LA. The activities of the subsidiary have not been consolidated in the statement of financial activities on the basis of materiality. Available profits are gifted to the charitable company under a deed of covenant. Two of the trustees of Age Concern Islington are also directors of the subsidiary. A summary of the results of the subsidiary is shown below:

	2020 £	2019 £
Turnover	4,979	7,168
Cost of sales	–	–
Gross profit	<u>4,979</u>	<u>7,168</u>
Administrative expenses	(2,401)	(3,302)
Management charge payable to parent undertaking	–	(900)
Profit on ordinary activities	<u>2,578</u>	<u>2,966</u>
Distribution of profits to parent undertaking under deed of covenant	(2,578)	(2,966)
Profit / (loss) for the financial year	<u>–</u>	<u>–</u>
The aggregate of the assets, liabilities and funds was:		
Assets	5,606	7,061
Liabilities	(5,604)	(7,059)
Funds	<u>2</u>	<u>2</u>

# Age Concern Islington

## Notes to the financial statements

For the year ended 31 March 2020

---

### 11 Debtors

	2020 £	2019 £
Trade debtors	5,707	15,747
Owed by trading subsidiary	5,606	7,061
Grant and contract debtors	20,692	41,240
Prepayments	1,163	6,643
Accrued income	15,161	1,858
	<u>48,329</u>	<u>72,549</u>

### 12 Creditors: amounts falling due within one year

	2020 £	2019 £
Taxation and social security	19,645	24,808
Other creditors	34,335	79,391
Accruals	12,520	13,052
Deferred income (note 13)	15,826	21,496
	<u>82,326</u>	<u>138,747</u>

### 13 Deferred income

Deferred income comprises two partially delivered service contracts.

	2020 £	2019 £
Balance at the beginning of the year	21,496	87,146
Amount released to income in the year	(21,496)	(87,146)
Amount deferred in the year	15,826	21,496
<b>Balance at the end of the year</b>	<u>15,826</u>	<u>21,496</u>

## 14a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	-	-	-	-
Investments	89,786	-	-	89,786
Net current assets	413,399	16,740	8,116	438,255
<b>Net assets at 31 March 2020</b>	<b>503,185</b>	<b>16,740</b>	<b>8,116</b>	<b>528,041</b>

## 14b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	-	257	-	257
Investments	100,835	-	-	100,835
Net current assets	330,494	50,000	27,091	407,585
<b>Net assets at 1 April 2019</b>	<b>431,329</b>	<b>50,257</b>	<b>27,091</b>	<b>508,677</b>

## 15a Movements in funds (current year)

	At 1 April 2019 £	Incoming & gains £	Expenditure & losses £	Transfers £	At 31 March 2020
<b>Restricted funds:</b>					
Carers Hub flexible breaks and palliative care	7,491	(3,137)	(4,354)	-	-
Community activities development	11,812	-	(11,812)	-	-
Drovers Activity Centre	(30)	5,236	(4,206)	-	1,000
Heritage project	1,269	-	(1,269)	-	-
Welfare and Winter Warmth	6,549	5,000	(4,433)	-	7,116
<b>Total restricted funds</b>	<b>27,091</b>	<b>7,099</b>	<b>(26,074)</b>	<b>-</b>	<b>8,116</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital equipment depreciation	257	-	(257)	-	-
Organisational development	30,000	-	(13,260)	-	16,740
Personalised support – continuation	20,000	-	(20,000)	-	-
<b>Total designated funds</b>	<b>50,257</b>	<b>-</b>	<b>(33,517)</b>	<b>-</b>	<b>16,740</b>
<b>General funds</b>	<b>431,329</b>	<b>1,550,722</b>	<b>(1,478,866)</b>	<b>-</b>	<b>503,185</b>
<b>Total unrestricted funds</b>	<b>481,586</b>	<b>1,550,722</b>	<b>(1,512,383)</b>	<b>-</b>	<b>519,925</b>
<b>Total funds</b>	<b>508,677</b>	<b>1,557,821</b>	<b>(1,538,457)</b>	<b>-</b>	<b>528,041</b>

## 15b Movements in funds (prior year)

	At 1 April 2018 £	Incoming & gains £	Expenditure & losses £	Transfers £	At 31 March 2019
<b>Restricted funds:</b>					
Carers Hub flexible breaks and palliative care	3,987	12,000	(8,496)	-	7,491
Community activities development	11,508	23,625	(23,321)	-	11,812
Drovers Activity Centre	3,043	4,002	(7,075)	-	(30)
Heritage project	8,369	-	(7,100)	-	1,269
Welfare and Winter Warmth	5,696	5,000	(4,147)	-	6,549
<b>Total restricted funds</b>	<b>32,603</b>	<b>44,627</b>	<b>(50,139)</b>	<b>-</b>	<b>27,091</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital equipment depreciation	1,578	-	(1,321)	-	257
Organisational development	17,915	-	-	12,085	30,000
Personalised support – continuation	-	-	-	20,000	20,000
<b>Total designated funds</b>	<b>19,493</b>	<b>-</b>	<b>(1,321)</b>	<b>32,085</b>	<b>50,257</b>
<b>General funds</b>	<b>370,057</b>	<b>1,626,687</b>	<b>(1,533,330)</b>	<b>(32,085)</b>	<b>431,329</b>
<b>Total unrestricted funds</b>	<b>389,550</b>	<b>1,626,687</b>	<b>(1,534,651)</b>	<b>-</b>	<b>481,586</b>
<b>Total funds</b>	<b>422,153</b>	<b>1,671,314</b>	<b>(1,584,790)</b>	<b>-</b>	<b>508,677</b>

**Purpose of restricted funds**

Carers Hub flexible breaks and palliative care	A fund to provide respite type breaks for unpaid carers of people in Islington. A reimbursement of unspent funds totalling £15,137 (net £3,137) was made to London Borough of Islington (the funder) in 2019–20.
Community activities development	To develop and provide services to help older people set up, run and maintain self-run groups and clubs.
Drovers Activities Centre	To support the activities and services at Drovers Activities Centre.
Heritage project	A grant from the Heritage Lottery Fund for project exploring and recording the industrial and trade heritage of the London Borough of Islington.
Welfare and Winter Warmth	To provide grants to individuals in great need, to improve their quality of life, when no other source is available. This includes enabling people to keep warm in winter, and to promote the need for older people to keep adequately warm during cold weather.

**15 Movements in funds (continued)****Purpose of designated funds**

Capital equipment depreciation To cover future depreciation on major equipment items already purchased from unrestricted funds. It does not provide for the future purchase of equipment.

Organisational development For continued development of the new operating and business model.

Personalised Support – continuation For continued provision of project work developing personalised approaches to support planning with clients.

**Transfers**

Transfers were made from general funds to the designated Organisational development and Personal Support – continuation funds to establish balances required for expenditure planned for 2019–20.

**16 Analysis of cash and cash equivalents**

	At 1 April 2019 £	Cash flows £	At 31 March 2020 £
Cash at bank and in hand	370,953	(1,629)	<b>369,324</b>
Notice deposits (less than three months)	102,830	98	<b>102,928</b>
<b>Total cash and cash equivalents</b>	<b>473,783</b>	<b>(1,531)</b>	<b>472,252</b>

**17 Operating lease commitments**

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

	Equipment		Property	
	2020 £	2019 £	2020 £	2019 £
Less than one year	<b>1,593</b>	1,594	<b>64,668</b>	90,332
One to five years	<b>858</b>	2,914	–	63,400
	<b>2,451</b>	4,508	<b>64,668</b>	153,732

**18 Legal status of the charity**

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