

# Lakeland Community Care Ltd

Northern Ireland · Charity number 100992

## Details

Status	Received
Registered	2014-12-04
Register	<a href="#">View on the Charity Commission for Northern Ireland register</a>

## Contact

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Website	<a href="http://www.lakelandcare.org.uk">www.lakelandcare.org.uk</a>

## Activities

**Purposes:** To promote the relief of elderly people, persons suffering from mental disorders and the disabled by the provision of facilities in the interest of Social Welfare with the object of improving the conditions of life of such persons.

**What the charity does:** The advancement of health or the saving of lives, The relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage

**How the charity works:** Community development, Community enterprise, General charitable purposes

**Who the charity helps:** Carers, Men, Mental health, Older people, Physical disabilities, Voluntary and community sector, Volunteers, Women

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-11-30	£4,805,554	£4,589,137	£-486,290	215

## Trustees

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Name	Role	Appointed
Dr Lucia Maguire		
Miss Margaret Gallagher Mbe Jp		
Mr Emmett McNulty		
Mr Noel Mcallister		
Mr Robert Gibson		
Mr Roderick Farrell		
Mrs Louise McLaughlin		

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**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Accounts

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**Charity registration number NIC100992**

**Company registration number NI028932 (Northern Ireland)**

**LAKELAND COMMUNITY CARE LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2024**

# LAKELAND COMMUNITY CARE LIMITED

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# LAKELAND COMMUNITY CARE LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr Robert Gibson (Chair) Mr Emmet McNulty (Vice Chair) Miss Margaret Gallagher MBE JP Dr Lucia A Maguire MB MRCP Mr Noel McAllister Mrs Louise McLaughlin-Borlace Mr Roderick Farrell
<b>Secretary</b>	Mr Pat McGurn MBE
<b>Charity number</b>	NIC100992
<b>Company number</b>	NI028932
<b>Registered office</b>	1 Lattone Road Belcoo Fermanagh BT93 5AQ
<b>Auditor</b>	Moore (NI) LLP 21-23 Clarendon Street Derry-Londonderry BT48 7EP
<b>Bankers</b>	Ulster Bank Limited 16 Darling Street Enniskillen Fermanagh BT74 7ER
<b>Solicitors</b>	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 NOVEMBER 2024

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The trustees present their annual report and financial statements for the year ended 30 November 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

### Objectives and activities

Our charitable objects consist of:

- the provision of facilities and services in the interests of social welfare,
- the promotion of community development helping those suffering disadvantage,
- the promotion of health and wellbeing tackling health inequalities.

Our charitable objects focus our work on helping those who are vulnerable and in need in our community. Our aim is to provide compassionate care services and wraparound supports, creating opportunities for our service users to lead the fullest of lives at home and in their local community.

We have 3 objectives:

- 1) Care – Caring 'in' our Community;
- 2) Community – Caring 'for' our Community; and
- 3) Collaboration – Reaching Out, Making Connections and Working in Partnership.

To deliver our objectives we provide domiciliary (home) care, day centre care and community services/programmes. Our domiciliary services include personal care, dementia support, mental health care, respite, high dependency and palliative end-of-life care. We provide care to individuals in their own homes in accordance with care plans drawn up by social workers from the local health and social services trust, assisting people to live independently with dignity, compassion and respect.

In our 5 Day Centres we run social engagement and activity programmes, as well as providing a range of care and support services. Our day centres aim to improve the quality of life of older people by providing practical assistance to help them be independent, as well as the opportunity to socialise with other people and make friends. Support services include hot meals, personal care, laundry, hairdressing and foot care.

We cater for a diverse client base supporting older people, those with long-term conditions, physical and learning disabilities and people with mental ill-health.

Our flagship Healthy Living Centre provides a variety of community health and well-being initiatives helping older people, families and vulnerable individuals in our community.

Our main activities include:

- Local delivery of domiciliary care services, through teams of carers working in the local community;
- Provision of day care services and supports through five Day Centres situated in the villages of: Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore;
- Operation of our Healthy Living Centre, providing community engagement programmes and health promotion initiatives;
- Management of our headquarters (in Belcoo) providing strategic and corporate/administrative functions;
- Management of two outreach administration/community hubs (in Enniskillen and Omagh) for our staff training, community engagement and health promotion work;
- Provision of In-house training, supervised by our fully qualified trainers;
- Provision of employment to over 250 local people, particularly women: all staff are registered with NISCC;
- Partnership working to provide community support and health promotion programmes.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2024

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Specific objectives for the year included:

- Meet the increasing demand for care and support services in our community;
- Develop our community support role, designing and delivering services and programmes in our community, connecting with and supporting those in need;
- Work collaboratively within the health and social care system to address challenges and support the community we serve;
- Link up with Fermanagh Rural Community Network to deliver community health and wellbeing initiatives in Fermanagh;
- Work with Arc and Oak Healthy Living Centres to deliver 'The development of Health and Well-being Hubs in Enniskillen and West Fermanagh' (CAWT Project);
- Implement a strategic planning process reflecting our current context and mapping out a clear strategic direction for the organisation;
- Develop our internal control system including our policies and procedures manual and staff handbook;
- Partner with People Services to enhance our human resources;
- Develop our staff with online training in specific areas. - 80% of staff have achieved NVQ to at least level 2;
- Promote new recruits to avail of the Funded NVQ Level 2 and 3 Programmes through Rutledge Recruitment.
- Use new technology to streamline our administration processes including Carefree monitoring system and online recruitment portal;
- Extend our operations to include Castlederg and Strabane to meet extensive costs pre tender.
- Raise our profile through the development of our website and online social media presence;
- Complete a company 'rebrand' including promotional materials, corporate stationary, online content etc.;
- Maintain our reserves at the required level to meet ongoing challenges in line with our Reserves Policy.

#### **Public Benefit**

The Trustees confirm that they have complied with their duty under section 4(b) of the Charities Act (Northern Ireland) 2008 to have regard to the Charity Commission for Northern Ireland's guidance on public benefit and that the public benefit requirement has informed the activities of the charity in the year.

Lakeland Community Care covered expenditure above that which they received funding for within the year. They did this through providing administrative services, covering additional expenditure on projects and through covering the cost of delivering meals within the local area.. Some of the projects that they contributed towards include:

- The Day Centres' additional cost of £20,000, bus and meals increase costs
- Independent Age funding in partnership with Fermanagh Rural Community Network of £40,000.
- Administration and delivery costs, approximately £5,000
- Summer Scheme funding - £5,000
- Rural Support funding £1,000

#### **Statement of compliance with Charity Commission guidance**

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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### Achievements and performance

We work with a wide range of organisations, and are very grateful to the following for their support during the past year:

- Towergate - Insurance Brokers.
- Belcoo Enterprise Centre - Day Care Centre;
- Cleaver Fulton Rankin - Solicitors;
- Moore NI - Chartered Accountants;
- Melvin Enterprises Ltd - Day Care Centre;
- Newtownbutler Community Development Association - Day Care Centre;
- People Services - Human Resource Consultants;
- South West Fermanagh Development Organisation - Day Care Centre;
- Western Health and Social Care Trust;
- Tir Navar - Day Care Centre;
- Fermanagh Rural Community Network;
- Rutledge Training
- Fermanagh and Omagh District Council
- Co-Sync (Arc, Oak, LCC, FRCN)
- MPA Recruitment

### Financial review

The charity's net incoming resources for the year ended 30 November 2024 was £216,417 and the year end financial position amounted to total charity funds of £1,666,180. The trustees acknowledge the challenges of operating during the period with the tightening of costs by the local health and social care trust and the increased cost of complying with legislation.

Our concerns for the future remain unchanged from those expressed in prior years, i.e. to maintain the levels of income against a background of ever-tightening cost controls imposed on us by the local health trust and dealing with increased levels of regulation and being able to absorb the associated costs relating thereto. Lakeland Community Care Limited is required to comply with certain minimum standards of care, provide high standards of training for its staff and undertake home audit visits to monitor the standard of care provided to clients against a background of real reductions in funding from our local health trust. From April 2008 the charity was required to register with the Regulation Quality Improvement Authority (RQIA).

The trustees are confident that the charity can continue to provide a good quality service to its clients and has sufficient reserves to allow it to adapt to the changing environment in domiciliary care.

The trustees are concerned at the level of costs incurred in providing day care facilities at the charity's day care centres in Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore. The costs, including central overheads, exceed day care centre income. Our local health trust reduced the number of day care places, whilst maintaining the same level of funding provided; this is despite our view that demand for day care provision remains high.

### Reserves policy

As we are a charity whose principal aim is to provide facilities in the interest of social welfare and promotion of health, and also to set an example to others, we believe that we need a particularly transparent reserves policy.

In order to fulfil our responsibility to secure Lakeland Community Care Limited's viability beyond the immediate future and to protect the charity against serious disruption to its charitable work, we need to maintain sufficient reserves against future uncertainty, to absorb setbacks and to take advantage of change and opportunities in the long term.

To that purpose, our overall target is to have cash and liquid reserves to enable the company to continue to operate for a period of three to four months after the withdrawal of funding to enable a structured phasing out of services.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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In addition, in any one year we may earmark unrestricted funds for particular designated initiatives or purposes. The reasons for the setting up of such funds, the policy for any transfers between funds and the allocation to or from designated funds will be stated in the notes to the financial statements.

Our reserves policy will be reviewed at least annually to ensure that it reflects current and future needs, risks, opportunities and contingencies. Designated funds will be reviewed annually also.

### **Taxation status**

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

### **Risk Management**

Formal arrangements are in place for identifying all operational risks. This is done on an ongoing basis.

Although it is the responsibility of our chief executive officer to identify, monitor, mitigate and report operational risks, the process is facilitated by our finance management committee. The finance management committee's objective is to ensure that the trustees' risk appetite is reflected in everything the charity does. Areas of concern which are included in the Risk register are:

- General or specific downturns in income or unforeseen items of major expenditure;
- Online / I.T. developments, data protection and cyber security - we invest in I.T. support to help us protect our business resilience;
- Quality standards and accreditation - we focus on the issue of quality on a continuing basis, constantly striving to maintain and improve standards where this is possible. We continue to monitor, and indeed are pro-active in seeking feedback from our private clients and the Western Health and Social Care Trust. We conduct interviews with our clients on a one-to-one basis and also issue client survey forms. Any complaints are investigated promptly. We also welcome suggestions from staff and clients;
- Implementation of company development strategy;
- HMRC minimum wage legislation especially travel allowance.
- Major pandemic within the population
- Tender Process

### **Other risks and uncertainties**

The Trustees consider that the other principal risks and uncertainties going forward which may have a material impact on the charity's performance can be summarised as follows:

- Potential loss of the contract for the provision of domiciliary services
- Loss of hours due to Trust Optimisation programme
- Contractual obligations and associated penalties;
- Increased costs due to National Minimum Wage changing to the new Living Wage from April 2025;
- Increased cost of pension contributions under the new pensions' regime;
- Workforce shortages: staff recruitment and retention - with an ageing population more people are needing care, demand is increasing but the supply of labour is not keeping pace to sustain and grow our services;
- Sourcing funding for our Healthy Living Centre community engagement and support services/programmes in a highly competitive environment;
- Changes in interest rates.
- Increasing cost of electricity
- Cyber Security insurance cost.
- Increase in insurance premiums

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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### Plans for future periods

Implement our new Strategic Plan covering the period 2022-2030.

We are committed to delivering against our 3 Objectives (Care, Community & Collaboration) and our 5 Strategic Priorities (People, Services, Community, Organisation and Partnership) to achieve our ambitions, namely:

- Care for our people making Lakeland Community Care a great place to work;
- Provide compassionate care to all our service users and their families;
- Expand our community support services and engagement programmes;
- Focus on our health promotion role working to reduce health inequalities;
- Reach out, make connections and work in partnership to provide health and wellbeing services in our community;
- Build strategic alliances with community/voluntary sector organisations;
- Set us up for success through good governance and operational excellence

Changes to our Strategy, including new or additional activities, may be required in the future as we consider the implications of operational demands and our changing operating environment. There is currently a high level of uncertainty as the community/voluntary, public and private sectors consider the long-term impacts of the recent pandemic as part of recovery. Flexibility is thus embedded in the plan, to enable us to adapt our activities accordingly.

Specific areas of focus include:

#### Invest in our People

- Attracting, sustaining and growing our workforce;
- Investing in ongoing staff training and development;
- Reviewing our staff complement and optimising our structure to meet business needs;
- Focusing on recognition, reward and employee wellbeing.

#### Invest in our Services

- Delivering quality care - sustaining and developing our services;
- Engaging with our service users and being responsive to their changing needs;
- Providing seamless care - engaging with other agencies in supporting service users;
- Contingency planning.

#### Invest in our Community

- Developing our community engagement and outreach work;
- Growing our role in health promotion expanding our wellbeing programmes/activities;
- Developing a fundraising strategy;
- Developing social enterprise within the existing enterprise centre;
- Developing plans for the Healthy Living Centre
- Working with Arc and Oak Healthy Living Centres to deliver 'The development of Health and well-being Hubs in Enniskillen and West Fermanagh (CAWT Project).

#### Invest in our Organisation

- Developing the diversity of our Board and Management succession planning;
- Broadening the scope of our work to build resilience;
- Continuing to develop our 'brand' to increase understanding of who we are and what we do;
- Working to sustain our competitive advantage by focusing on our social value, human capital, innovation and technology, efficiency and profitability and revenue diversification;
- Implementing recommendations made by our quality assessment officer;
- Maintaining total reserves at the 2014 level over a ten-year period.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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Invest in our Partnerships

- Developing our advocacy role, providing a 'voice' for our service users and as part of the independent sector raising awareness of the issues affecting service provision;
- Using our collective 'voice' to lobby for a 'joined-up' national response to sectoral labour supply shortages.
- Taking the learning from the pandemic and applying it to our future work, building on a community-driven approach, focusing on the value we can bring to each other collaborating to achieve greater impact for the community we serve.

### **Structure, governance and management**

The charity is a company limited by guarantee and was set up in November 1994. It is governed by its memorandum and articles of association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Robert Gibson (Chair)

Mr Emmet McNulty (Vice Chair)

Miss Margaret Gallagher MBE JP

Dr Lucia A Maguire MB MRCP

Mr Noel McAllister

Mrs Louise McLaughlin-Borlace

Mr Roderick Farrell

### *Recruitment and appointment of trustees*

In accordance with the Articles of Association, Mrs Louise McLaughlin-Borlace, and Dr Lucia A Maguire retire by rotation and, being eligible, offer themselves for re-appointment.

After consulting with local community associations, we advertise trustee vacancies. We are mindful when appointing new trustees of identifying gaps in the board of trustees in terms of skills, knowledge, gender etc. All existing trustees are consulted on the selection of a new trustee before appointments are finalised.

The charity is a company limited by guarantee having no share capital. The board confirm that there are no trustees' interests which require disclosure.

Our headquarters comprising our strategic and corporate functions with training suite is located in the Healthy Living Centre, 1 Lattone Road, Belcoo, Co Fermanagh.

From there we:

- Organise care packages;
- Manage our five day centres;
- Organise and administer our in-house and tailored training;
- Manage Lakeland Community Care Limited's governance, financial reporting and strategic development;
- Hold the trustees' monthly board meetings;
- Provide a Men's Shed facility;
- Hold Women's group meetings;
- Provide exercise classes;
- Hold a parent and toddler group.
- Support local GAA functions

Our two administrative and community hubs are at Unit 4L, Lancer Buildings, Gortrush Industrial Estate, Omagh, and 3 Queen Street, Enniskillen.

A voluntary board of trustees is responsible for the overall management and direction of the charity. The board meets, at least, eleven times a year. A finance management committee meet on a quarterly basis and reports to the trustees. The finance management committee consists of the director of finance, the chief executive officer, the company secretary, the chairman and vice-chairman.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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### *Organisational structure*

Our Senior Management Team led by the Chief Executive drive the strategies and operational programmes as agreed by the Management Board.

Our Administration Team are responsible for providing administration support across 3 main functions: Care Coordination, Training/Quality Assurance and HR/Marketing.

Our Care Team comprises over 220 Carers providing care in the community and 14 Day Centre Carers, ranging in experience from Senior Carers to new recruits.

### **Our People**

One of our key strategies is to develop exceptional, motivated staff. The charity's performance is a credit to all of our staff. Their determination, commitment and enthusiasm under the leadership of our chief executive officer in a year of extremely challenging working conditions and more latterly difficult recruitment conditions cannot be overstated. The trustees would like to take this opportunity of thanking them for their contribution.

### **Capital Project**

The company acquired a site in Belcoo, Co Fermanagh and in March 2013 a property was built on the site and completed in February 2015. This property houses the company's administrative function and Healthy Living Project.

### **Statement of trustees' responsibilities**

The trustees, who are also the directors of Lakeland Community Care Limited for the purpose of company law, are responsible for preparing the Trustees' Report 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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; and
- 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Auditor**

In accordance with the company's articles, a resolution proposing that Moore (NI) LLP be reappointed as auditor of the company will be put at a General Meeting.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2024*

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### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

.....  
Mr Robert Gibson (Chair)  
**Trustee**

.....  
Mr Emmet McNulty (Vice Chair)  
**Trustee**

Date: .....

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### Opinion

We have audited the financial statements of Lakeland Community Care Limited (the 'charity') for the year ended 30 November 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 30 November 2024 and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### **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 directors' report included within the trustees' 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' report and from the requirement to prepare a strategic report.

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Based on our understanding of the charitable company and its operating environment, we determined that the most significant frameworks which have a direct impact on the preparation of the financial statements are those related to the reporting framework, (FRS 102, the Charities Act (Northern Ireland) 2008, The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015, the Charity SORP and the Companies Act 2006) of which non-compliance may have a material effect on the financial statements. Compliance with these laws and regulations was assessed as part of our procedures.

Other laws and regulations of which non-compliance may have a material effect on the financial statements, e.g. through fines or litigation, were identified as regulations in relation to employment law and provision of medical care services which are regulated by the RQIA. Our required procedures in these areas are limited to inquiry of trustees and other management and inspection of any regulatory or legal correspondence. These limited procedures did not identify any actual or suspected non-compliance.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, including evaluating management's incentives and opportunities to manage earnings or influence the reported results. From the results of our assessment, we determined that the principal risks of fraud relate to posting inappropriate journal entries and use of charity funds for purposes outside of restrictions imposed by the donor. In common with all audits under ISAs (UK), we are required to perform specific procedures to respond to the risk of management override.

#### **Audit response to risks identified**

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. Audit procedures performed by the engagement team included:

- We obtained an understanding of the charitable company's internal control systems in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- We obtained an understanding of how the charitable company complies with relevant laws and regulations, including those as a result of its registration with the Charity Commission for Northern Ireland and charitable status with HM Revenue & Customs, by making enquiries of management and those charged with governance.
- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- Reviewing minutes of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- We test the completeness of income to address the risk of fraud in relation to revenue recognition.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.
- Auditing the risk of use of charity funds outside of restrictions imposed by the donor by review of funding letters of offer to identify restrictions, and review of funding claims prepared by management to check compliance with restrictions.

We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment through collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### **Use of our report**

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

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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**John Bradley (Senior Statutory Auditor)**  
for and on behalf of Moore (NI) LLP

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**Chartered Accountants**  
**Statutory Auditor**

21-23 Clarendon Street  
Derry-Londonderry  
BT48 7EP

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 NOVEMBER 2024**

Current financial year		Unrestricted funds general 2024 £	Unrestricted funds Designated 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
	Notes					
<b>Income and endowments from:</b>						
Donations and legacies	3	3,036	-	17,901	20,937	64,643
Charitable activities	4	4,762,841	-	-	4,762,841	4,701,476
Investments	5	21,296	-	-	21,296	13,580
Other income	6	480	-	-	480	-
<b>Total income</b>		<b>4,787,653</b>	<b>-</b>	<b>17,901</b>	<b>4,805,554</b>	<b>4,779,699</b>
<b>Expenditure on:</b>						
Charitable activities	7	4,514,185	54,269	20,683	4,589,137	4,658,438
<b>Total expenditure</b>		<b>4,514,185</b>	<b>54,269</b>	<b>20,683</b>	<b>4,589,137</b>	<b>4,658,438</b>
<b>Net movement in funds</b>	9	<b>273,468</b>	<b>(54,269)</b>	<b>(2,782)</b>	<b>216,417</b>	<b>121,261</b>
<b>Reconciliation of funds:</b>						
Fund balances at 1 December 2023		563,176	878,349	8,238	1,449,763	1,328,502
<b>Fund balances at 30 November 2024</b>		<b>836,644</b>	<b>824,080</b>	<b>5,456</b>	<b>1,666,180</b>	<b>1,449,763</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 NOVEMBER 2024**

Prior financial year		Unrestricted funds general 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes				
<b>Income and endowments from:</b>					
Donations and legacies	3	1,543	-	63,100	64,643
Charitable activities	4	4,701,476	-	-	4,701,476
Investments	5	13,580	-	-	13,580
<b>Total income</b>		<u>4,716,599</u>	<u>-</u>	<u>63,100</u>	<u>4,779,699</u>
<b>Expenditure on:</b>					
Charitable activities	7	<b>4,534,314</b>	<b>54,269</b>	<b>69,855</b>	4,658,438
<b>Total expenditure</b>		<u>4,534,314</u>	<u>54,269</u>	<u>69,855</u>	<u>4,658,438</u>
<b>Net income/(expenditure)</b>		182,285	(54,269)	(6,755)	121,261
Transfers between funds		(8,968)	-	8,968	-
<b>Net movement in funds</b>	9	173,317	(54,269)	2,213	121,261
<b>Reconciliation of funds:</b>					
Fund balances at 1 December 2022		389,859	932,618	6,025	1,328,502
<b>Fund balances at 30 November 2023</b>		<u>563,176</u>	<u>878,349</u>	<u>8,238</u>	<u>1,449,763</u>

# LAKELAND COMMUNITY CARE LIMITED

## BALANCE SHEET

AS AT 30 NOVEMBER 2024

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		2024		2023	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		851,905		911,742
<b>Current assets</b>					
Debtors	14	35,552		69,622	
Cash at bank and in hand		1,265,013		935,210	
		<u>1,300,565</u>		<u>1,004,832</u>	
<b>Creditors: amounts falling due within one year</b>	16	<u>486,290</u>		<u>466,811</u>	
Net current assets			<u>814,275</u>		<u>538,021</u>
<b>Net assets</b>			<u><u>1,666,180</u></u>		<u><u>1,449,763</u></u>
<b>The funds of the charity</b>					
Restricted income funds	18	5,456		8,238	
Unrestricted funds - general		836,644		563,176	
Unrestricted funds - Designated	19	824,080		878,349	
		<u>1,666,180</u>		<u>1,449,763</u>	

Company registration number NI028932 (Northern Ireland)

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2024

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	Notes	2024 £	£	2023 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	24		312,101		183,778
<b>Investing activities</b>					
Purchase of tangible fixed assets		(3,630)		(5,027)	
Proceeds from disposal of tangible fixed assets		480		-	
Investment income received		21,296		13,580	
<b>Net cash generated from investing activities</b>			18,146		8,553
<b>Net cash used in financing activities</b>			-		-
<b>Net increase in cash and cash equivalents</b>			330,247		192,331
Cash and cash equivalents at beginning of year			934,766		742,435
<b>Cash and cash equivalents at end of year</b>			1,265,013		934,766
<b>Relating to:</b>					
Cash at bank and in hand			1,265,013		935,210
Bank overdrafts included in creditors payable within one year			-		(444)

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# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 30 NOVEMBER 2024

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#### 1 Accounting policies

##### Charity information

Lakeland Community Care Limited is a private company limited by guarantee incorporated in Northern Ireland. The registered office is 1 Lattone Road, Belcoo, Fermanagh, BT93 5AQ.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

The charity reported a surplus in the previous financial period to the amount of £121,261, which resulted in an increase in the charity's reserves.

This was due to the Trustees carrying out a radical review of the business structure and implementing the following measures to reduce costs during 2023:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Following this, the charity has reported net income in the amount of £216,417 for the year ended 30 November 2024. Budgets prepared for the year ended 30 November 2025 and actual results post year-end to date indicate that the charity will report a net income position for the year ended 30 November 2025.

The Trustees continue to closely monitor financial performance, with management accounts reported to the Board on a monthly basis, including variance analysis between the budgets and actual results.

Based on the above, the Trustees have a reasonable expectation that the charity will continue to have a strong financial position and that there will be adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2024

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### 1 Accounting policies

(Continued)

#### 1.4 Income

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions.

Income is recognised as earned as the related services or good are provided. Grant income included in this category provides funding to support projects and is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

#### 1.5 Expenditure

Expenditure on charitable activities comprises all the resources applied by the charitable company in undertaking its work to meet its charitable objectives. Charitable activities will include the costs of governance arrangements to the general running of the charity.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods and services are supplied. Where costs cannot be directly attributed to a particular heading they have been allocated to activities on a basis consistent with the use of resources. Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	4% Straight Line
Fixtures and fittings	20% Reducing Balance
Computers	20% Reducing Balance
Motor vehicles	20% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2024

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### 1 Accounting policies

(Continued)

#### 1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.10 Taxation

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

#### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>
Donations and gifts	<b>3,036</b>	<b>17,901</b>	<b>20,937</b>	<b>1,543</b>	<b>63,100</b>	<b>64,643</b>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2024

#### 4 Income from charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£
WHSCT contract for services	4,478,215	206,010	-	4,684,225	4,398,803	193,656	-	4,592,459
Private care services	43,865	-	-	43,865	60,407	-	-	60,407
Day Centre services	-	16,440	-	16,440	-	22,292	-	22,292
Other income	-	-	18,311	18,311	-	-	26,318	26,318
	<u>4,522,080</u>	<u>222,450</u>	<u>18,311</u>	<u>4,762,841</u>	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,701,476</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	<u>4,522,080</u>	<u>222,450</u>	<u>18,311</u>	<u>4,762,841</u>	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,701,476</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

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### 5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	21,296	13,580

### 6 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Net gain on disposal of tangible fixed assets	480	-

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2024

### 7 Expenditure on charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£
<b>Direct costs</b>								
Staff costs	3,329,108	82,324	-	3,411,432	3,484,411	75,357	-	3,559,768
Carers Travel Costs	220,739	-	-	220,739	196,771	-	-	196,771
Day Centre - Travel Costs	20,683	35,750	-	56,433	-	28,777	-	28,777
Other operating costs	9,111	9,996	11,487	30,594	6,183	7,415	11,469	25,067
Protective Clothing	16,163	-	-	16,163	21,536	-	-	21,536
Meals & Food expenses	-	33,629	-	33,629	-	27,798	-	27,798
Rent	-	22,478	-	22,478	-	21,689	-	21,689
	<u>3,595,804</u>	<u>184,177</u>	<u>11,487</u>	<u>3,791,468</u>	<u>3,708,901</u>	<u>161,036</u>	<u>11,469</u>	<u>3,881,406</u>
<b>Share of support and governance costs (see note 8)</b>								
Support	640,429	109,905	36,635	786,969	599,706	112,444	37,482	749,632
Governance	8,560	1,605	535	10,700	21,920	4,110	1,370	27,400
	<u>4,244,793</u>	<u>295,687</u>	<u>48,657</u>	<u>4,589,137</u>	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	4,169,841	295,687	48,657	4,514,185	4,206,403	277,590	50,321	4,534,314
Unrestricted funds - Designated	54,269	-	-	54,269	54,269	-	-	54,269
Restricted funds	20,683	-	-	20,683	69,855	-	-	69,855
	<u>4,244,793</u>	<u>295,687</u>	<u>48,657</u>	<u>4,589,137</u>	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

### 8 Support costs allocated to activities

	2024 £	2023 £
Staff costs	462,484	416,294
Depreciation	63,467	60,515
Central premises costs	48,016	52,241
Central office costs	96,927	94,803
Consultancy support costs	8,079	15,852
Other staff costs	96,346	96,093
Other admin costs	11,650	13,834
Governance costs	10,700	27,400
	<u>797,669</u>	<u>777,032</u>
<b>Analysed between:</b>		
Outreach	648,989	621,626
Day centre	111,510	116,554
Other services	37,170	38,852
	<u>797,669</u>	<u>777,032</u>

### 9 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	10,700	27,400
Depreciation of owned tangible fixed assets	63,467	60,515
Profit on disposal of tangible fixed assets	(480)	-
	<u>79,634</u>	<u>88,325</u>

### 10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 11 Employees

The average monthly number of employees during the year was:

2024 Number	2023 Number
<u>215</u>	<u>218</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

### 11 Employees (Continued)

Employment costs	2024 £	2023 £
Wages and salaries	3,806,136	3,906,220
Other pension costs	67,780	69,842
	<u>3,873,916</u>	<u>3,976,062</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£70,001 to £80,000	<u>1</u>	<u>1</u>

### 12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 13 Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 December 2023	1,356,727	86,754	115,340	37,000	1,595,821
Additions	-	-	3,630	-	3,630
Disposals	-	-	-	(37,000)	(37,000)
At 30 November 2024	<u>1,356,727</u>	<u>86,754</u>	<u>118,970</u>	<u>-</u>	<u>1,562,451</u>
<b>Depreciation and impairment</b>					
At 1 December 2023	478,378	75,500	93,201	37,000	684,079
Depreciation charged in the year	54,269	3,726	5,472	-	63,467
Eliminated in respect of disposals	-	-	-	(37,000)	(37,000)
At 30 November 2024	<u>532,647</u>	<u>79,226</u>	<u>98,673</u>	<u>-</u>	<u>710,546</u>
<b>Carrying amount</b>					
At 30 November 2024	<u>824,080</u>	<u>7,528</u>	<u>20,297</u>	<u>-</u>	<u>851,905</u>
At 30 November 2023	<u>878,349</u>	<u>11,254</u>	<u>22,139</u>	<u>-</u>	<u>911,742</u>

Freehold land and buildings with a carrying amount of £824,080 (2023 - £878,349) have been pledged to secure borrowings of the charity. The charity is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

<b>14 Debtors</b>		<b>2024</b>	<b>2023</b>
		£	£
<b>Amounts falling due within one year:</b>			
Trade debtors		31,431	52,978
Other debtors		4,121	16,644
		<u>35,552</u>	<u>69,622</u>
<b>15 Loans and overdrafts</b>		<b>2024</b>	<b>2023</b>
		£	£
Bank overdrafts		-	444
		<u>-</u>	<u>444</u>
Payable within one year		-	444
		<u>-</u>	<u>444</u>
<b>16 Creditors: amounts falling due within one year</b>		<b>2024</b>	<b>2023</b>
	<b>Notes</b>	£	£
Bank overdrafts	15	-	444
Other taxation and social security		52,692	48,305
Trade creditors		55,651	40,254
Accruals and deferred income		377,947	377,808
		<u>486,290</u>	<u>466,811</u>
<b>17 Retirement benefit schemes</b>		<b>2024</b>	<b>2023</b>
<b>Defined contribution schemes</b>		£	£
Charge to profit or loss in respect of defined contribution schemes		67,780	69,842
		<u>67,780</u>	<u>69,842</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2024

#### 18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 December 2023 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2024 £
Independent Age	364	2,000	(2,364)	-	-
CLEAR	7,874	4,456	(7,874)	-	4,456
Fermanagh & Omagh District Council	-	945	(945)	-	-
SECAD	-	1,000	(1,000)	-	-
Fermanagh Trust	-	1,000	-	-	1,000
Department for Communities	-	8,500	(8,500)	-	-
	<u>8,238</u>	<u>17,901</u>	<u>(20,683)</u>	<u>-</u>	<u>5,456</u>
<b>Previous year:</b>	<b>At 1 December 2022 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>Transfers £</b>	<b>At 30 November 2023 £</b>
Independent Age	-	38,000	(37,636)	-	364
Education Authority	-	10,000	(9,983)	(17)	-
CLEAR	-	8,802	(4,340)	3,412	7,874
Arts Council for Northern Ireland	6,025	-	(6,695)	670	-
Fermanagh & Omagh District - Social Supermarket	-	5,000	(10,000)	5,000	-
SECAD	-	1,298	(1,201)	(97)	-
	<u>6,025</u>	<u>63,100</u>	<u>(69,855)</u>	<u>8,968</u>	<u>8,238</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2024

### 18 Restricted funds

(Continued)

#### Nature of restricted reserves

##### Education Authority

Funding for the delivery of a summer scheme programme.

##### Arts Council NI

Funding for classes day centre clients

##### Fermanagh & Omagh District Council - Social Supermarket

Funding to offer a longer term and sustainable response to food poverty, through advice and education.

##### CLEAR

Funding to run sustainable health activities.

##### Independent Age

A wrap around support service for older people giving advice on healthy living grants, benefits and safety.

##### SECAD

Building a stable community, providing healthy living services and promoting independence.

##### Fermanagh Trust

Wind farm grants to fund the purchase of fixtures and fittings in the new Garrison Day centre

##### Department for Communities

Funding for food and electricity vouchers for local people in need.

### 19 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities.

	At 1 December 2023 £	Resources expended £	At 30 November 2024 £
Designated property assets fund	878,349	(54,269)	824,080
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Previous year:</b>			
	At 1 December 2022 £	Resources expended £	At 30 November 2023 £
Designated property assets fund	932,618	(54,269)	878,349
	<u>          </u>	<u>          </u>	<u>          </u>

This fund represents capital expenditure on property assets. The fund balance is equivalent to the depreciated historic cost of the asset. A sum equivalent to the depreciation charge on the assets will be allocated to the fund each year, in accordance with the depreciation policy, until it is fully amortised.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2024

### 20 Analysis of net assets between funds

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
<b>Fund balances at 30 November 2024 are represented by:</b>				
Tangible assets	27,825	824,080	-	851,905
Current assets/(liabilities)	808,819	-	5,456	814,275
	<u>836,644</u>	<u>824,080</u>	<u>5,456</u>	<u>1,666,180</u>

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Fund balances at 30 November 2023 are represented by:</b>				
Tangible assets	33,393	878,349	-	911,742
Current assets/(liabilities)	529,783	-	8,238	538,021
	<u>563,176</u>	<u>878,349</u>	<u>8,238</u>	<u>1,449,763</u>

### 21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 December 2023 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2024 £
General funds	<u>563,176</u>	<u>4,787,653</u>	<u>(4,514,185)</u>	<u>-</u>	<u>836,644</u>
<b>Previous year:</b>					
	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
General funds	<u>389,859</u>	<u>4,716,599</u>	<u>(4,534,314)</u>	<u>(8,968)</u>	<u>563,176</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2024

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### 22 Financial commitments, guarantees and contingent liabilities

The freehold premises were part funded by the European Agricultural Fund for Rural Development and the Department of Agriculture and Rural Development (DARD). Under the letter of offer, a debenture was taken out between Lakeland Community Care Limited and DARD, granting a charge of £250,000 to the latter over the property. The charge is intended to secure DARD's funding of the project. In the event that the company should dispose of the property within ten years from the date when the grant was released in 2014, DARD has the right to claw back the grant paid to the company.

### 23 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

24 Cash generated from operations	2024 £	2023 £
Surplus for the year	216,417	121,261
Adjustments for:		
Investment income recognised in statement of financial activities	(21,296)	(13,580)
Gain on disposal of tangible fixed assets	(480)	-
Depreciation and impairment of tangible fixed assets	63,467	60,515
Movements in working capital:		
Decrease in debtors	34,070	34,523
Increase/(decrease) in creditors	19,923	(18,941)
<b>Cash generated from operations</b>	<b>312,101</b>	<b>183,778</b>

### 25 Analysis of changes in net funds

The charity had no debt during the year.

### 26 Auditors' Ethical Standards

In common with many businesses of our size and nature, we use our auditors to assist with the compilation of the statutory financial statements.

**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Accounts

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**Charity registration number NIC100992**

**Company registration number NI028932 (Northern Ireland)**

**LAKELAND COMMUNITY CARE LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2023**

# LAKELAND COMMUNITY CARE LIMITED

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# LAKELAND COMMUNITY CARE LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr Emmet McNulty (Chair) Miss Margaret Gallagher MBE JP (Vice-Chair) Dr Lucia A Maguire MB MRCP Mr Noel McAllister Mrs Louise McLaughlin-Borlace Mr Robert Gibson Mr Roderick Farrell (Appointed 30 May 2023)
<b>Secretary</b>	Mr Pat McGurn MBE
<b>Charity number</b>	NIC100992
<b>Company number</b>	NI028932
<b>Registered office</b>	1 Lattone Road Belcoo Fermanagh BT93 5AQ
<b>Auditor</b>	Moore (NI) LLP 21-23 Clarendon Street Derry-Londonderry BT48 7EP
<b>Bankers</b>	Ulster Bank Limited 16 Darling Street Enniskillen Fermanagh BT74 7ER
<b>Solicitors</b>	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW

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# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 NOVEMBER 2023

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The trustees present their annual report and financial statements for the year ended 30 November 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

### Objectives and activities

Our charitable objects consist of:

- the provision of facilities and services in the interests of social welfare,
- the promotion of community development helping those suffering disadvantage,
- the promotion of health and wellbeing tackling health inequalities.

Our charitable objects focus our work on helping those who are vulnerable and in need in our community. Our aim is to provide compassionate care services and wraparound supports, creating opportunities for our service users to lead the fullest of lives at home and in their local community.

We have 3 objectives:

- 1) Care – Caring 'in' our Community;
- 2) Community – Caring 'for' our Community; and
- 3) Collaboration – Reaching Out, Making Connections and Working in Partnership.

To deliver our objectives we provide domiciliary (home) care, day centre care and community services/programmes. Our domiciliary services include personal care, dementia support, mental health care, respite, high dependency and palliative end-of-life care. We provide care to individuals in their own homes in accordance with care plans drawn up by social workers from the local health and social services trust, assisting people to live independently with dignity, compassion and respect.

In our 5 Day Centres we run social engagement and activity programmes, as well as providing a range of care and support services. Our day centres aim to improve the quality of life of older people by providing practical assistance to help them be independent, as well as the opportunity to socialise with other people and make friends. Support services include hot meals, personal care, laundry, hairdressing and foot care.

We cater for a diverse client base supporting older people, those with long-term conditions, physical and learning disabilities and people with mental ill-health.

Our flagship Healthy Living Centre provides a variety of community health and well-being initiatives helping older people, families and vulnerable individuals in our community.

Our main activities include:

- Local delivery of domiciliary care services, through teams of carers working in the local community;
- Provision of day care services and supports through five Day Centres situated in the villages of: Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore;
- Operation of our Healthy Living Centre, providing community engagement programmes and health promotion initiatives;
- Management of our headquarters (in Belcoo) providing strategic and corporate/administrative functions;
- Management of two outreach administration/community hubs (in Enniskillen and Omagh) for our staff training, community engagement and health promotion work;
- Provision of In-house training, supervised by our fully qualified trainers;
- Provision of employment to over 250 local people, particularly women: all staff are registered with NISCC;
- Partnership working to provide community support and health promotion programmes.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2023

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Specific objectives for the year included:

- Meet the increasing demand for care and support services in our community;
- Continue to adapt our services, helping our service users deal with the impact COVID-19 has had on their everyday lives;
- Develop our community support role, designing and delivering services and programmes in our community, connecting with and supporting those in need;
- Work collaboratively within the health and social care system to address challenges and support the community we serve;
- Link up with Fermanagh Rural Community Network to deliver community health and wellbeing initiatives in Fermanagh;
- Work with Arc and Oak Healthy Living Centres to deliver 'The development of Health and Well-being Hubs in Enniskillen and West Fermanagh' (CAWT Project);
- Complete a strategic planning process reflecting our current context and mapping out a clear strategic direction for the organisation;
- Develop our internal control system including our policies and procedures manual and staff handbook;
- Partner with People Services to enhance our human resources;
- Develop our staff with online training in specific areas. - 80% of staff have achieved NVQ to at least level 2;
- Promote new recruits to avail of the Funded NVQ Level 2 and 3 Programmes through Rutledge Recruitment.
- Upgrade our telecommunication SYSTEM to a cloud based system.
- Use new technology to streamline our administration processes including Carefree monitoring system and online recruitment portal;
- Raise our profile through the development of our website and online social media presence;
- Complete a company 'rebrand' including promotional materials, corporate stationary, online content etc.;
- Maintain our reserves at the required level to meet ongoing challenges in line with our Reserves Policy.

#### **Public Benefit**

The Trustees confirm that they have complied with their duty under section 4(b) of the Charities Act (Northern Ireland) 2008 to have regard to the Charity Commission for Northern Ireland's guidance on public benefit and that the public benefit requirement has informed the activities of the charity in the year.

Lakeland Community Care covered expenditure above that which they received funding for within the year. They did this through providing administrative services, covering additional expenditure on projects and through covering the cost of delivering meals within the local area during Covid 19. Some of the projects that they contributed towards include:

- The Day Centres' additional cost of £50,000, including Covid guidelines, bus and meals increase costs
- Fermanagh and Omagh District Council meals and parcels distribution, costing £13,500
- Administration and delivery costs, approximately £2,000
- Community Fund NI - £7,200
- Administration and delivery cost - £2,000

#### **Statement of compliance with Charity Commission guidance**

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Achievements and performance

*Significant activities and achievements against objectives*

#### Thanks

We work with a wide range of organisations, and are very grateful to the following for their support during the past year:

- Towergate - Insurance Brokers.
- Belcoo Enterprise Centre - Day Care Centre;
- Cleaver Fulton Rankin - Solicitors;
- CavanaghKelly - Chartered Accountants;
- Melvin Enterprises Ltd - Day Care Centre;
- Newtownbutler Community Development Association - Day Care Centre;
- People Services - Human Resource Consultants;
- South West Fermanagh Development Organisation - Day Care Centre;
- Western Health and Social Care Trust;
- Tir Navar - Day Care Centre;
- Fermanagh Rural Community Network;
- Co-operation and Working Together (CAWT)
- Fermanagh and Omagh District Council
- Co-Sync (Arc, Oak, LCC, FRCN)

#### Financial review

The charity's net outgoing resources for the year ended 30 November 2023 was £121,261 and the year end financial position amounted to total charity funds of £1,449,763. The trustees acknowledge the challenges of operating during the period with the continuing impact of the pandemic on operating, tightening of costs by the local health and social care trust and the increased cost of complying with legislation.

Our concerns for the future remain unchanged from those expressed in prior years, i.e. to maintain the levels of income against a background of ever-tightening cost controls imposed on us by the local health trust and dealing with increased levels of regulation and being able to absorb the associated costs relating thereto. Lakeland Community Care Limited is required to comply with certain minimum standards of care, provide high standards of training for its staff and undertake home audit visits to monitor the standard of care provided to clients against a background of real reductions in funding from our local health trust. From April 2008 the charity was required to register with the Regulation Quality Improvement Authority (RQIA).

The trustees are confident that the charity can continue to provide a good quality service to its clients and has sufficient reserves to allow it to adapt to the changing environment in domiciliary care.

The trustees are concerned at the level of costs incurred in providing day care facilities at the charity's day care centres in Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore. The costs, including central overheads, exceed day care centre income. Our local health trust has signalled that they propose to reduce the number of day care places that they will fund; this despite our view that demand for day care provision remains high. Any reduction in the level of day care provision funded by our health trust will impact adversely on our finances in so far as central overheads will have to be absorbed by other activities undertaken by us hence the need for a fundraising strategy.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Going Concern

The charity reported deficit in the previous financial period of £300,258, which resulted in a significant reduction in the charity's reserves. However, the Board carried out a radical review of the business structure during the financial year ending 30 November 2023, to restore the charity to a profit-making position.

The following decisions were taken to reduce costs:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Revised forecasts were prepared as a result of the above actions, including sensitivity analysis to consider various potential outcomes. The actions taken by the board have resulted in the charity going from making £300,258 of a loss in the 2022 financial year, to £121,261 of a profit in 2023. The Board have continued to implement the same

Based on the above, the Trustees have a reasonable expectation that the charity can improve its current financial position and that there will be adequate resources to continue in operational existence for the foreseeable future.

### Reserves policy

As we are a charity whose principal aim is to provide facilities in the interest of social welfare and promotion of health, and also to set an example to others, we believe that we need a particularly transparent reserves policy.

In order to fulfil our responsibility to secure Lakeland Community Care Limited's viability beyond the immediate future and to protect the charity against serious disruption to its charitable work, we need to maintain sufficient reserves against future uncertainty, to absorb setbacks and to take advantage of change and opportunities in the long term.

To that purpose, our overall target is to have cash and liquid reserves to enable the company to continue to operate for a period of three to four months after the withdrawal of funding to enable a structured phasing out of services.

In addition, in any one year we may earmark unrestricted funds for particular designated initiatives or purposes. The reasons for the setting up of such funds, the policy for any transfers between funds and the allocation to or from designated funds will be stated in the notes to the financial statements.

Our reserves policy will be reviewed at least annually to ensure that it reflects current and future needs, risks, opportunities and contingencies. Designated funds will be reviewed annually also.

### Taxation status

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### **Risk Management**

Formal arrangements are in place for identifying all operational risks. This is done on an ongoing basis.

Although it is the responsibility of our chief executive officer to identify, monitor, mitigate and report operational risks, the process is facilitated by our finance management committee. The finance management committee's objective is to ensure that the trustees' risk appetite is reflected in everything the charity does. Areas of concern which are included in the Risk register are:

- General or specific downturns in income or unforeseen items of major expenditure;
- Online / I.T. developments, data protection and cyber security - we invest in I.T. support to help us protect our business resilience;
- Quality standards and accreditation - we focus on the issue of quality on a continuing basis, constantly striving to maintain and improve standards where this is possible. We continue to monitor, and indeed are pro-active in seeking feedback from our private clients and the Western Health and Social Care Trust. We conduct interviews with our clients on a one-to-one basis and also issue client survey forms. Any complaints are investigated promptly. We also welcome suggestions from staff and clients;
- Implementation of company development strategy;
- HMRC minimum wage legislation especially travel allowance.
- Major pandemic within the population
- Impact of Covid 19 pandemic on our services and the community we support.

### **Other risks and uncertainties**

The Trustees consider that the other principal risks and uncertainties going forward which may have a material impact on the charity's performance can be summarised as follows:

- Potential loss of the contract for the provision of domiciliary services
- Loss of hours due to Trust Optimisation programme
- Contractual obligations and associated penalties;
- Increased costs due to National Minimum Wage changing to the new Living Wage from April 2024;
- Increased cost of pension contributions under the new pensions' regime;
- Workforce shortages: staff recruitment and retention - with an ageing population more people are needing care, demand is increasing but the supply of labour is not keeping pace to sustain and grow our services;
- Sourcing funding for our Healthy Living Centre community engagement and support services/programmes in a highly competitive environment;
- Changes in interest rates;
- Developing services through FRCN.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Plans for future periods

Implement our new Strategic Plan covering the period 2022-2030.

We are committed to delivering against our 3 Objectives (Care, Community & Collaboration) and our 5 Strategic Priorities (People, Services, Community, Organisation and Partnership) to achieve our ambitions, namely:

- Care for our people making Lakeland Community Care a great place to work;
- Provide compassionate care to all our service users and their families;
- Expand our community support services and engagement programmes;
- Focus on our health promotion role working to reduce health inequalities;
- Reach out, make connections and work in partnership to provide health and wellbeing services in our community;
- Build strategic alliances with community/voluntary sector organisations;
- Set us up for success through good governance and operational excellence

Changes to our Strategy, including new or additional activities, may be required in the future as we consider the implications of operational demands and our changing operating environment. There is currently a high level of uncertainty as the community/voluntary, public and private sectors consider the long-term impacts of the recent pandemic as part of recovery. Flexibility is thus embedded in the plan, to enable us to adapt our activities accordingly.

Specific areas of focus include:

#### Invest in our People

- Attracting, sustaining and growing our workforce;
- Investing in ongoing staff training and development;
- Reviewing our staff complement and optimising our structure to meet business needs;
- Focusing on recognition, reward and employee wellbeing.

#### Invest in our Services

- Delivering quality care - sustaining and developing our services;
- Engaging with our service users and being responsive to their changing needs;
- Providing seamless care - engaging with other agencies in supporting service users;
- Contingency planning.

#### Invest in our Community

- Developing our community engagement and outreach work;
- Growing our role in health promotion expanding our wellbeing programmes/activities;
- Developing a fundraising strategy;
- Developing social enterprise within the existing enterprise centre;
- Developing plans for the Healthy Living Centre
- Working with Arc and Oak Healthy Living Centres to deliver 'The development of Health and well-being Hubs in Enniskillen and West Fermanagh (CAWT Project).

#### Invest in our Organisation

- Developing the diversity of our Board and Management succession planning;
- Broadening the scope of our work to build resilience;
- Continuing to develop our 'brand' to increase understanding of who we are and what we do;
- Working to sustain our competitive advantage by focusing on our social value, human capital, innovation and technology, efficiency and profitability and revenue diversification;
- Implementing recommendations made by our quality assessment officer;
- Maintaining total reserves at the 2014 level over a ten-year period.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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Invest in our Partnerships

- Developing our advocacy role, providing a 'voice' for our service users and as part of the independent sector raising awareness of the issues affecting service provision;
- Using our collective 'voice' to lobby for a 'joined-up' national response to sectoral labour supply shortages.
- Taking the learning from the pandemic and applying it to our future work, building on a community-driven approach, focusing on the value we can bring to each other collaborating to achieve greater impact for the community we serve.

### **Structure, governance and management**

The charity is a company limited by guarantee and was set up in November 1994. It is governed by its memorandum and articles of association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Emmet McNulty (Chair)

Miss Margaret Gallagher MBE JP (Vice-Chair)

Dr Lucia A Maguire MB MRCP

Mr Noel McAllister

Mrs Louise McLaughlin-Borlace

Mr Robert Gibson

Mr Roderick Farrell

(Appointed 30 May 2023)

### *Recruitment and appointment of trustees*

In accordance with the Articles of Association, Mr Noel McAllister, Dr Kathleen Sweeney, and Mrs Pamela Ferguson retire by rotation and, being eligible, offer themselves for re-appointment.

After consulting with local community associations, we advertise trustee vacancies. We are mindful when appointing new trustees of identifying gaps in the board of trustees in terms of skills, knowledge, gender etc. All existing trustees are consulted on the selection of a new trustee before appointments are finalised.

The charity is a company limited by guarantee having no share capital. The board confirm that there are no trustees' interests which require disclosure.

Our headquarters comprising our strategic and corporate functions with training suite is located in the Healthy Living Centre, 1 Lattone Road, Belcoo, Co Fermanagh.

From there we:

- Organise care packages;
- Manage our five day centres;
- Organise and administer our in-house and tailored training;
- Manage Lakeland Community Care Limited's governance, financial reporting and strategic development;
- Hold the trustees' monthly board meetings;
- Provide a Men's Shed facility;
- Hold Women's group meetings;
- Provide exercise classes;
- Hold a parent and toddler group.
- Support local GAA functions

Our two administrative and community hubs are at Unit 4L, Lancer Buildings, Gortrush Industrial Estate, Omagh, and 3 Queen Street, Enniskillen.

A voluntary board of trustees is responsible for the overall management and direction of the charity. The board meets, at least, eleven times a year. A finance management committee meet on a quarterly basis and reports to the trustees. The finance management committee consists of the director of finance, the chief executive officer, the company secretary, the chairman and vice-chairman.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### *Organisational structure*

Our Senior Management Team led by the Chief Executive drive the strategies and operational programmes as agreed by the Management Board.

Our Administration Team are responsible for providing administration support across 3 main functions: Care Coordination, Training/Quality Assurance and HR/Marketing.

Our Care Team comprises over 220 Carers providing care in the community and 14 Day Centre Carers, ranging in experience from Senior Carers to new recruits.

### **Our People**

One of our key strategies is to develop exceptional, motivated staff. The charity's performance is a credit to all of our staff. Their determination, commitment and enthusiasm under the leadership of our chief executive officer in a year of extremely challenging working conditions and more latterly difficult recruitment conditions cannot be overstated. The trustees would like to take this opportunity of thanking them for their contribution.

### **Capital Project**

The company acquired a site in Belcoo, Co Fermanagh and in March 2013 a property was built on the site and completed in February 2015. This property houses the company's administrative function and Healthy Living Project.

### **Statement of trustees' responsibilities**

The trustees, who are also the directors of Lakeland Community Care Limited for the purpose of company law, are responsible for preparing the Trustees' Report 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Auditor**

In accordance with the company's articles, a resolution proposing that Moore (NI) LLP be reappointed as auditor of the company will be put at a General Meeting.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2023*

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### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

Mr Emmet McNulty (Chair)  
**Trustee**

Dr Lucia A Maguire MB MRCGP  
**Trustee**

24 June 2024

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### Opinion

We have audited the financial statements of Lakeland Community Care Limited (the 'charity') for the year ended 30 November 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 30 November 2023 and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### **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 directors' report included within the trustees' 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' report and from the requirement to prepare a strategic report.

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Based on our understanding of the charitable company and its operating environment, we determined that the most significant frameworks which have a direct impact on the preparation of the financial statements are those related to the reporting framework, (FRS 102, the Charities Act (Northern Ireland) 2008, The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015, the Charity SORP and the Companies Act 2006) of which non-compliance may have a material effect on the financial statements. Compliance with these laws and regulations was assessed as part of our procedures.

Other laws and regulations of which non-compliance may have a material effect on the financial statements, e.g. through fines or litigation, were identified as regulations in relation to employment law and provision of medical care services which are regulated by the RQIA. Our required procedures in these areas are limited to inquiry of trustees and other management and inspection of any regulatory or legal correspondence. These limited procedures did not identify any actual or suspected non-compliance.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, including evaluating management's incentives and opportunities to manage earnings or influence the reported results. From the results of our assessment, we determined that the principal risks of fraud relate to posting inappropriate journal entries and use of charity funds for purposes outside of restrictions imposed by the donor. In common with all audits under ISAs (UK), we are required to perform specific procedures to respond to the risk of management override.

#### **Audit response to risks identified**

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. Audit procedures performed by the engagement team included:

- We obtained an understanding of the charitable company's internal control systems in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- We obtained an understanding of how the charitable company complies with relevant laws and regulations, including those as a result of its registration with the Charity Commission for Northern Ireland and charitable status with HM Revenue & Customs, by making enquiries of management and those charged with governance.
- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- Reviewing minutes of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- We test the completeness of income to address the risk of fraud in relation to revenue recognition.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.
- Auditing the risk of use of charity funds outside of restrictions imposed by the donor by review of funding letters of offer to identify restrictions, and review of funding claims prepared by management to check compliance with restrictions.

We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment through collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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**John Love (Senior Statutory Auditor)**  
for and on behalf of Moore (NI) LLP

24 June 2024

**Chartered Accountants**  
**Statutory Auditor**

21-23 Clarendon Street  
Derry-Londonderry  
BT48 7EP

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2023

Current financial year		Unrestricted funds general 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
	Notes					
<b>Income from:</b>						
Donations and legacies	3	1,543	-	63,100	64,643	95,739
Charitable activities	4	4,701,476	-	-	4,701,476	4,782,944
Investments	5	13,580	-	-	13,580	869
<b>Total income</b>		<b>4,716,599</b>	<b>-</b>	<b>63,100</b>	<b>4,779,699</b>	<b>4,879,552</b>
<b>Expenditure on:</b>						
Charitable activities	6	4,534,314	54,269	69,855	4,658,438	5,179,810
<b>Total expenditure</b>		<b>4,534,314</b>	<b>54,269</b>	<b>69,855</b>	<b>4,658,438</b>	<b>5,179,810</b>
<b>Net income/(expenditure)</b>		<b>182,285</b>	<b>(54,269)</b>	<b>(6,755)</b>	<b>121,261</b>	<b>(300,258)</b>
Transfers between funds		(8,968)	-	8,968	-	-
<b>Net movement in funds</b>	8	<b>173,317</b>	<b>(54,269)</b>	<b>2,213</b>	<b>121,261</b>	<b>(300,258)</b>
<b>Reconciliation of funds:</b>						
Fund balances at 1 December 2022		389,859	932,618	6,025	1,328,502	1,628,760
<b>Fund balances at 30 November 2023</b>		<b>563,176</b>	<b>878,349</b>	<b>8,238</b>	<b>1,449,763</b>	<b>1,328,502</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2023

Prior financial year		Unrestricted funds general 2022 £	Unrestricted funds Designated 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	3,492	-	92,247	95,739
Charitable activities	4	4,782,944	-	-	4,782,944
Investments	5	869	-	-	869
<b>Total income</b>		4,787,305	-	92,247	4,879,552
<b>Expenditure on:</b>					
Charitable activities	6	<b>5,018,304</b>	<b>54,269</b>	<b>107,237</b>	5,179,810
<b>Total expenditure</b>		5,018,304	54,269	107,237	5,179,810
<b>Net income and movement in funds</b>		(230,999)	(54,269)	(14,990)	(300,258)
<b>Reconciliation of funds:</b>					
Fund balances at 1 December 2021		620,858	986,887	21,015	1,628,760
<b>Fund balances at 30 November 2022</b>		389,859	932,618	6,025	1,328,502

# LAKELAND COMMUNITY CARE LIMITED

## BALANCE SHEET

AS AT 30 NOVEMBER 2023

		2023		2022	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		911,742		967,230
<b>Current assets</b>					
Debtors	13	69,622		104,145	
Cash at bank and in hand		935,210		742,435	
		<u>1,004,832</u>		<u>846,580</u>	
<b>Creditors: amounts falling due within one year</b>	15	<u>466,811</u>		<u>485,308</u>	
Net current assets			<u>538,021</u>		<u>361,272</u>
<b>Total assets less current liabilities</b>			<u><u>1,449,763</u></u>		<u><u>1,328,502</u></u>
<b>The funds of the charity</b>					
Restricted income funds	17		8,238		6,025
Unrestricted funds - general			563,176		389,859
Unrestricted funds - Designated	18		878,349		932,618
			<u>1,449,763</u>		<u>1,328,502</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 24 June 2024

Mr Emmet McNulty (Chair)  
Trustee

Dr Lucia A Maguire MB MRCGP  
Trustee

Company registration number NI028932 (Northern Ireland)

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2023

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	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	23		183,778		(310,808)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(5,027)		(1,598)	
Investment income received		13,580		869	
<b>Net cash generated from/(used in) investing activities</b>			8,553		(729)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			192,331		(311,537)
Cash and cash equivalents at beginning of year			742,435		1,053,972
<b>Cash and cash equivalents at end of year</b>			934,766		742,435
<b>Relating to:</b>					
Cash at bank and in hand			935,210		742,435
Bank overdrafts included in creditors payable within one year			(444)		-

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# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 30 NOVEMBER 2023**

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### 1 Accounting policies

#### Charity information

Lakeland Community Care Limited is a private company limited by guarantee incorporated in Northern Ireland. The registered office is 1 Lattone Road, Belcoo, Fermanagh, BT93 5AQ.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

The charity reported deficits in the previous financial period of £300,258, which resulted in a significant reduction in the charity's reserves. However, the Board carried out a radical review of the business structure during the financial year ending 30 November 2023, to restore the charity to a profit-making position.

The following decisions were taken to reduce costs:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Revised forecasts were prepared as a result of the above actions, including sensitivity analysis to consider various potential outcomes. The actions taken by the board have resulted in the charity going from making £300,258 of a loss in the 2022 financial year, to £121,261 of a profit in 2023. The Board have continued to implement the same

Based on the above, the Trustees have a reasonable expectation that the charity can improve its current financial position and that there will be adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 1 Accounting policies

(Continued)

#### 1.4 Income

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions.

Income is recognised as earned as the related services or good are provided. Grant income included in this category provides funding to support projects and is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

#### 1.5 Expenditure

Expenditure on charitable activities comprises all the resources applied by the charitable company in undertaking its work to meet its charitable objectives. Charitable activities will include the costs of governance arrangements to the general running of the charity.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods and services are supplied. Where costs cannot be directly attributed to a particular heading they have been allocated to activities on a basis consistent with the use of resources. Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	4% Straight Line
Fixtures and fittings	20% Reducing Balance
Computers	20% Reducing Balance
Motor vehicles	20% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 1 Accounting policies

(Continued)

#### 1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.10 Taxation

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

#### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total 2022 £</b>
Donations and gifts	<b>1,543</b>	<b>63,100</b>	<b>64,643</b>	3,492	92,247	95,739

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 4 Income from charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2023	2023	2023	2023	2022	2022	2022	2022
	£	£	£	£	£	£	£	£
WHSCT contract for services	4,398,803	193,656	-	4,592,459	4,457,907	186,800	-	4,644,707
Private care services	60,407	-	-	60,407	94,032	-	-	94,032
Day Centre services	-	22,292	-	22,292	-	24,272	-	24,272
Other income	-	-	26,318	26,318	-	-	19,933	19,933
	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,701,476</u>	<u>4,551,939</u>	<u>211,072</u>	<u>19,933</u>	<u>4,782,944</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,810,493</u>	<u>4,551,939</u>	<u>211,072</u>	<u>19,933</u>	<u>4,782,944</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>13,580</u>	<u>869</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 6 Expenditure on charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2023	2023	2023	2023	2022	2022	2022	2022
	£	£	£	£	£	£	£	£
<b>Direct costs</b>								
Staff costs	3,484,411	75,357	-	3,559,768	3,891,223	97,782	-	3,989,005
Carers Travel Costs	196,771	-	-	196,771	194,213	-	-	194,213
Day Centre - Travel Costs	-	28,777	-	28,777	-	42,378	-	42,378
Other operating costs	6,183	7,415	11,469	25,067	11,932	6,428	15,414	33,774
Protective Clothing	21,536	-	-	21,536	11,297	-	-	11,297
Meals & Food expenses	-	27,798	-	27,798	-	32,918	-	32,918
Rent	-	21,689	-	21,689	-	28,642	-	28,642
	<u>3,708,901</u>	<u>161,036</u>	<u>11,469</u>	<u>3,881,406</u>	<u>4,108,665</u>	<u>208,148</u>	<u>15,414</u>	<u>4,332,227</u>
<b>Share of support and governance costs (see note 7)</b>								
Support	599,706	112,444	37,482	749,632	672,307	126,057	42,019	840,383
Governance	21,920	4,110	1,370	27,400	5,760	1,080	360	7,200
	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>	<u>4,786,732</u>	<u>335,285</u>	<u>57,793</u>	<u>5,179,810</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	4,206,403	277,590	50,321	4,534,314	4,625,226	335,285	57,793	5,018,304
Unrestricted funds - Designated	54,269	-	-	54,269	54,269	-	-	54,269
Restricted funds	69,855	-	-	69,855	107,237	-	-	107,237
	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>	<u>4,786,732</u>	<u>335,285</u>	<u>57,793</u>	<u>5,179,810</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

### 7 Support costs allocated to activities

	2023 £	2022 £
Staff costs	416,294	508,382
Depreciation	60,515	65,434
Central premises costs	52,241	60,650
Central office costs	94,803	98,107
Consultancy support costs	15,852	57,050
Other staff costs	96,093	40,070
Other admin costs	13,834	10,690
Governance costs	27,400	7,200
	<u>777,032</u>	<u>847,583</u>
<b>Analysed between:</b>		
Outreach	621,626	678,067
Day centre	116,554	127,137
Other services	38,852	42,379
	<u>777,032</u>	<u>847,583</u>

### 8 Net movement in funds

	2023 £	2022 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	27,400	7,200
Depreciation of owned tangible fixed assets	60,515	65,434
	<u>27,400</u>	<u>65,434</u>

### 9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 10 Employees

The average monthly number of employees during the year was:

2023 Number	2022 Number
218	228
<u>218</u>	<u>228</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

10 Employees	(Continued)	
Employment costs	2023 £	2022 £
Wages and salaries	3,906,220	4,413,899
Other pension costs	69,842	83,488
	<u>3,976,062</u>	<u>4,497,387</u>

There were no employees whose annual remuneration was more than £60,000.

### 11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 12 Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 December 2022	1,356,727	82,876	114,191	37,000	1,590,794
Additions	-	3,878	1,149	-	5,027
At 30 November 2023	<u>1,356,727</u>	<u>86,754</u>	<u>115,340</u>	<u>37,000</u>	<u>1,595,821</u>
<b>Depreciation and impairment</b>					
At 1 December 2022	424,109	74,288	88,167	37,000	623,564
Depreciation charged in the year	54,269	1,212	5,034	-	60,515
At 30 November 2023	<u>478,378</u>	<u>75,500</u>	<u>93,201</u>	<u>37,000</u>	<u>684,079</u>
<b>Carrying amount</b>					
At 30 November 2023	<u>878,349</u>	<u>11,254</u>	<u>22,139</u>	<u>-</u>	<u>911,742</u>
At 30 November 2022	<u>932,618</u>	<u>8,587</u>	<u>26,025</u>	<u>-</u>	<u>967,230</u>

Freehold land and buildings with a carrying amount of £878,349 (2022 - £932,618) have been pledged to secure borrowings of the charity. The charity is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

### 13 Debtors

Amounts falling due within one year:	2023 £	2022 £
Trade debtors	52,978	93,100
Other debtors	16,644	11,045
	<u>69,622</u>	<u>104,145</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 14 Loans and overdrafts

	2023 £	2022 £
Bank overdrafts	444	-
Payable within one year	444	-

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

	Notes	2023 £	2022 £
Bank overdrafts	14	444	-
Other taxation and social security		48,305	61,962
Trade creditors		40,254	37,793
Accruals and deferred income		377,808	385,553
		<u>466,811</u>	<u>485,308</u>

### 16 Retirement benefit schemes

	2023 £	2022 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	69,842	83,488

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

### 17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
Independent Age	-	1,298	(1,201)	(97)	-
Education Authority	-	38,000	(37,636)	-	364
CLEAR	-	8,802	(4,340)	3,412	7,874
Arts Council for Northern Ireland	6,025	-	(6,695)	670	-
Fermanagh & Omagh District - Social Supermarket	-	5,000	(10,000)	5,000	-
	<u>6,025</u>	<u>63,100</u>	<u>(69,855)</u>	<u>8,968</u>	<u>8,238</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 17 Restricted funds (Continued)

Previous year:	At 1 December 2021 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2022 £
Fermanagh & Omagh District Council	-	11,887	(11,887)	-	-
The Executive Office - TBUC	-	9,043	(9,043)	-	-
Awards for All	10,000	-	(10,000)	-	-
Department of Health	3,800	9,600	(13,400)	-	-
Education Authority	3,872	-	(3,872)	-	-
The Executive Office - Central Good Relations Fund	3,343	5,397	(8,740)	-	-
Arts Council for Northern Ireland	-	6,025	-	-	6,025
Keep NI - Pollinator grant	-	3,731	(3,731)	-	-
WHSCT COVID Maternity Allowance	-	45,970	(45,970)	-	-
Windfarm grants	-	594	(594)	-	-
	<u>21,015</u>	<u>92,247</u>	<u>(107,237)</u>	<u>-</u>	<u>6,025</u>

#### Nature of restricted reserves

##### Education Authority

Funding for the delivery of a summer scheme programme.

##### Arts Council NI

Funding for classes day centre clients

##### Fermanagh & Omagh District Council - Social Supermarket

Funding to offer a longer term and sustainable response to food poverty, through advice and education.

##### CLEAR

Funding to run sustainable health activities.

##### Independent Age

A wrap around support service for older people giving advice on healthy living grants, benefits and safety.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

### 18 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities.

	At 1 December 2022 £	Resources expended £	At 30 November 2023 £
Designated property assets fund	932,618	(54,269)	878,349
<b>Previous year:</b>	<b>At 1 December 2021 £</b>	<b>Resources expended £</b>	<b>At 30 November 2022 £</b>
Designated property assets fund	986,887	(54,269)	932,618

This fund represents capital expenditure on property assets. The fund balance is equivalent to the depreciated historic cost of the asset. A sum equivalent to the depreciation charge on the assets will be allocated to the fund each year, in accordance with the depreciation policy, until it is fully amortised.

### 19 Analysis of net assets between funds

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Fund balances at 30 November 2023 are represented by:</b>				
Tangible assets	33,393	878,349	-	911,742
Current assets/(liabilities)	529,783	-	8,238	538,021
	<u>563,176</u>	<u>878,349</u>	<u>8,238</u>	<u>1,449,763</u>
	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Fund balances at 30 November 2022 are represented by:</b>				
Tangible assets	34,612	932,618	-	967,230
Current assets/(liabilities)	355,247	-	6,025	361,272
	<u>389,859</u>	<u>932,618</u>	<u>6,025</u>	<u>1,328,502</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
General funds	389,859	4,716,599	(4,534,314)	(8,968)	563,176
<b>Previous year:</b>					
	At 1 December 2021 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2022 £
General funds	620,858	4,787,305	(5,018,304)	-	389,859

### 21 Financial commitments, guarantees and contingent liabilities

The freehold premises were part funded by the European Agricultural Fund for Rural Development and the Department of Agriculture and Rural Development (DARD). Under the letter of offer, a debenture was taken out between Lakeland Community Care Limited and DARD, granting a charge of £250,000 to the latter over the property. The charge is intended to secure DARD's funding of the project. In the event that the company should dispose of the property within ten years from the date when the grant was released in 2014, DARD has the right to claw back the grant paid to the company.

### 22 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

### 23 Cash generated from operations

	2023 £	2022 £
Surplus/(deficit) for the year	121,261	300,258
Adjustments for:		
Investment income recognised in statement of financial activities	(13,580)	(869)
Depreciation and impairment of tangible fixed assets	60,515	65,434
Movements in working capital:		
Decrease in debtors	34,523	6,384
(Decrease) in creditors	(18,941)	(81,499)
<b>Cash generated from/(absorbed by) operations</b>	<b>183,778</b>	<b>(310,808)</b>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2023*

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### **24 Analysis of changes in net funds**

The charity had no debt during the year.

### **25 Auditors' Ethical Standards**

In common with many businesses of our size and nature, we use our auditors to assist with the compilation of the statutory financial statements.

**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Annual report

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**Charity registration number NIC100992**

**Company registration number NI028932 (Northern Ireland)**

**LAKELAND COMMUNITY CARE LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2023**

# LAKELAND COMMUNITY CARE LIMITED

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# LAKELAND COMMUNITY CARE LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr Emmet McNulty (Chair) Miss Margaret Gallagher MBE JP (Vice-Chair) Dr Lucia A Maguire MB MRCP Mr Noel McAllister Mrs Louise McLaughlin-Borlace Mr Robert Gibson Mr Roderick Farrell (Appointed 30 May 2023)
<b>Secretary</b>	Mr Pat McGurn MBE
<b>Charity number</b>	NIC100992
<b>Company number</b>	NI028932
<b>Registered office</b>	1 Lattone Road Belcoo Fermanagh BT93 5AQ
<b>Auditor</b>	Moore (NI) LLP 21-23 Clarendon Street Derry-Londonderry BT48 7EP
<b>Bankers</b>	Ulster Bank Limited 16 Darling Street Enniskillen Fermanagh BT74 7ER
<b>Solicitors</b>	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW

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# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 NOVEMBER 2023

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The trustees present their annual report and financial statements for the year ended 30 November 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

### Objectives and activities

Our charitable objects consist of:

- the provision of facilities and services in the interests of social welfare,
- the promotion of community development helping those suffering disadvantage,
- the promotion of health and wellbeing tackling health inequalities.

Our charitable objects focus our work on helping those who are vulnerable and in need in our community. Our aim is to provide compassionate care services and wraparound supports, creating opportunities for our service users to lead the fullest of lives at home and in their local community.

We have 3 objectives:

- 1) Care – Caring 'in' our Community;
- 2) Community – Caring 'for' our Community; and
- 3) Collaboration – Reaching Out, Making Connections and Working in Partnership.

To deliver our objectives we provide domiciliary (home) care, day centre care and community services/programmes. Our domiciliary services include personal care, dementia support, mental health care, respite, high dependency and palliative end-of-life care. We provide care to individuals in their own homes in accordance with care plans drawn up by social workers from the local health and social services trust, assisting people to live independently with dignity, compassion and respect.

In our 5 Day Centres we run social engagement and activity programmes, as well as providing a range of care and support services. Our day centres aim to improve the quality of life of older people by providing practical assistance to help them be independent, as well as the opportunity to socialise with other people and make friends. Support services include hot meals, personal care, laundry, hairdressing and foot care.

We cater for a diverse client base supporting older people, those with long-term conditions, physical and learning disabilities and people with mental ill-health.

Our flagship Healthy Living Centre provides a variety of community health and well-being initiatives helping older people, families and vulnerable individuals in our community.

Our main activities include:

- Local delivery of domiciliary care services, through teams of carers working in the local community;
- Provision of day care services and supports through five Day Centres situated in the villages of: Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore;
- Operation of our Healthy Living Centre, providing community engagement programmes and health promotion initiatives;
- Management of our headquarters (in Belcoo) providing strategic and corporate/administrative functions;
- Management of two outreach administration/community hubs (in Enniskillen and Omagh) for our staff training, community engagement and health promotion work;
- Provision of In-house training, supervised by our fully qualified trainers;
- Provision of employment to over 250 local people, particularly women: all staff are registered with NISCC;
- Partnership working to provide community support and health promotion programmes.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2023

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Specific objectives for the year included:

- Meet the increasing demand for care and support services in our community;
- Continue to adapt our services, helping our service users deal with the impact COVID-19 has had on their everyday lives;
- Develop our community support role, designing and delivering services and programmes in our community, connecting with and supporting those in need;
- Work collaboratively within the health and social care system to address challenges and support the community we serve;
- Link up with Fermanagh Rural Community Network to deliver community health and wellbeing initiatives in Fermanagh;
- Work with Arc and Oak Healthy Living Centres to deliver 'The development of Health and Well-being Hubs in Enniskillen and West Fermanagh' (CAWT Project);
- Complete a strategic planning process reflecting our current context and mapping out a clear strategic direction for the organisation;
- Develop our internal control system including our policies and procedures manual and staff handbook;
- Partner with People Services to enhance our human resources;
- Develop our staff with online training in specific areas. - 80% of staff have achieved NVQ to at least level 2;
- Promote new recruits to avail of the Funded NVQ Level 2 and 3 Programmes through Rutledge Recruitment.
- Upgrade our telecommunication SYSTEM to a cloud based system.
- Use new technology to streamline our administration processes including Carefree monitoring system and online recruitment portal;
- Raise our profile through the development of our website and online social media presence;
- Complete a company 'rebrand' including promotional materials, corporate stationary, online content etc.;
- Maintain our reserves at the required level to meet ongoing challenges in line with our Reserves Policy.

#### **Public Benefit**

The Trustees confirm that they have complied with their duty under section 4(b) of the Charities Act (Northern Ireland) 2008 to have regard to the Charity Commission for Northern Ireland's guidance on public benefit and that the public benefit requirement has informed the activities of the charity in the year.

Lakeland Community Care covered expenditure above that which they received funding for within the year. They did this through providing administrative services, covering additional expenditure on projects and through covering the cost of delivering meals within the local area during Covid 19. Some of the projects that they contributed towards include:

- The Day Centres' additional cost of £50,000, including Covid guidelines, bus and meals increase costs
- Fermanagh and Omagh District Council meals and parcels distribution, costing £13,500
- Administration and delivery costs, approximately £2,000
- Community Fund NI - £7,200
- Administration and delivery cost - £2,000

#### **Statement of compliance with Charity Commission guidance**

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Achievements and performance

*Significant activities and achievements against objectives*

#### Thanks

We work with a wide range of organisations, and are very grateful to the following for their support during the past year:

- Towergate - Insurance Brokers.
- Belcoo Enterprise Centre - Day Care Centre;
- Cleaver Fulton Rankin - Solicitors;
- CavanaghKelly - Chartered Accountants;
- Melvin Enterprises Ltd - Day Care Centre;
- Newtownbutler Community Development Association - Day Care Centre;
- People Services - Human Resource Consultants;
- South West Fermanagh Development Organisation - Day Care Centre;
- Western Health and Social Care Trust;
- Tir Navar - Day Care Centre;
- Fermanagh Rural Community Network;
- Co-operation and Working Together (CAWT)
- Fermanagh and Omagh District Council
- Co-Sync (Arc, Oak, LCC, FRCN)

#### Financial review

The charity's net outgoing resources for the year ended 30 November 2023 was £121,261 and the year end financial position amounted to total charity funds of £1,449,763. The trustees acknowledge the challenges of operating during the period with the continuing impact of the pandemic on operating, tightening of costs by the local health and social care trust and the increased cost of complying with legislation.

Our concerns for the future remain unchanged from those expressed in prior years, i.e. to maintain the levels of income against a background of ever-tightening cost controls imposed on us by the local health trust and dealing with increased levels of regulation and being able to absorb the associated costs relating thereto. Lakeland Community Care Limited is required to comply with certain minimum standards of care, provide high standards of training for its staff and undertake home audit visits to monitor the standard of care provided to clients against a background of real reductions in funding from our local health trust. From April 2008 the charity was required to register with the Regulation Quality Improvement Authority (RQIA).

The trustees are confident that the charity can continue to provide a good quality service to its clients and has sufficient reserves to allow it to adapt to the changing environment in domiciliary care.

The trustees are concerned at the level of costs incurred in providing day care facilities at the charity's day care centres in Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore. The costs, including central overheads, exceed day care centre income. Our local health trust has signalled that they propose to reduce the number of day care places that they will fund; this despite our view that demand for day care provision remains high. Any reduction in the level of day care provision funded by our health trust will impact adversely on our finances in so far as central overheads will have to be absorbed by other activities undertaken by us hence the need for a fundraising strategy.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Going Concern

The charity reported deficit in the previous financial period of £300,258, which resulted in a significant reduction in the charity's reserves. However, the Board carried out a radical review of the business structure during the financial year ending 30 November 2023, to restore the charity to a profit-making position.

The following decisions were taken to reduce costs:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Revised forecasts were prepared as a result of the above actions, including sensitivity analysis to consider various potential outcomes. The actions taken by the board have resulted in the charity going from making £300,258 of a loss in the 2022 financial year, to £121,261 of a profit in 2023. The Board have continued to implement the same

Based on the above, the Trustees have a reasonable expectation that the charity can improve its current financial position and that there will be adequate resources to continue in operational existence for the foreseeable future.

### Reserves policy

As we are a charity whose principal aim is to provide facilities in the interest of social welfare and promotion of health, and also to set an example to others, we believe that we need a particularly transparent reserves policy.

In order to fulfil our responsibility to secure Lakeland Community Care Limited's viability beyond the immediate future and to protect the charity against serious disruption to its charitable work, we need to maintain sufficient reserves against future uncertainty, to absorb setbacks and to take advantage of change and opportunities in the long term.

To that purpose, our overall target is to have cash and liquid reserves to enable the company to continue to operate for a period of three to four months after the withdrawal of funding to enable a structured phasing out of services.

In addition, in any one year we may earmark unrestricted funds for particular designated initiatives or purposes. The reasons for the setting up of such funds, the policy for any transfers between funds and the allocation to or from designated funds will be stated in the notes to the financial statements.

Our reserves policy will be reviewed at least annually to ensure that it reflects current and future needs, risks, opportunities and contingencies. Designated funds will be reviewed annually also.

### Taxation status

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### **Risk Management**

Formal arrangements are in place for identifying all operational risks. This is done on an ongoing basis.

Although it is the responsibility of our chief executive officer to identify, monitor, mitigate and report operational risks, the process is facilitated by our finance management committee. The finance management committee's objective is to ensure that the trustees' risk appetite is reflected in everything the charity does. Areas of concern which are included in the Risk register are:

- General or specific downturns in income or unforeseen items of major expenditure;
- Online / I.T. developments, data protection and cyber security - we invest in I.T. support to help us protect our business resilience;
- Quality standards and accreditation - we focus on the issue of quality on a continuing basis, constantly striving to maintain and improve standards where this is possible. We continue to monitor, and indeed are pro-active in seeking feedback from our private clients and the Western Health and Social Care Trust. We conduct interviews with our clients on a one-to-one basis and also issue client survey forms. Any complaints are investigated promptly. We also welcome suggestions from staff and clients;
- Implementation of company development strategy;
- HMRC minimum wage legislation especially travel allowance.
- Major pandemic within the population
- Impact of Covid 19 pandemic on our services and the community we support.

### **Other risks and uncertainties**

The Trustees consider that the other principal risks and uncertainties going forward which may have a material impact on the charity's performance can be summarised as follows:

- Potential loss of the contract for the provision of domiciliary services
- Loss of hours due to Trust Optimisation programme
- Contractual obligations and associated penalties;
- Increased costs due to National Minimum Wage changing to the new Living Wage from April 2024;
- Increased cost of pension contributions under the new pensions' regime;
- Workforce shortages: staff recruitment and retention - with an ageing population more people are needing care, demand is increasing but the supply of labour is not keeping pace to sustain and grow our services;
- Sourcing funding for our Healthy Living Centre community engagement and support services/programmes in a highly competitive environment;
- Changes in interest rates;
- Developing services through FRCN.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Plans for future periods

Implement our new Strategic Plan covering the period 2022-2030.

We are committed to delivering against our 3 Objectives (Care, Community & Collaboration) and our 5 Strategic Priorities (People, Services, Community, Organisation and Partnership) to achieve our ambitions, namely:

- Care for our people making Lakeland Community Care a great place to work;
- Provide compassionate care to all our service users and their families;
- Expand our community support services and engagement programmes;
- Focus on our health promotion role working to reduce health inequalities;
- Reach out, make connections and work in partnership to provide health and wellbeing services in our community;
- Build strategic alliances with community/voluntary sector organisations;
- Set us up for success through good governance and operational excellence

Changes to our Strategy, including new or additional activities, may be required in the future as we consider the implications of operational demands and our changing operating environment. There is currently a high level of uncertainty as the community/voluntary, public and private sectors consider the long-term impacts of the recent pandemic as part of recovery. Flexibility is thus embedded in the plan, to enable us to adapt our activities accordingly.

Specific areas of focus include:

#### Invest in our People

- Attracting, sustaining and growing our workforce;
- Investing in ongoing staff training and development;
- Reviewing our staff complement and optimising our structure to meet business needs;
- Focusing on recognition, reward and employee wellbeing.

#### Invest in our Services

- Delivering quality care - sustaining and developing our services;
- Engaging with our service users and being responsive to their changing needs;
- Providing seamless care - engaging with other agencies in supporting service users;
- Contingency planning.

#### Invest in our Community

- Developing our community engagement and outreach work;
- Growing our role in health promotion expanding our wellbeing programmes/activities;
- Developing a fundraising strategy;
- Developing social enterprise within the existing enterprise centre;
- Developing plans for the Healthy Living Centre
- Working with Arc and Oak Healthy Living Centres to deliver 'The development of Health and well-being Hubs in Enniskillen and West Fermanagh (CAWT Project).

#### Invest in our Organisation

- Developing the diversity of our Board and Management succession planning;
- Broadening the scope of our work to build resilience;
- Continuing to develop our 'brand' to increase understanding of who we are and what we do;
- Working to sustain our competitive advantage by focusing on our social value, human capital, innovation and technology, efficiency and profitability and revenue diversification;
- Implementing recommendations made by our quality assessment officer;
- Maintaining total reserves at the 2014 level over a ten-year period.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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Invest in our Partnerships

- Developing our advocacy role, providing a 'voice' for our service users and as part of the independent sector raising awareness of the issues affecting service provision;
- Using our collective 'voice' to lobby for a 'joined-up' national response to sectoral labour supply shortages.
- Taking the learning from the pandemic and applying it to our future work, building on a community-driven approach, focusing on the value we can bring to each other collaborating to achieve greater impact for the community we serve.

### **Structure, governance and management**

The charity is a company limited by guarantee and was set up in November 1994. It is governed by its memorandum and articles of association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Emmet McNulty (Chair)

Miss Margaret Gallagher MBE JP (Vice-Chair)

Dr Lucia A Maguire MB MRCP

Mr Noel McAllister

Mrs Louise McLaughlin-Borlace

Mr Robert Gibson

Mr Roderick Farrell

(Appointed 30 May 2023)

### *Recruitment and appointment of trustees*

In accordance with the Articles of Association, Mr Noel McAllister, Dr Kathleen Sweeney, and Mrs Pamela Ferguson retire by rotation and, being eligible, offer themselves for re-appointment.

After consulting with local community associations, we advertise trustee vacancies. We are mindful when appointing new trustees of identifying gaps in the board of trustees in terms of skills, knowledge, gender etc. All existing trustees are consulted on the selection of a new trustee before appointments are finalised.

The charity is a company limited by guarantee having no share capital. The board confirm that there are no trustees' interests which require disclosure.

Our headquarters comprising our strategic and corporate functions with training suite is located in the Healthy Living Centre, 1 Lattone Road, Belcoo, Co Fermanagh.

From there we:

- Organise care packages;
- Manage our five day centres;
- Organise and administer our in-house and tailored training;
- Manage Lakeland Community Care Limited's governance, financial reporting and strategic development;
- Hold the trustees' monthly board meetings;
- Provide a Men's Shed facility;
- Hold Women's group meetings;
- Provide exercise classes;
- Hold a parent and toddler group.
- Support local GAA functions

Our two administrative and community hubs are at Unit 4L, Lancer Buildings, Gortrush Industrial Estate, Omagh, and 3 Queen Street, Enniskillen.

A voluntary board of trustees is responsible for the overall management and direction of the charity. The board meets, at least, eleven times a year. A finance management committee meet on a quarterly basis and reports to the trustees. The finance management committee consists of the director of finance, the chief executive officer, the company secretary, the chairman and vice-chairman.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### *Organisational structure*

Our Senior Management Team led by the Chief Executive drive the strategies and operational programmes as agreed by the Management Board.

Our Administration Team are responsible for providing administration support across 3 main functions: Care Coordination, Training/Quality Assurance and HR/Marketing.

Our Care Team comprises over 220 Carers providing care in the community and 14 Day Centre Carers, ranging in experience from Senior Carers to new recruits.

### **Our People**

One of our key strategies is to develop exceptional, motivated staff. The charity's performance is a credit to all of our staff. Their determination, commitment and enthusiasm under the leadership of our chief executive officer in a year of extremely challenging working conditions and more latterly difficult recruitment conditions cannot be overstated. The trustees would like to take this opportunity of thanking them for their contribution.

### **Capital Project**

The company acquired a site in Belcoo, Co Fermanagh and in March 2013 a property was built on the site and completed in February 2015. This property houses the company's administrative function and Healthy Living Project.

### **Statement of trustees' responsibilities**

The trustees, who are also the directors of Lakeland Community Care Limited for the purpose of company law, are responsible for preparing the Trustees' Report 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Auditor**

In accordance with the company's articles, a resolution proposing that Moore (NI) LLP be reappointed as auditor of the company will be put at a General Meeting.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2023*

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### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

Mr Emmet McNulty (Chair)  
**Trustee**

Dr Lucia A Maguire MB MRCGP  
**Trustee**

24 June 2024

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### Opinion

We have audited the financial statements of Lakeland Community Care Limited (the 'charity') for the year ended 30 November 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 30 November 2023 and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### **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 directors' report included within the trustees' 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' report and from the requirement to prepare a strategic report.

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Based on our understanding of the charitable company and its operating environment, we determined that the most significant frameworks which have a direct impact on the preparation of the financial statements are those related to the reporting framework, (FRS 102, the Charities Act (Northern Ireland) 2008, The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015, the Charity SORP and the Companies Act 2006) of which non-compliance may have a material effect on the financial statements. Compliance with these laws and regulations was assessed as part of our procedures.

Other laws and regulations of which non-compliance may have a material effect on the financial statements, e.g. through fines or litigation, were identified as regulations in relation to employment law and provision of medical care services which are regulated by the RQIA. Our required procedures in these areas are limited to inquiry of trustees and other management and inspection of any regulatory or legal correspondence. These limited procedures did not identify any actual or suspected non-compliance.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, including evaluating management's incentives and opportunities to manage earnings or influence the reported results. From the results of our assessment, we determined that the principal risks of fraud relate to posting inappropriate journal entries and use of charity funds for purposes outside of restrictions imposed by the donor. In common with all audits under ISAs (UK), we are required to perform specific procedures to respond to the risk of management override.

#### **Audit response to risks identified**

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. Audit procedures performed by the engagement team included:

- We obtained an understanding of the charitable company's internal control systems in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- We obtained an understanding of how the charitable company complies with relevant laws and regulations, including those as a result of its registration with the Charity Commission for Northern Ireland and charitable status with HM Revenue & Customs, by making enquiries of management and those charged with governance.
- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- Reviewing minutes of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- We test the completeness of income to address the risk of fraud in relation to revenue recognition.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.
- Auditing the risk of use of charity funds outside of restrictions imposed by the donor by review of funding letters of offer to identify restrictions, and review of funding claims prepared by management to check compliance with restrictions.

We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment through collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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**John Love (Senior Statutory Auditor)**  
for and on behalf of Moore (NI) LLP

24 June 2024

**Chartered Accountants**  
**Statutory Auditor**

21-23 Clarendon Street  
Derry-Londonderry  
BT48 7EP

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2023

Current financial year		Unrestricted funds general 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
	Notes					
<b>Income from:</b>						
Donations and legacies	3	1,543	-	63,100	64,643	95,739
Charitable activities	4	4,701,476	-	-	4,701,476	4,782,944
Investments	5	13,580	-	-	13,580	869
<b>Total income</b>		<b>4,716,599</b>	<b>-</b>	<b>63,100</b>	<b>4,779,699</b>	<b>4,879,552</b>
<b>Expenditure on:</b>						
Charitable activities	6	4,534,314	54,269	69,855	4,658,438	5,179,810
<b>Total expenditure</b>		<b>4,534,314</b>	<b>54,269</b>	<b>69,855</b>	<b>4,658,438</b>	<b>5,179,810</b>
<b>Net income/(expenditure)</b>		<b>182,285</b>	<b>(54,269)</b>	<b>(6,755)</b>	<b>121,261</b>	<b>(300,258)</b>
Transfers between funds		(8,968)	-	8,968	-	-
<b>Net movement in funds</b>	8	<b>173,317</b>	<b>(54,269)</b>	<b>2,213</b>	<b>121,261</b>	<b>(300,258)</b>
<b>Reconciliation of funds:</b>						
Fund balances at 1 December 2022		389,859	932,618	6,025	1,328,502	1,628,760
<b>Fund balances at 30 November 2023</b>		<b>563,176</b>	<b>878,349</b>	<b>8,238</b>	<b>1,449,763</b>	<b>1,328,502</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2023

Prior financial year		Unrestricted funds general 2022 £	Unrestricted funds Designated 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	3,492	-	92,247	95,739
Charitable activities	4	4,782,944	-	-	4,782,944
Investments	5	869	-	-	869
<b>Total income</b>		4,787,305	-	92,247	4,879,552
<b>Expenditure on:</b>					
Charitable activities	6	5,018,304	54,269	107,237	5,179,810
<b>Total expenditure</b>		5,018,304	54,269	107,237	5,179,810
<b>Net income and movement in funds</b>		(230,999)	(54,269)	(14,990)	(300,258)
<b>Reconciliation of funds:</b>					
Fund balances at 1 December 2021		620,858	986,887	21,015	1,628,760
<b>Fund balances at 30 November 2022</b>		389,859	932,618	6,025	1,328,502

# LAKELAND COMMUNITY CARE LIMITED

## BALANCE SHEET

AS AT 30 NOVEMBER 2023

		2023		2022	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		911,742		967,230
<b>Current assets</b>					
Debtors	13	69,622		104,145	
Cash at bank and in hand		935,210		742,435	
		<u>1,004,832</u>		<u>846,580</u>	
<b>Creditors: amounts falling due within one year</b>	15	<u>466,811</u>		<u>485,308</u>	
Net current assets			<u>538,021</u>		<u>361,272</u>
<b>Total assets less current liabilities</b>			<u><u>1,449,763</u></u>		<u><u>1,328,502</u></u>
<b>The funds of the charity</b>					
Restricted income funds	17		8,238		6,025
Unrestricted funds - general			563,176		389,859
Unrestricted funds - Designated	18		878,349		932,618
			<u>1,449,763</u>		<u>1,328,502</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 24 June 2024

Mr Emmet McNulty (Chair)  
Trustee

Dr Lucia A Maguire MB MRCGP  
Trustee

Company registration number NI028932 (Northern Ireland)

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2023

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	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	23		183,778		(310,808)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(5,027)		(1,598)	
Investment income received		13,580		869	
<b>Net cash generated from/(used in) investing activities</b>			8,553		(729)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			192,331		(311,537)
Cash and cash equivalents at beginning of year			742,435		1,053,972
<b>Cash and cash equivalents at end of year</b>			934,766		742,435
<b>Relating to:</b>					
Cash at bank and in hand			935,210		742,435
Bank overdrafts included in creditors payable within one year			(444)		-

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# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 30 NOVEMBER 2023**

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### 1 Accounting policies

#### Charity information

Lakeland Community Care Limited is a private company limited by guarantee incorporated in Northern Ireland. The registered office is 1 Lattone Road, Belcoo, Fermanagh, BT93 5AQ.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

The charity reported deficits in the previous financial period of £300,258, which resulted in a significant reduction in the charity's reserves. However, the Board carried out a radical review of the business structure during the financial year ending 30 November 2023, to restore the charity to a profit-making position.

The following decisions were taken to reduce costs:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Revised forecasts were prepared as a result of the above actions, including sensitivity analysis to consider various potential outcomes. The actions taken by the board have resulted in the charity going from making £300,258 of a loss in the 2022 financial year, to £121,261 of a profit in 2023. The Board have continued to implement the same

Based on the above, the Trustees have a reasonable expectation that the charity can improve its current financial position and that there will be adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 1 Accounting policies

(Continued)

#### 1.4 Income

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions.

Income is recognised as earned as the related services or good are provided. Grant income included in this category provides funding to support projects and is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

#### 1.5 Expenditure

Expenditure on charitable activities comprises all the resources applied by the charitable company in undertaking its work to meet its charitable objectives. Charitable activities will include the costs of governance arrangements to the general running of the charity.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods and services are supplied. Where costs cannot be directly attributed to a particular heading they have been allocated to activities on a basis consistent with the use of resources. Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	4% Straight Line
Fixtures and fittings	20% Reducing Balance
Computers	20% Reducing Balance
Motor vehicles	20% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 1 Accounting policies

(Continued)

#### 1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.10 Taxation

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

#### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total 2022 £</b>
Donations and gifts	<b>1,543</b>	<b>63,100</b>	<b>64,643</b>	3,492	92,247	95,739

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 4 Income from charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2023	2023	2023	2023	2022	2022	2022	2022
	£	£	£	£	£	£	£	£
WHSCT contract for services	4,398,803	193,656	-	4,592,459	4,457,907	186,800	-	4,644,707
Private care services	60,407	-	-	60,407	94,032	-	-	94,032
Day Centre services	-	22,292	-	22,292	-	24,272	-	24,272
Other income	-	-	26,318	26,318	-	-	19,933	19,933
	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,701,476</u>	<u>4,551,939</u>	<u>211,072</u>	<u>19,933</u>	<u>4,782,944</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,810,493</u>	<u>4,551,939</u>	<u>211,072</u>	<u>19,933</u>	<u>4,782,944</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>13,580</u>	<u>869</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 6 Expenditure on charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2023	2023	2023	2023	2022	2022	2022	2022
	£	£	£	£	£	£	£	£
<b>Direct costs</b>								
Staff costs	3,484,411	75,357	-	3,559,768	3,891,223	97,782	-	3,989,005
Carers Travel Costs	196,771	-	-	196,771	194,213	-	-	194,213
Day Centre - Travel Costs	-	28,777	-	28,777	-	42,378	-	42,378
Other operating costs	6,183	7,415	11,469	25,067	11,932	6,428	15,414	33,774
Protective Clothing	21,536	-	-	21,536	11,297	-	-	11,297
Meals & Food expenses	-	27,798	-	27,798	-	32,918	-	32,918
Rent	-	21,689	-	21,689	-	28,642	-	28,642
	<u>3,708,901</u>	<u>161,036</u>	<u>11,469</u>	<u>3,881,406</u>	<u>4,108,665</u>	<u>208,148</u>	<u>15,414</u>	<u>4,332,227</u>
<b>Share of support and governance costs (see note 7)</b>								
Support	599,706	112,444	37,482	749,632	672,307	126,057	42,019	840,383
Governance	21,920	4,110	1,370	27,400	5,760	1,080	360	7,200
	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>	<u>4,786,732</u>	<u>335,285</u>	<u>57,793</u>	<u>5,179,810</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	4,206,403	277,590	50,321	4,534,314	4,625,226	335,285	57,793	5,018,304
Unrestricted funds - Designated	54,269	-	-	54,269	54,269	-	-	54,269
Restricted funds	69,855	-	-	69,855	107,237	-	-	107,237
	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>	<u>4,786,732</u>	<u>335,285</u>	<u>57,793</u>	<u>5,179,810</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

### 7 Support costs allocated to activities

	2023 £	2022 £
Staff costs	416,294	508,382
Depreciation	60,515	65,434
Central premises costs	52,241	60,650
Central office costs	94,803	98,107
Consultancy support costs	15,852	57,050
Other staff costs	96,093	40,070
Other admin costs	13,834	10,690
Governance costs	27,400	7,200
	<u>777,032</u>	<u>847,583</u>
<b>Analysed between:</b>		
Outreach	621,626	678,067
Day centre	116,554	127,137
Other services	38,852	42,379
	<u>777,032</u>	<u>847,583</u>

### 8 Net movement in funds

	2023 £	2022 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	27,400	7,200
Depreciation of owned tangible fixed assets	60,515	65,434
	<u>27,400</u>	<u>65,434</u>

### 9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 10 Employees

The average monthly number of employees during the year was:

2023 Number	2022 Number
218	228
<u>218</u>	<u>228</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

<b>10 Employees</b>		<b>(Continued)</b>	
<b>Employment costs</b>	<b>2023</b>	<b>2022</b>	
	<b>£</b>	<b>£</b>	
Wages and salaries	<b>3,906,220</b>	4,413,899	
Other pension costs	<b>69,842</b>	83,488	
	<b><u>3,976,062</u></b>	<u>4,497,387</u>	

There were no employees whose annual remuneration was more than £60,000.

### 11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 12 Tangible fixed assets

	<b>Freehold land and buildings</b>	<b>Fixtures and fittings</b>	<b>Computers</b>	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 December 2022	1,356,727	82,876	114,191	37,000	1,590,794
Additions	-	3,878	1,149	-	5,027
At 30 November 2023	<u>1,356,727</u>	<u>86,754</u>	<u>115,340</u>	<u>37,000</u>	<u>1,595,821</u>
<b>Depreciation and impairment</b>					
At 1 December 2022	424,109	74,288	88,167	37,000	623,564
Depreciation charged in the year	54,269	1,212	5,034	-	60,515
At 30 November 2023	<u>478,378</u>	<u>75,500</u>	<u>93,201</u>	<u>37,000</u>	<u>684,079</u>
<b>Carrying amount</b>					
At 30 November 2023	<b><u>878,349</u></b>	<b><u>11,254</u></b>	<b><u>22,139</u></b>	<b><u>-</u></b>	<b><u>911,742</u></b>
At 30 November 2022	<u>932,618</u>	<u>8,587</u>	<u>26,025</u>	<u>-</u>	<u>967,230</u>

Freehold land and buildings with a carrying amount of £878,349 (2022 - £932,618) have been pledged to secure borrowings of the charity. The charity is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

### 13 Debtors

<b>Amounts falling due within one year:</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>52,978</b>	93,100
Other debtors	<b>16,644</b>	11,045
	<b><u>69,622</u></b>	<u>104,145</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 14 Loans and overdrafts

	2023 £	2022 £
Bank overdrafts	444	-
Payable within one year	444	-

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

	Notes	2023 £	2022 £
Bank overdrafts	14	444	-
Other taxation and social security		48,305	61,962
Trade creditors		40,254	37,793
Accruals and deferred income		377,808	385,553
		<u>466,811</u>	<u>485,308</u>

### 16 Retirement benefit schemes

	2023 £	2022 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	69,842	83,488

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

### 17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
Independent Age	-	1,298	(1,201)	(97)	-
Education Authority	-	38,000	(37,636)	-	364
CLEAR	-	8,802	(4,340)	3,412	7,874
Arts Council for Northern Ireland	6,025	-	(6,695)	670	-
Fermanagh & Omagh District - Social Supermarket	-	5,000	(10,000)	5,000	-
	<u>6,025</u>	<u>63,100</u>	<u>(69,855)</u>	<u>8,968</u>	<u>8,238</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 17 Restricted funds (Continued)

Previous year:	At 1 December 2021 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2022 £
Fermanagh & Omagh District Council	-	11,887	(11,887)	-	-
The Executive Office - TBUC	-	9,043	(9,043)	-	-
Awards for All	10,000	-	(10,000)	-	-
Department of Health	3,800	9,600	(13,400)	-	-
Education Authority	3,872	-	(3,872)	-	-
The Executive Office - Central Good Relations Fund	3,343	5,397	(8,740)	-	-
Arts Council for Northern Ireland	-	6,025	-	-	6,025
Keep NI - Pollinator grant	-	3,731	(3,731)	-	-
WHSCT COVID Maternity Allowance	-	45,970	(45,970)	-	-
Windfarm grants	-	594	(594)	-	-
	<u>21,015</u>	<u>92,247</u>	<u>(107,237)</u>	<u>-</u>	<u>6,025</u>

#### Nature of restricted reserves

##### Education Authority

Funding for the delivery of a summer scheme programme.

##### Arts Council NI

Funding for classes day centre clients

##### Fermanagh & Omagh District Council - Social Supermarket

Funding to offer a longer term and sustainable response to food poverty, through advice and education.

##### CLEAR

Funding to run sustainable health activities.

##### Independent Age

A wrap around support service for older people giving advice on healthy living grants, benefits and safety.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

### 18 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities.

	At 1 December 2022 £	Resources expended £	At 30 November 2023 £
Designated property assets fund	932,618	(54,269)	878,349
<b>Previous year:</b>	<b>At 1 December 2021 £</b>	<b>Resources expended £</b>	<b>At 30 November 2022 £</b>
Designated property assets fund	986,887	(54,269)	932,618

This fund represents capital expenditure on property assets. The fund balance is equivalent to the depreciated historic cost of the asset. A sum equivalent to the depreciation charge on the assets will be allocated to the fund each year, in accordance with the depreciation policy, until it is fully amortised.

### 19 Analysis of net assets between funds

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Fund balances at 30 November 2023 are represented by:</b>				
Tangible assets	33,393	878,349	-	911,742
Current assets/(liabilities)	529,783	-	8,238	538,021
	<u>563,176</u>	<u>878,349</u>	<u>8,238</u>	<u>1,449,763</u>
	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Fund balances at 30 November 2022 are represented by:</b>				
Tangible assets	34,612	932,618	-	967,230
Current assets/(liabilities)	355,247	-	6,025	361,272
	<u>389,859</u>	<u>932,618</u>	<u>6,025</u>	<u>1,328,502</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2023

#### 20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
General funds	389,859	4,716,599	(4,534,314)	(8,968)	563,176
<b>Previous year:</b>					
	At 1 December 2021 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2022 £
General funds	620,858	4,787,305	(5,018,304)	-	389,859

#### 21 Financial commitments, guarantees and contingent liabilities

The freehold premises were part funded by the European Agricultural Fund for Rural Development and the Department of Agriculture and Rural Development (DARD). Under the letter of offer, a debenture was taken out between Lakeland Community Care Limited and DARD, granting a charge of £250,000 to the latter over the property. The charge is intended to secure DARD's funding of the project. In the event that the company should dispose of the property within ten years from the date when the grant was released in 2014, DARD has the right to claw back the grant paid to the company.

#### 22 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

#### 23 Cash generated from operations

	2023 £	2022 £
Surplus/(deficit) for the year	121,261	300,258
Adjustments for:		
Investment income recognised in statement of financial activities	(13,580)	(869)
Depreciation and impairment of tangible fixed assets	60,515	65,434
Movements in working capital:		
Decrease in debtors	34,523	6,384
(Decrease) in creditors	(18,941)	(81,499)
<b>Cash generated from/(absorbed by) operations</b>	<b>183,778</b>	<b>(310,808)</b>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2023*

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### **24 Analysis of changes in net funds**

The charity had no debt during the year.

### **25 Auditors' Ethical Standards**

In common with many businesses of our size and nature, we use our auditors to assist with the compilation of the statutory financial statements.

**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Annual return

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**Charity registration number NIC100992**

**Company registration number NI028932 (Northern Ireland)**

**LAKELAND COMMUNITY CARE LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2023**

# LAKELAND COMMUNITY CARE LIMITED

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# LAKELAND COMMUNITY CARE LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr Emmet McNulty (Chair) Miss Margaret Gallagher MBE JP (Vice-Chair) Dr Lucia A Maguire MB MRCP Mr Noel McAllister Mrs Louise McLaughlin-Borlace Mr Robert Gibson Mr Roderick Farrell (Appointed 30 May 2023)
<b>Secretary</b>	Mr Pat McGurn MBE
<b>Charity number</b>	NIC100992
<b>Company number</b>	NI028932
<b>Registered office</b>	1 Lattone Road Belcoo Fermanagh BT93 5AQ
<b>Auditor</b>	Moore (NI) LLP 21-23 Clarendon Street Derry-Londonderry BT48 7EP
<b>Bankers</b>	Ulster Bank Limited 16 Darling Street Enniskillen Fermanagh BT74 7ER
<b>Solicitors</b>	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW

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# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 NOVEMBER 2023

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The trustees present their annual report and financial statements for the year ended 30 November 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

### Objectives and activities

Our charitable objects consist of:

- the provision of facilities and services in the interests of social welfare,
- the promotion of community development helping those suffering disadvantage,
- the promotion of health and wellbeing tackling health inequalities.

Our charitable objects focus our work on helping those who are vulnerable and in need in our community. Our aim is to provide compassionate care services and wraparound supports, creating opportunities for our service users to lead the fullest of lives at home and in their local community.

We have 3 objectives:

- 1) Care – Caring 'in' our Community;
- 2) Community – Caring 'for' our Community; and
- 3) Collaboration – Reaching Out, Making Connections and Working in Partnership.

To deliver our objectives we provide domiciliary (home) care, day centre care and community services/programmes. Our domiciliary services include personal care, dementia support, mental health care, respite, high dependency and palliative end-of-life care. We provide care to individuals in their own homes in accordance with care plans drawn up by social workers from the local health and social services trust, assisting people to live independently with dignity, compassion and respect.

In our 5 Day Centres we run social engagement and activity programmes, as well as providing a range of care and support services. Our day centres aim to improve the quality of life of older people by providing practical assistance to help them be independent, as well as the opportunity to socialise with other people and make friends. Support services include hot meals, personal care, laundry, hairdressing and foot care.

We cater for a diverse client base supporting older people, those with long-term conditions, physical and learning disabilities and people with mental ill-health.

Our flagship Healthy Living Centre provides a variety of community health and well-being initiatives helping older people, families and vulnerable individuals in our community.

Our main activities include:

- Local delivery of domiciliary care services, through teams of carers working in the local community;
- Provision of day care services and supports through five Day Centres situated in the villages of: Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore;
- Operation of our Healthy Living Centre, providing community engagement programmes and health promotion initiatives;
- Management of our headquarters (in Belcoo) providing strategic and corporate/administrative functions;
- Management of two outreach administration/community hubs (in Enniskillen and Omagh) for our staff training, community engagement and health promotion work;
- Provision of In-house training, supervised by our fully qualified trainers;
- Provision of employment to over 250 local people, particularly women: all staff are registered with NISCC;
- Partnership working to provide community support and health promotion programmes.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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Specific objectives for the year included:

- Meet the increasing demand for care and support services in our community;
- Continue to adapt our services, helping our service users deal with the impact COVID-19 has had on their everyday lives;
- Develop our community support role, designing and delivering services and programmes in our community, connecting with and supporting those in need;
- Work collaboratively within the health and social care system to address challenges and support the community we serve;
- Link up with Fermanagh Rural Community Network to deliver community health and wellbeing initiatives in Fermanagh;
- Work with Arc and Oak Healthy Living Centres to deliver 'The development of Health and Well-being Hubs in Enniskillen and West Fermanagh' (CAWT Project);
- Complete a strategic planning process reflecting our current context and mapping out a clear strategic direction for the organisation;
- Develop our internal control system including our policies and procedures manual and staff handbook;
- Partner with People Services to enhance our human resources;
- Develop our staff with online training in specific areas. - 80% of staff have achieved NVQ to at least level 2;
- Promote new recruits to avail of the Funded NVQ Level 2 and 3 Programmes through Rutledge Recruitment.
- Upgrade our telecommunication SYSTEM to a cloud based system.
- Use new technology to streamline our administration processes including Carefree monitoring system and online recruitment portal;
- Raise our profile through the development of our website and online social media presence;
- Complete a company 'rebrand' including promotional materials, corporate stationary, online content etc.;
- Maintain our reserves at the required level to meet ongoing challenges in line with our Reserves Policy.

### **Public Benefit**

The Trustees confirm that they have complied with their duty under section 4(b) of the Charities Act (Northern Ireland) 2008 to have regard to the Charity Commission for Northern Ireland's guidance on public benefit and that the public benefit requirement has informed the activities of the charity in the year.

Lakeland Community Care covered expenditure above that which they received funding for within the year. They did this through providing administrative services, covering additional expenditure on projects and through covering the cost of delivering meals within the local area during Covid 19. Some of the projects that they contributed towards include:

- The Day Centres' additional cost of £50,000, including Covid guidelines, bus and meals increase costs
- Fermanagh and Omagh District Council meals and parcels distribution, costing £13,500
- Administration and delivery costs, approximately £2,000
- Community Fund NI - £7,200
- Administration and delivery cost - £2,000

### **Statement of compliance with Charity Commission guidance**

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Achievements and performance

*Significant activities and achievements against objectives*

#### Thanks

We work with a wide range of organisations, and are very grateful to the following for their support during the past year:

- Towergate - Insurance Brokers.
- Belcoo Enterprise Centre - Day Care Centre;
- Cleaver Fulton Rankin - Solicitors;
- CavanaghKelly - Chartered Accountants;
- Melvin Enterprises Ltd - Day Care Centre;
- Newtownbutler Community Development Association - Day Care Centre;
- People Services - Human Resource Consultants;
- South West Fermanagh Development Organisation - Day Care Centre;
- Western Health and Social Care Trust;
- Tir Navar - Day Care Centre;
- Fermanagh Rural Community Network;
- Co-operation and Working Together (CAWT)
- Fermanagh and Omagh District Council
- Co-Sync (Arc, Oak, LCC, FRCN)

#### Financial review

The charity's net outgoing resources for the year ended 30 November 2023 was £121,261 and the year end financial position amounted to total charity funds of £1,449,763. The trustees acknowledge the challenges of operating during the period with the continuing impact of the pandemic on operating, tightening of costs by the local health and social care trust and the increased cost of complying with legislation.

Our concerns for the future remain unchanged from those expressed in prior years, i.e. to maintain the levels of income against a background of ever-tightening cost controls imposed on us by the local health trust and dealing with increased levels of regulation and being able to absorb the associated costs relating thereto. Lakeland Community Care Limited is required to comply with certain minimum standards of care, provide high standards of training for its staff and undertake home audit visits to monitor the standard of care provided to clients against a background of real reductions in funding from our local health trust. From April 2008 the charity was required to register with the Regulation Quality Improvement Authority (RQIA).

The trustees are confident that the charity can continue to provide a good quality service to its clients and has sufficient reserves to allow it to adapt to the changing environment in domiciliary care.

The trustees are concerned at the level of costs incurred in providing day care facilities at the charity's day care centres in Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore. The costs, including central overheads, exceed day care centre income. Our local health trust has signalled that they propose to reduce the number of day care places that they will fund; this despite our view that demand for day care provision remains high. Any reduction in the level of day care provision funded by our health trust will impact adversely on our finances in so far as central overheads will have to be absorbed by other activities undertaken by us hence the need for a fundraising strategy.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Going Concern

The charity reported deficit in the previous financial period of £300,258, which resulted in a significant reduction in the charity's reserves. However, the Board carried out a radical review of the business structure during the financial year ending 30 November 2023, to restore the charity to a profit-making position.

The following decisions were taken to reduce costs:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Revised forecasts were prepared as a result of the above actions, including sensitivity analysis to consider various potential outcomes. The actions taken by the board have resulted in the charity going from making £300,258 of a loss in the 2022 financial year, to £121,261 of a profit in 2023. The Board have continued to implement the same

Based on the above, the Trustees have a reasonable expectation that the charity can improve its current financial position and that there will be adequate resources to continue in operational existence for the foreseeable future.

### Reserves policy

As we are a charity whose principal aim is to provide facilities in the interest of social welfare and promotion of health, and also to set an example to others, we believe that we need a particularly transparent reserves policy.

In order to fulfil our responsibility to secure Lakeland Community Care Limited's viability beyond the immediate future and to protect the charity against serious disruption to its charitable work, we need to maintain sufficient reserves against future uncertainty, to absorb setbacks and to take advantage of change and opportunities in the long term.

To that purpose, our overall target is to have cash and liquid reserves to enable the company to continue to operate for a period of three to four months after the withdrawal of funding to enable a structured phasing out of services.

In addition, in any one year we may earmark unrestricted funds for particular designated initiatives or purposes. The reasons for the setting up of such funds, the policy for any transfers between funds and the allocation to or from designated funds will be stated in the notes to the financial statements.

Our reserves policy will be reviewed at least annually to ensure that it reflects current and future needs, risks, opportunities and contingencies. Designated funds will be reviewed annually also.

### Taxation status

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### **Risk Management**

Formal arrangements are in place for identifying all operational risks. This is done on an ongoing basis.

Although it is the responsibility of our chief executive officer to identify, monitor, mitigate and report operational risks, the process is facilitated by our finance management committee. The finance management committee's objective is to ensure that the trustees' risk appetite is reflected in everything the charity does. Areas of concern which are included in the Risk register are:

- General or specific downturns in income or unforeseen items of major expenditure;
- Online / I.T. developments, data protection and cyber security - we invest in I.T. support to help us protect our business resilience;
- Quality standards and accreditation - we focus on the issue of quality on a continuing basis, constantly striving to maintain and improve standards where this is possible. We continue to monitor, and indeed are pro-active in seeking feedback from our private clients and the Western Health and Social Care Trust. We conduct interviews with our clients on a one-to-one basis and also issue client survey forms. Any complaints are investigated promptly. We also welcome suggestions from staff and clients;
- Implementation of company development strategy;
- HMRC minimum wage legislation especially travel allowance.
- Major pandemic within the population
- Impact of Covid 19 pandemic on our services and the community we support.

### **Other risks and uncertainties**

The Trustees consider that the other principal risks and uncertainties going forward which may have a material impact on the charity's performance can be summarised as follows:

- Potential loss of the contract for the provision of domiciliary services
- Loss of hours due to Trust Optimisation programme
- Contractual obligations and associated penalties;
- Increased costs due to National Minimum Wage changing to the new Living Wage from April 2024;
- Increased cost of pension contributions under the new pensions' regime;
- Workforce shortages: staff recruitment and retention - with an ageing population more people are needing care, demand is increasing but the supply of labour is not keeping pace to sustain and grow our services;
- Sourcing funding for our Healthy Living Centre community engagement and support services/programmes in a highly competitive environment;
- Changes in interest rates;
- Developing services through FRCN.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### Plans for future periods

Implement our new Strategic Plan covering the period 2022-2030.

We are committed to delivering against our 3 Objectives (Care, Community & Collaboration) and our 5 Strategic Priorities (People, Services, Community, Organisation and Partnership) to achieve our ambitions, namely:

- Care for our people making Lakeland Community Care a great place to work;
- Provide compassionate care to all our service users and their families;
- Expand our community support services and engagement programmes;
- Focus on our health promotion role working to reduce health inequalities;
- Reach out, make connections and work in partnership to provide health and wellbeing services in our community;
- Build strategic alliances with community/voluntary sector organisations;
- Set us up for success through good governance and operational excellence

Changes to our Strategy, including new or additional activities, may be required in the future as we consider the implications of operational demands and our changing operating environment. There is currently a high level of uncertainty as the community/voluntary, public and private sectors consider the long-term impacts of the recent pandemic as part of recovery. Flexibility is thus embedded in the plan, to enable us to adapt our activities accordingly.

Specific areas of focus include:

#### Invest in our People

- Attracting, sustaining and growing our workforce;
- Investing in ongoing staff training and development;
- Reviewing our staff complement and optimising our structure to meet business needs;
- Focusing on recognition, reward and employee wellbeing.

#### Invest in our Services

- Delivering quality care - sustaining and developing our services;
- Engaging with our service users and being responsive to their changing needs;
- Providing seamless care - engaging with other agencies in supporting service users;
- Contingency planning.

#### Invest in our Community

- Developing our community engagement and outreach work;
- Growing our role in health promotion expanding our wellbeing programmes/activities;
- Developing a fundraising strategy;
- Developing social enterprise within the existing enterprise centre;
- Developing plans for the Healthy Living Centre
- Working with Arc and Oak Healthy Living Centres to deliver 'The development of Health and well-being Hubs in Enniskillen and West Fermanagh (CAWT Project).

#### Invest in our Organisation

- Developing the diversity of our Board and Management succession planning;
- Broadening the scope of our work to build resilience;
- Continuing to develop our 'brand' to increase understanding of who we are and what we do;
- Working to sustain our competitive advantage by focusing on our social value, human capital, innovation and technology, efficiency and profitability and revenue diversification;
- Implementing recommendations made by our quality assessment officer;
- Maintaining total reserves at the 2014 level over a ten-year period.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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Invest in our Partnerships

- Developing our advocacy role, providing a 'voice' for our service users and as part of the independent sector raising awareness of the issues affecting service provision;
- Using our collective 'voice' to lobby for a 'joined-up' national response to sectoral labour supply shortages.
- Taking the learning from the pandemic and applying it to our future work, building on a community-driven approach, focusing on the value we can bring to each other collaborating to achieve greater impact for the community we serve.

### **Structure, governance and management**

The charity is a company limited by guarantee and was set up in November 1994. It is governed by its memorandum and articles of association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Emmet McNulty (Chair)

Miss Margaret Gallagher MBE JP (Vice-Chair)

Dr Lucia A Maguire MB MRCP

Mr Noel McAllister

Mrs Louise McLaughlin-Borlace

Mr Robert Gibson

Mr Roderick Farrell

(Appointed 30 May 2023)

### *Recruitment and appointment of trustees*

In accordance with the Articles of Association, Mr Noel McAllister, Dr Kathleen Sweeney, and Mrs Pamela Ferguson retire by rotation and, being eligible, offer themselves for re-appointment.

After consulting with local community associations, we advertise trustee vacancies. We are mindful when appointing new trustees of identifying gaps in the board of trustees in terms of skills, knowledge, gender etc. All existing trustees are consulted on the selection of a new trustee before appointments are finalised.

The charity is a company limited by guarantee having no share capital. The board confirm that there are no trustees' interests which require disclosure.

Our headquarters comprising our strategic and corporate functions with training suite is located in the Healthy Living Centre, 1 Lattone Road, Belcoo, Co Fermanagh.

From there we:

- Organise care packages;
- Manage our five day centres;
- Organise and administer our in-house and tailored training;
- Manage Lakeland Community Care Limited's governance, financial reporting and strategic development;
- Hold the trustees' monthly board meetings;
- Provide a Men's Shed facility;
- Hold Women's group meetings;
- Provide exercise classes;
- Hold a parent and toddler group.
- Support local GAA functions

Our two administrative and community hubs are at Unit 4L, Lancer Buildings, Gortrush Industrial Estate, Omagh, and 3 Queen Street, Enniskillen.

A voluntary board of trustees is responsible for the overall management and direction of the charity. The board meets, at least, eleven times a year. A finance management committee meet on a quarterly basis and reports to the trustees. The finance management committee consists of the director of finance, the chief executive officer, the company secretary, the chairman and vice-chairman.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2023

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#### *Organisational structure*

Our Senior Management Team led by the Chief Executive drive the strategies and operational programmes as agreed by the Management Board.

Our Administration Team are responsible for providing administration support across 3 main functions: Care Coordination, Training/Quality Assurance and HR/Marketing.

Our Care Team comprises over 220 Carers providing care in the community and 14 Day Centre Carers, ranging in experience from Senior Carers to new recruits.

#### **Our People**

One of our key strategies is to develop exceptional, motivated staff. The charity's performance is a credit to all of our staff. Their determination, commitment and enthusiasm under the leadership of our chief executive officer in a year of extremely challenging working conditions and more latterly difficult recruitment conditions cannot be overstated. The trustees would like to take this opportunity of thanking them for their contribution.

#### **Capital Project**

The company acquired a site in Belcoo, Co Fermanagh and in March 2013 a property was built on the site and completed in February 2015. This property houses the company's administrative function and Healthy Living Project.

#### **Statement of trustees' responsibilities**

The trustees, who are also the directors of Lakeland Community Care Limited for the purpose of company law, are responsible for preparing the Trustees' Report 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that Moore (NI) LLP be reappointed as auditor of the company will be put at a General Meeting.

# LAKELAND COMMUNITY CARE LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2023*

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### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

Mr Emmet McNulty (Chair)  
**Trustee**

Dr Lucia A Maguire MB MRCGP  
**Trustee**

24 June 2024

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### Opinion

We have audited the financial statements of Lakeland Community Care Limited (the 'charity') for the year ended 30 November 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 30 November 2023 and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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#### **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 directors' report included within the trustees' 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' report and from the requirement to prepare a strategic report.

#### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Based on our understanding of the charitable company and its operating environment, we determined that the most significant frameworks which have a direct impact on the preparation of the financial statements are those related to the reporting framework, (FRS 102, the Charities Act (Northern Ireland) 2008, The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015, the Charity SORP and the Companies Act 2006) of which non-compliance may have a material effect on the financial statements. Compliance with these laws and regulations was assessed as part of our procedures.

Other laws and regulations of which non-compliance may have a material effect on the financial statements, e.g. through fines or litigation, were identified as regulations in relation to employment law and provision of medical care services which are regulated by the RQIA. Our required procedures in these areas are limited to inquiry of trustees and other management and inspection of any regulatory or legal correspondence. These limited procedures did not identify any actual or suspected non-compliance.

# LAKELAND COMMUNITY CARE LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED

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We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, including evaluating management's incentives and opportunities to manage earnings or influence the reported results. From the results of our assessment, we determined that the principal risks of fraud relate to posting inappropriate journal entries and use of charity funds for purposes outside of restrictions imposed by the donor. In common with all audits under ISAs (UK), we are required to perform specific procedures to respond to the risk of management override.

#### **Audit response to risks identified**

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. Audit procedures performed by the engagement team included:

- We obtained an understanding of the charitable company's internal control systems in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- We obtained an understanding of how the charitable company complies with relevant laws and regulations, including those as a result of its registration with the Charity Commission for Northern Ireland and charitable status with HM Revenue & Customs, by making enquiries of management and those charged with governance.
- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- Reviewing minutes of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- We test the completeness of income to address the risk of fraud in relation to revenue recognition.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.
- Auditing the risk of use of charity funds outside of restrictions imposed by the donor by review of funding letters of offer to identify restrictions, and review of funding claims prepared by management to check compliance with restrictions.

We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment through collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### **Use of our report**

This report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

# **LAKELAND COMMUNITY CARE LIMITED**

## **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

### **TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED**

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**John Love (Senior Statutory Auditor)**  
for and on behalf of Moore (NI) LLP

24 June 2024

**Chartered Accountants**  
**Statutory Auditor**

21-23 Clarendon Street  
Derry-Londonderry  
BT48 7EP

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2023

Current financial year		Unrestricted funds general 2023 £	Unrestricted funds Designated 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
	Notes					
<b>Income from:</b>						
Donations and legacies	3	1,543	-	63,100	64,643	95,739
Charitable activities	4	4,701,476	-	-	4,701,476	4,782,944
Investments	5	13,580	-	-	13,580	869
<b>Total income</b>		<b>4,716,599</b>	<b>-</b>	<b>63,100</b>	<b>4,779,699</b>	<b>4,879,552</b>
<b>Expenditure on:</b>						
Charitable activities	6	4,534,314	54,269	69,855	4,658,438	5,179,810
<b>Total expenditure</b>		<b>4,534,314</b>	<b>54,269</b>	<b>69,855</b>	<b>4,658,438</b>	<b>5,179,810</b>
<b>Net income/(expenditure)</b>		<b>182,285</b>	<b>(54,269)</b>	<b>(6,755)</b>	<b>121,261</b>	<b>(300,258)</b>
Transfers between funds		(8,968)	-	8,968	-	-
<b>Net movement in funds</b>	8	<b>173,317</b>	<b>(54,269)</b>	<b>2,213</b>	<b>121,261</b>	<b>(300,258)</b>
<b>Reconciliation of funds:</b>						
Fund balances at 1 December 2022		389,859	932,618	6,025	1,328,502	1,628,760
<b>Fund balances at 30 November 2023</b>		<b>563,176</b>	<b>878,349</b>	<b>8,238</b>	<b>1,449,763</b>	<b>1,328,502</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 30 NOVEMBER 2023

Prior financial year		Unrestricted funds general 2022 £	Unrestricted funds Designated 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	3,492	-	92,247	95,739
Charitable activities	4	4,782,944	-	-	4,782,944
Investments	5	869	-	-	869
<b>Total income</b>		4,787,305	-	92,247	4,879,552
<b>Expenditure on:</b>					
Charitable activities	6	<b>5,018,304</b>	<b>54,269</b>	<b>107,237</b>	5,179,810
<b>Total expenditure</b>		5,018,304	54,269	107,237	5,179,810
<b>Net income and movement in funds</b>		(230,999)	(54,269)	(14,990)	(300,258)
<b>Reconciliation of funds:</b>					
Fund balances at 1 December 2021		620,858	986,887	21,015	1,628,760
<b>Fund balances at 30 November 2022</b>		389,859	932,618	6,025	1,328,502

# LAKELAND COMMUNITY CARE LIMITED

## BALANCE SHEET

AS AT 30 NOVEMBER 2023

		2023		2022	
	Notes	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	12		911,742		967,230
<b>Current assets</b>					
Debtors	13	69,622		104,145	
Cash at bank and in hand		935,210		742,435	
		<u>1,004,832</u>		<u>846,580</u>	
<b>Creditors: amounts falling due within one year</b>	15	<u>466,811</u>		<u>485,308</u>	
Net current assets			<u>538,021</u>		<u>361,272</u>
<b>Total assets less current liabilities</b>			<u><u>1,449,763</u></u>		<u><u>1,328,502</u></u>
<b>The funds of the charity</b>					
Restricted income funds	17		8,238		6,025
Unrestricted funds - general			563,176		389,859
Unrestricted funds - Designated	18		878,349		932,618
			<u>1,449,763</u>		<u>1,328,502</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the trustees on 24 June 2024

Mr Emmet McNulty (Chair)  
Trustee

Dr Lucia A Maguire MB MRCGP  
Trustee

Company registration number NI028932 (Northern Ireland)

# LAKELAND COMMUNITY CARE LIMITED

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 NOVEMBER 2023

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	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	23		183,778		(310,808)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(5,027)		(1,598)	
Investment income received		13,580		869	
<b>Net cash generated from/(used in) investing activities</b>			8,553		(729)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			192,331		(311,537)
Cash and cash equivalents at beginning of year			742,435		1,053,972
<b>Cash and cash equivalents at end of year</b>			934,766		742,435
<b>Relating to:</b>					
Cash at bank and in hand			935,210		742,435
Bank overdrafts included in creditors payable within one year			(444)		-

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# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 30 NOVEMBER 2023**

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### 1 Accounting policies

#### Charity information

Lakeland Community Care Limited is a private company limited by guarantee incorporated in Northern Ireland. The registered office is 1 Lattone Road, Belcoo, Fermanagh, BT93 5AQ.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

The charity reported deficits in the previous financial period of £300,258, which resulted in a significant reduction in the charity's reserves. However, the Board carried out a radical review of the business structure during the financial year ending 30 November 2023, to restore the charity to a profit-making position.

The following decisions were taken to reduce costs:

- Evening, twilight and weekend rates were reduced to be in line with the day rate, resulting in significant reduction in wages costs,
- Administration staff reduced by 2 members,
- Office rents were reduced by 50% through negotiation with lessors,
- Termination of the contract held with FRCN in May 2023 to reduce additional expenditure.

Revised forecasts were prepared as a result of the above actions, including sensitivity analysis to consider various potential outcomes. The actions taken by the board have resulted in the charity going from making £300,258 of a loss in the 2022 financial year, to £121,261 of a profit in 2023. The Board have continued to implement the same

Based on the above, the Trustees have a reasonable expectation that the charity can improve its current financial position and that there will be adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 1 Accounting policies

(Continued)

#### 1.4 Income

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions.

Income is recognised as earned as the related services or good are provided. Grant income included in this category provides funding to support projects and is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

#### 1.5 Expenditure

Expenditure on charitable activities comprises all the resources applied by the charitable company in undertaking its work to meet its charitable objectives. Charitable activities will include the costs of governance arrangements to the general running of the charity.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods and services are supplied. Where costs cannot be directly attributed to a particular heading they have been allocated to activities on a basis consistent with the use of resources. Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	4% Straight Line
Fixtures and fittings	20% Reducing Balance
Computers	20% Reducing Balance
Motor vehicles	20% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 1 Accounting policies

(Continued)

#### 1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.10 Taxation

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

#### 1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total 2022 £</b>
Donations and gifts	<b>1,543</b>	<b>63,100</b>	<b>64,643</b>	3,492	92,247	95,739

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 4 Income from charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2023	2023	2023	2023	2022	2022	2022	2022
	£	£	£	£	£	£	£	£
WHSCT contract for services	4,398,803	193,656	-	4,592,459	4,457,907	186,800	-	4,644,707
Private care services	60,407	-	-	60,407	94,032	-	-	94,032
Day Centre services	-	22,292	-	22,292	-	24,272	-	24,272
Other income	-	-	26,318	26,318	-	-	19,933	19,933
	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,701,476</u>	<u>4,551,939</u>	<u>211,072</u>	<u>19,933</u>	<u>4,782,944</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	<u>4,459,210</u>	<u>215,948</u>	<u>26,318</u>	<u>4,810,493</u>	<u>4,551,939</u>	<u>211,072</u>	<u>19,933</u>	<u>4,782,944</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

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### 5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>13,580</u>	<u>869</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 6 Expenditure on charitable activities

	Outreach	Day centre	Other services	Total	Outreach	Day centre	Other services	Total
	2023	2023	2023	2023	2022	2022	2022	2022
	£	£	£	£	£	£	£	£
<b>Direct costs</b>								
Staff costs	3,484,411	75,357	-	3,559,768	3,891,223	97,782	-	3,989,005
Carers Travel Costs	196,771	-	-	196,771	194,213	-	-	194,213
Day Centre - Travel Costs	-	28,777	-	28,777	-	42,378	-	42,378
Other operating costs	6,183	7,415	11,469	25,067	11,932	6,428	15,414	33,774
Protective Clothing	21,536	-	-	21,536	11,297	-	-	11,297
Meals & Food expenses	-	27,798	-	27,798	-	32,918	-	32,918
Rent	-	21,689	-	21,689	-	28,642	-	28,642
	<u>3,708,901</u>	<u>161,036</u>	<u>11,469</u>	<u>3,881,406</u>	<u>4,108,665</u>	<u>208,148</u>	<u>15,414</u>	<u>4,332,227</u>
<b>Share of support and governance costs (see note 7)</b>								
Support	599,706	112,444	37,482	749,632	672,307	126,057	42,019	840,383
Governance	21,920	4,110	1,370	27,400	5,760	1,080	360	7,200
	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>	<u>4,786,732</u>	<u>335,285</u>	<u>57,793</u>	<u>5,179,810</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	4,206,403	277,590	50,321	4,534,314	4,625,226	335,285	57,793	5,018,304
Unrestricted funds - Designated	54,269	-	-	54,269	54,269	-	-	54,269
Restricted funds	69,855	-	-	69,855	107,237	-	-	107,237
	<u>4,330,527</u>	<u>277,590</u>	<u>50,321</u>	<u>4,658,438</u>	<u>4,786,732</u>	<u>335,285</u>	<u>57,793</u>	<u>5,179,810</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

### 7 Support costs allocated to activities

	2023 £	2022 £
Staff costs	416,294	508,382
Depreciation	60,515	65,434
Central premises costs	52,241	60,650
Central office costs	94,803	98,107
Consultancy support costs	15,852	57,050
Other staff costs	96,093	40,070
Other admin costs	13,834	10,690
Governance costs	27,400	7,200
	<u>777,032</u>	<u>847,583</u>
<b>Analysed between:</b>		
Outreach	621,626	678,067
Day centre	116,554	127,137
Other services	38,852	42,379
	<u>777,032</u>	<u>847,583</u>

### 8 Net movement in funds

	2023 £	2022 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	27,400	7,200
Depreciation of owned tangible fixed assets	60,515	65,434
	<u>27,400</u>	<u>65,434</u>

### 9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 10 Employees

The average monthly number of employees during the year was:

2023 Number	2022 Number
218	228
<u>218</u>	<u>228</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

<b>10 Employees</b>		<b>(Continued)</b>	
<b>Employment costs</b>	<b>2023</b>	<b>2022</b>	
	<b>£</b>	<b>£</b>	
Wages and salaries	<b>3,906,220</b>	4,413,899	
Other pension costs	<b>69,842</b>	83,488	
	<b>3,976,062</b>	4,497,387	

There were no employees whose annual remuneration was more than £60,000.

### 11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 12 Tangible fixed assets

	<b>Freehold land and buildings</b>	<b>Fixtures and fittings</b>	<b>Computers</b>	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 December 2022	1,356,727	82,876	114,191	37,000	1,590,794
Additions	-	3,878	1,149	-	5,027
At 30 November 2023	1,356,727	86,754	115,340	37,000	1,595,821
<b>Depreciation and impairment</b>					
At 1 December 2022	424,109	74,288	88,167	37,000	623,564
Depreciation charged in the year	54,269	1,212	5,034	-	60,515
At 30 November 2023	478,378	75,500	93,201	37,000	684,079
<b>Carrying amount</b>					
At 30 November 2023	<b>878,349</b>	<b>11,254</b>	<b>22,139</b>	<b>-</b>	<b>911,742</b>
At 30 November 2022	932,618	8,587	26,025	-	967,230

Freehold land and buildings with a carrying amount of £878,349 (2022 - £932,618) have been pledged to secure borrowings of the charity. The charity is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

### 13 Debtors

<b>Amounts falling due within one year:</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>52,978</b>	93,100
Other debtors	<b>16,644</b>	11,045
	<b>69,622</b>	104,145

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 14 Loans and overdrafts

	2023 £	2022 £
Bank overdrafts	444	-
Payable within one year	444	-

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

	Notes	2023 £	2022 £
Bank overdrafts	14	444	-
Other taxation and social security		48,305	61,962
Trade creditors		40,254	37,793
Accruals and deferred income		377,808	385,553
		<u>466,811</u>	<u>485,308</u>

### 16 Retirement benefit schemes

	2023 £	2022 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	69,842	83,488

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

### 17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
Independent Age	-	1,298	(1,201)	(97)	-
Education Authority	-	38,000	(37,636)	-	364
CLEAR	-	8,802	(4,340)	3,412	7,874
Arts Council for Northern Ireland	6,025	-	(6,695)	670	-
Fermanagh & Omagh District - Social Supermarket	-	5,000	(10,000)	5,000	-
	<u>6,025</u>	<u>63,100</u>	<u>(69,855)</u>	<u>8,968</u>	<u>8,238</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 NOVEMBER 2023

### 17 Restricted funds (Continued)

Previous year:	At 1 December 2021 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2022 £
Fermanagh & Omagh District Council	-	11,887	(11,887)	-	-
The Executive Office - TBUC	-	9,043	(9,043)	-	-
Awards for All	10,000	-	(10,000)	-	-
Department of Health	3,800	9,600	(13,400)	-	-
Education Authority	3,872	-	(3,872)	-	-
The Executive Office - Central Good Relations Fund	3,343	5,397	(8,740)	-	-
Arts Council for Northern Ireland	-	6,025	-	-	6,025
Keep NI - Pollinator grant	-	3,731	(3,731)	-	-
WHSCT COVID Maternity Allowance	-	45,970	(45,970)	-	-
Windfarm grants	-	594	(594)	-	-
	<u>21,015</u>	<u>92,247</u>	<u>(107,237)</u>	<u>-</u>	<u>6,025</u>

#### Nature of restricted reserves

##### Education Authority

Funding for the delivery of a summer scheme programme.

##### Arts Council NI

Funding for classes day centre clients

##### Fermanagh & Omagh District Council - Social Supermarket

Funding to offer a longer term and sustainable response to food poverty, through advice and education.

##### CLEAR

Funding to run sustainable health activities.

##### Independent Age

A wrap around support service for older people giving advice on healthy living grants, benefits and safety.

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 NOVEMBER 2023

### 18 Unrestricted funds - Designated

These are unrestricted funds which are material to the charity's activities.

	At 1 December 2022 £	Resources expended £	At 30 November 2023 £
Designated property assets fund	932,618	(54,269)	878,349
<b>Previous year:</b>	<b>At 1 December 2021 £</b>	<b>Resources expended £</b>	<b>At 30 November 2022 £</b>
Designated property assets fund	986,887	(54,269)	932,618

This fund represents capital expenditure on property assets. The fund balance is equivalent to the depreciated historic cost of the asset. A sum equivalent to the depreciation charge on the assets will be allocated to the fund each year, in accordance with the depreciation policy, until it is fully amortised.

### 19 Analysis of net assets between funds

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Fund balances at 30 November 2023 are represented by:</b>				
Tangible assets	33,393	878,349	-	911,742
Current assets/(liabilities)	529,783	-	8,238	538,021
	<u>563,176</u>	<u>878,349</u>	<u>8,238</u>	<u>1,449,763</u>
	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Fund balances at 30 November 2022 are represented by:</b>				
Tangible assets	34,612	932,618	-	967,230
Current assets/(liabilities)	355,247	-	6,025	361,272
	<u>389,859</u>	<u>932,618</u>	<u>6,025</u>	<u>1,328,502</u>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 NOVEMBER 2023

#### 20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 December 2022 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2023 £
General funds	389,859	4,716,599	(4,534,314)	(8,968)	563,176
<b>Previous year:</b>					
	At 1 December 2021 £	Incoming resources £	Resources expended £	Transfers £	At 30 November 2022 £
General funds	620,858	4,787,305	(5,018,304)	-	389,859

#### 21 Financial commitments, guarantees and contingent liabilities

The freehold premises were part funded by the European Agricultural Fund for Rural Development and the Department of Agriculture and Rural Development (DARD). Under the letter of offer, a debenture was taken out between Lakeland Community Care Limited and DARD, granting a charge of £250,000 to the latter over the property. The charge is intended to secure DARD's funding of the project. In the event that the company should dispose of the property within ten years from the date when the grant was released in 2014, DARD has the right to claw back the grant paid to the company.

#### 22 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

#### 23 Cash generated from operations

	2023 £	2022 £
Surplus/(deficit) for the year	121,261	300,258
Adjustments for:		
Investment income recognised in statement of financial activities	(13,580)	(869)
Depreciation and impairment of tangible fixed assets	60,515	65,434
Movements in working capital:		
Decrease in debtors	34,523	6,384
(Decrease) in creditors	(18,941)	(81,499)
<b>Cash generated from/(absorbed by) operations</b>	<b>183,778</b>	<b>(310,808)</b>

# LAKELAND COMMUNITY CARE LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) *FOR THE YEAR ENDED 30 NOVEMBER 2023*

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### **24 Analysis of changes in net funds**

The charity had no debt during the year.

### **25 Auditors' Ethical Standards**

In common with many businesses of our size and nature, we use our auditors to assist with the compilation of the statutory financial statements.

**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Accounts

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**STATEMENT OF FINANCIAL ACTIVITIES  
 INCLUDING INCOME AND EXPENDITURE ACCOUNT  
 FOR THE YEAR ENDED 30 NOVEMBER 2022**

<b>Current financial year</b>						
		<b>Unrestricted funds general 2022</b>	<b>Unrestricted funds designated 2022</b>	<b>Restricted funds 2022</b>	<b>Total 2022</b>	<b>Total 2021</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Income from:</u></b>						
Donations and legacies	3	3,492	-	92,247	95,739	247,026
Charitable activities	4	4,782,944	-	-	4,782,944	4,032,406
Investments	5	869	-	-	869	2,031
<b>Total income</b>		<b>4,787,305</b>	<b>-</b>	<b>92,247</b>	<b>4,879,552</b>	<b>4,281,463</b>
<b><u>Expenditure on:</u></b>						
Charitable activities	6	5,018,304	54,269	107,237	5,179,810	4,517,174
<b>Net expenditure for the year/ Net movement in funds</b>		<b>(230,999)</b>	<b>(54,269)</b>	<b>(14,990)</b>	<b>(300,258)</b>	<b>(235,711)</b>
Fund balances at 1 December 2021		620,858	986,887	21,015	1,628,760	1,864,471
<b>Fund balances at 30 November 2022</b>		<b>389,859</b>	<b>932,618</b>	<b>6,025</b>	<b>1,328,502</b>	<b>1,628,760</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

Prior financial year		Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	1,834	-	245,192	247,026
Charitable activities	4	4,032,406	-	-	4,032,406
Investments	5	2,031	-	-	2,031
<b>Total income</b>		<b>4,036,271</b>	<b>-</b>	<b>245,192</b>	<b>4,281,463</b>
<b>Expenditure on:</b>					
Charitable activities	6	4,147,728	54,269	315,177	4,517,174
<b>Net expenditure for the year</b>		<b>(111,457)</b>	<b>(54,269)</b>	<b>(69,985)</b>	<b>(235,711)</b>
<b>Net movement in funds</b>					
Fund balances at 1 December 2020		732,315	1,041,156	91,000	1,864,471
<b>Fund balances at 30 November 2021</b>		<b>620,858</b>	<b>986,887</b>	<b>21,015</b>	<b>1,628,760</b>

Draft Financial Statements at 27 March 2023 at 15:56:26  
**LAKELAND COMMUNITY CARE LIMITED**

**BALANCE SHEET**

**AS AT 30 NOVEMBER 2022**

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	10		967,230		1,031,066
<b>Current assets</b>					
Debtors	11	104,145		110,529	
Cash at bank and in hand		742,435		1,053,972	
		<u>846,580</u>		<u>1,164,501</u>	
<b>Creditors: amounts falling due within one year</b>	12	<u>(485,308)</u>		<u>(566,807)</u>	
Net current assets			361,272		597,694
<b>Total assets less current liabilities</b>			<u>1,328,502</u>		<u>1,628,760</u>
<b>Income funds</b>					
Restricted funds	14		6,025		21,015
<u>Unrestricted funds</u>					
Designated funds	15	932,618		986,887	
General unrestricted funds		389,859		620,858	
			<u>1,322,477</u>		<u>1,607,745</u>
			<u>1,328,502</u>		<u>1,628,760</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on .....

.....  
 Mr Emmet McNulty (Chair)  
 Trustee

.....  
 Dr Lucia A Maguire MB MRCGP  
 Trustee

Company registration number NI028932

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

	Notes	2022 £	£	2021 £	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	19		(310,808)		4,192
<b>Investing activities</b>					
Purchase of tangible fixed assets		(1,598)		(11,231)	
Investment income received		869		2,031	
<b>Net cash used in investing activities</b>			<b>(729)</b>		<b>(9,200)</b>
<b>Net cash used in financing activities</b>			<b>-</b>		<b>-</b>
<b>Net decrease in cash and cash equivalents</b>			<b>(311,537)</b>		<b>(5,008)</b>
Cash and cash equivalents at beginning of year			1,053,972		1,058,980
<b>Cash and cash equivalents at end of year</b>			<b>742,435</b>		<b>1,053,972</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**1 Accounting policies**

**Charity information**

Lakeland Community Care Limited is a private company limited by guarantee incorporated in Northern Ireland. The registered office is 1 Lattone Road, Belcoo, Fermanagh, BT93 5AQ.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

**1.4 Income**

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions.

Income is recognised as earned as the related services or good are provided. Grant income included in this category provides funding to support projects and is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**1 Accounting policies**

**(Continued)**

**1.5 Expenditure**

Expenditure on charitable activities comprises all the resources applied by the charitable company in undertaking its work to meet its charitable objectives. Charitable activities will include the costs of governance arrangements to the general running of the charity.

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods and services are supplied. Where costs cannot be directly attributed to a particular heading they have been allocated to activities on a basis consistent with the use of resources. Staff costs and overhead expenses are allocated to activities on the basis of staff time spent on those activities.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	4% Straight Line
Fixtures and fittings	20% Reducing Balance
Computers	20% Reducing Balance
Motor vehicles	20% Reducing Balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.8 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**1.9 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**1 Accounting policies**

**(Continued)**

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.10 Taxation**

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

**1.11 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.12 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

**3 Donations and legacies**

	<b>Unrestricted funds general 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total 2022 £</b>	<b>Unrestricted funds general 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Total 2021 £</b>
Donations and gifts	<b>3,492</b>	<b>92,247</b>	<b>95,739</b>	<b>1,834</b>	<b>245,192</b>	<b>247,026</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

**4 Charitable activities**

	Outreach		Day Centres		Other Services		Total		Outreach		Day Centres		Other Services		Total	
	2022	£	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£	2021	£
WHSCT contract for services	4,457,907		186,800		-		4,644,707		3,663,661		182,019		-		3,845,680	
Private care services	94,032		-		-		94,032		71,937		-		-		71,937	
Day Centre services	-		24,272		-		24,272		-		8,143		-		8,143	
Other income	-		-		19,933		19,933		-		-		106,646		106,646	
	<b>4,551,939</b>		<b>211,072</b>		<b>19,933</b>		<b>4,782,944</b>		<b>3,735,598</b>		<b>190,162</b>		<b>106,646</b>		<b>4,032,406</b>	

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**5 Investments**

	<b>Unrestricted funds general 2022 £</b>	<b>Unrestricted funds general 2021 £</b>
Interest receivable	<u>869</u>	<u>2,031</u>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

6 Charitable activities	Outreach Day Centres		Other Services	Total 2022	Outreach Day Centres		Other Services	Total 2021
	2022	2022			2021	2021		
	£	£	£	£	£	£	£	£
Staff costs	3,891,223	97,782	-	3,989,005	3,296,920	53,032	-	3,349,952
Carers Travel Costs	194,213	-	-	194,213	140,029	-	-	140,029
Protective Clothing	11,297	-	-	11,297	7,277	-	-	7,277
Day Centre - Travel Costs	-	42,378	-	42,378	-	13,642	-	13,642
Rent	-	28,642	-	28,642	-	34,574	-	34,574
Meals & Food expenses	-	32,918	-	32,918	-	27,126	98,500	125,626
Other operating costs	11,932	6,428	15,414	33,774	9,872	3,793	48,998	62,663
	<b>4,108,665</b>	<b>208,148</b>	<b>15,414</b>	<b>4,332,227</b>	<b>3,454,098</b>	<b>132,167</b>	<b>147,498</b>	<b>3,733,763</b>
Share of support costs (see note 7)	672,307	126,057	42,019	840,383	620,449	116,334	38,778	775,561
Share of governance costs (see note 7)	5,760	1,080	360	7,200	6,280	1,178	392	7,850
	<b>4,786,732</b>	<b>335,285</b>	<b>57,793</b>	<b>5,179,810</b>	<b>4,080,827</b>	<b>249,679</b>	<b>186,668</b>	<b>4,517,174</b>
<b>Analysis by fund</b>								
Unrestricted funds - general	4,625,226	335,285	57,793	5,018,304	3,833,278	249,679	64,771	4,147,728
Unrestricted funds - designated	54,269	-	-	54,269	54,269	-	-	54,269
Restricted funds	107,237	-	-	107,237	193,280	-	121,897	315,177
	<b>4,786,732</b>	<b>335,285</b>	<b>57,793</b>	<b>5,179,810</b>	<b>4,080,827</b>	<b>249,679</b>	<b>186,668</b>	<b>4,517,174</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

**7 Support costs**

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	508,382	-	508,382	453,638	-	453,638
Depreciation	65,434	-	65,434	65,316	-	65,316
Central Premises Costs	60,650	-	60,650	74,156	-	74,156
Central Office Costs	98,107	-	98,107	90,149	-	90,149
Consultancy Support Costs	57,050	-	57,050	47,050	-	47,050
Other Staff Costs	40,070	-	40,070	33,888	-	33,888
Other Administrative Costs	10,690	-	10,690	11,364	-	11,364
Audit fees	-	7,200	7,200	-	7,850	7,850
	<b>840,383</b>	<b>7,200</b>	<b>847,583</b>	<b>775,561</b>	<b>7,850</b>	<b>783,411</b>
Analysed between Charitable activities	<b>840,383</b>	<b>7,200</b>	<b>847,583</b>	<b>775,561</b>	<b>7,850</b>	<b>783,411</b>

**8 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

**9 Employees**

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
	<b>228</b>	<b>215</b>
<b>Employment costs</b>	<b>2022</b>	<b>2021</b>
	£	£
Wages and salaries	<b>4,413,899</b>	3,732,079
Other pension costs	<b>83,488</b>	71,511
	<b>4,497,387</b>	<b>3,803,590</b>

There were no employees whose annual remuneration was more than £60,000.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

**10 Tangible fixed assets**

	Freehold land and buildings	Fixtures and fittings	Computers	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 December 2021	1,356,727	82,020	113,449	37,000	1,589,196
Additions	-	856	742	-	1,598
At 30 November 2022	1,356,727	82,876	114,191	37,000	1,590,794
<b>Depreciation and impairment</b>					
At 1 December 2021	369,840	69,630	81,660	37,000	558,130
Depreciation charged in the year	54,269	4,659	6,506	-	65,434
At 30 November 2022	424,109	74,289	88,166	37,000	623,564
<b>Carrying amount</b>					
At 30 November 2022	932,618	8,587	26,025	-	967,230
At 30 November 2021	986,887	12,390	31,789	-	1,031,066

Freehold land and buildings with a carrying amount of £932,618 (2021 - £986,887) have been pledged to secure borrowings of the charity. The charity is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

**11 Debtors**

	2022	2021
	£	£
<b>Amounts falling due within one year:</b>		
Trade debtors	93,100	103,733
Other debtors	11,045	6,796
	<b>104,145</b>	<b>110,529</b>

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

	2022	2021
	£	£
Other taxation and social security	61,962	54,546
Trade creditors	37,793	76,567
Accruals and deferred income	385,553	435,694
	<b>485,308</b>	<b>566,807</b>

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
***FOR THE YEAR ENDED 30 NOVEMBER 2022***

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**13 Retirement benefit schemes**

**Defined contribution schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £83,488 (2021 - £71,511).



**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

14 Restricted funds (Continued)

**Nature of restricted reserves**

**HMRC Coronavirus Job Retention Scheme**  
Funding from the government to support staff retention during the COVID19 pandemic.

**Barclays 100x100 UK COVID community relief funding**  
Funding support for vulnerable people impacted by COVID-19 to meet the immediate needs of people in the community. Provision of meals on wheels.

**Fermanagh & Omagh District Council**  
COVID 19 support grant to help the socially isolated at home during the pandemic by provision of meals, food parcels and sanitisation packs.

**The Executive Office - TBUC**  
Funding for deliver of the Together: Building a United Community project.

**Awards for All**  
Funding to be utilised in 2021/22.

**Department of Health**  
Funding for delivery of training support programmes in the community.

**WHST - Special Recognition Payment**  
Funding towards salary costs for recognition of services throughout the pandemic. This funding was paid out to staff in December 2021.

**SAFE**  
Funding for the provision of meals.

**Education Authority**  
Funding for the delivery of a summer scheme programme.

**The Executive Office - Central Good Relations Fund**  
Funding towards delivery of the Central Good Relations programme.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

**15 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 December 2020		Movement in funds			Movement in funds			Balance at 30 November 2022	
	£	£	Incoming resources	Resources expended	Transfers	Balance at 1 December 2021	Incoming resources	Resources expended	£	£
Designated property assets fund	1,041,156	-	-	(54,269)	-	986,887	-	(54,269)	932,618	
	1,041,156	-	-	(54,269)	-	986,887	-	(54,269)	932,618	

**Designated Property Assets Fund**

This fund represents capital expenditure on property assets. The fund balance is equivalent to the depreciated historic cost of the assets. A sum equivalent to the depreciation charge on the assets will be allocated to the fund each year, in accordance with the depreciation policy, until it is fully amortised.

**16 Analysis of net assets between funds**

	Unrestricted funds		Designated funds		Restricted funds		Total Unrestricted funds		Designated funds		Restricted funds		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Fund balances at 30 November 2022 are represented by:	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Tangible assets	34,612	932,618	-	-	967,230	44,179	986,887	-	1,031,066					
Current assets/(liabilities)	355,247	-	6,025	6,025	361,272	576,679	-	21,015	597,694					
	389,859	932,618	6,025	6,025	1,328,502	620,858	986,887	21,015	1,628,760					

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**17 Financial commitments, guarantees and contingent liabilities**

The freehold premises were part funded by the European Agricultural Fund for Rural Development and the Department of Agriculture and Rural Development (DARD). Under the letter of offer, a debenture was taken out between Lakeland Community Care Limited and DARD, granting a charge of £250,000 to the latter over the property. The charge is intended to secure DARD's funding of the project. In the event that the company should dispose of the property within ten years from the date when the grant was released in 2014, DARD has the right to claw back the grant paid to the company.

**18 Related party transactions**

There were no disclosable related party transactions during the year (2021 - none).

<b>19 Cash generated from operations</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Deficit for the year	<b>(300,258)</b>	(235,711)
Adjustments for:		
Investment income recognised in statement of financial activities	<b>(869)</b>	(2,031)
Depreciation and impairment of tangible fixed assets	<b>65,434</b>	65,316
Movements in working capital:		
Decrease/(increase) in debtors	<b>6,384</b>	(21,630)
(Decrease)/increase in creditors	<b>(81,499)</b>	198,248
<b>Cash (absorbed by)/generated from operations</b>	<b><u>(310,808)</u></b>	<b><u>4,192</u></b>

**20 Analysis of changes in net funds**

The charity had no debt during the year.

**21 Auditors' Ethical Standards**

In common with many businesses of our size and nature, we use our auditors to assist with the compilation of the statutory financial statements.

**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Annual report

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**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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The trustees present their annual report and financial statements for the year ended 30 November 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

**Objectives and activities**

Our charitable objects consist of:

- the provision of facilities and services in the interests of social welfare,
- the promotion of community development helping those suffering disadvantage,
- the promotion of health and wellbeing tackling health inequalities.

Our charitable objects focus our work on helping those who are vulnerable and in need in our community. Our aim is to provide compassionate care services and wraparound supports, creating opportunities for our service users to lead the fullest of lives at home and in their local community.

We have 3 objectives:

- 1) Care – Caring 'in' our Community;
- 2) Community – Caring 'for' our Community; and
- 3) Collaboration – Reaching Out, Making Connections and Working in Partnership.

To deliver our objectives we provide domiciliary (home) care, day centre care and community services/programmes. Our domiciliary services include personal care, dementia support, mental health care, respite, high dependency and palliative end-of-life care. We provide care to individuals in their own homes in accordance with care plans drawn up by social workers from the local health and social services trust, assisting people to live independently with dignity, compassion and respect.

In our 5 Day Centres we run social engagement and activity programmes, as well as providing a range of care and support services. Our day centres aim to improve the quality of life of older people by providing practical assistance to help them be independent, as well as the opportunity to socialise with other people and make friends. Support services include hot meals, personal care, laundry, hairdressing and foot care.

We cater for a diverse client base supporting older people, those with long-term conditions, physical and learning disabilities and people with mental ill-health.

Our flagship Healthy Living Centre provides a variety of community health and well-being initiatives helping older people, families and vulnerable individuals in our community.

Our main activities include:

- Local delivery of domiciliary care services, through teams of carers working in the local community;
- Provision of day care services and supports through five Day Centres situated in the villages of: Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore;
- Operation of our Healthy Living Centre, providing community engagement programmes and health promotion initiatives;
- Management of our headquarters (in Belcoo) providing strategic and corporate/administrative functions;
- Management of two outreach administration/community hubs (in Enniskillen and Omagh) for our staff training, community engagement and health promotion work;
- Provision of In-house training, supervised by our fully qualified trainers;
- Provision of employment to over 250 local people, particularly women: all staff are registered with NISCC;
- Partnership working to provide community support and health promotion programmes.

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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Specific objectives for the year included:

- Meet the increasing demand for care and support services in our community;
- Continue to adapt our services, helping our service users deal with the impact COVID-19 has had on their everyday lives;
- Develop our community support role, designing and delivering services and programmes in our community, connecting with and supporting those in need;
- Work collaboratively within the health and social care system to address challenges and support the community we serve;
- Link up with Fermanagh Rural Community Network to deliver community health and wellbeing initiatives in Fermanagh;
- Work with Arc and Oak Healthy Living Centres to deliver 'The development of Health and Well-being Hubs in Enniskillen and West Fermanagh' (CAWT Project);
- Complete a strategic planning process reflecting our current context and mapping out a clear strategic direction for the organisation;
- Develop our internal control system including our policies and procedures manual and staff handbook;
- Partner with People Services to enhance our human resources;
- Develop our staff with online training in specific areas. - 80% of staff have achieved NVQ to at least level 2;
- Further plans regarding Belcoo Enterprise Centre including development of 'The Hub' co-working space;
- Use new technology to streamline our administration processes including Carefree monitoring system and online recruitment portal;
- Raise our profile through the development of our website and online social media presence;
- Complete a company 'rebrand' including promotional materials, corporate stationary, online content etc.;
- Maintain our reserves at the required level to meet ongoing challenges in line with our Reserves Policy.

**Public Benefit**

The Trustees confirm that they have complied with their duty under section 4(b) of the Charities Act (Northern Ireland) 2008 to have regard to the Charity Commission for Northern Ireland's guidance on public benefit and that the public benefit requirement has informed the activities of the charity in the year.

Lakeland Community Care covered expenditure above that which they received funding for within the year. They did this through providing administrative services, covering additional expenditure on projects and through covering the cost of delivering meals within the local area during Covid-19. Some of the projects that they contributed towards include:

- 'The Day Centres' additional cost of £50,000, including Covid guidelines, bus and meals increase costs
- Fermanagh and Omagh District Council meals and parcels distribution, costing £13,500
- Administration and delivery costs, approximately £2,000
- Community Fund NI - £7,200
- Administration and delivery cost - £2,000

**Statement of compliance with Charity Commission guidance**

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

**Achievements and performance**

**Thanks**

We work with a wide range of organisations, and are very grateful to the following for their support during the past year:

- Towergate - Insurance Brokers.
- Belcoo Enterprise Centre - Day Care Centre;
- Cleaver Fulton Rankin - Solicitors;
- CavanaghKelly - Chartered Accountants;
- Melvin Enterprises Ltd - Day Care Centre;
- Newtownbutler Community Development Association - Day Care Centre;
- People Services - Human Resource Consultants;
- South West Fermanagh Development Organisation - Day Care Centre;

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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- Western Health and Social Care Trust;
- Tir Navar - Day Care Centre;
- Fermanagh Rural Community Network;
- Co-operation and Working Together (CAWT)
- Fermanagh and Omagh District Council
- Co-Sync (Arc, Oak, LCC, FRCN)
- Lynda Collins – Strategic Review Analyst

**Financial review**

The charity's net outgoing resources for the year ended 30 November 2022 was £300,258 and the year end financial position amounted to total charity funds of £1,328,502. The trustees acknowledge the challenges of operating during the period with the continuing impact of the pandemic on operating, tightening of costs by the local health and social care trust and the increased cost of complying with legislation.

Our concerns for the future remain unchanged from those expressed in prior years, i.e. to maintain the levels of income against a background of ever-tightening cost controls imposed on us by the local health trust and dealing with increased levels of regulation and being able to absorb the associated costs relating thereto. Lakeland Community Care Limited is required to comply with certain minimum standards of care, provide high standards of training for its staff and undertake home audit visits to monitor the standard of care provided to clients against a background of real reductions in funding from our local health trust. From April 2008 the charity was required to register with the Regulation Quality Improvement Authority (RQIA).

The trustees are confident that the charity can continue to provide a good quality service to its clients and has sufficient reserves to allow it to adapt to the changing environment in domiciliary care.

The trustees are concerned at the level of costs incurred in providing day care facilities at the charity's day care centres in Belcoo, Derrygonnelly, Garrison, Newtownbutler and Teemore. The costs, including central overheads, exceed day care centre income. Our local health trust has signalled that they propose to reduce the number of day care places that they will fund; this despite our view that demand for day care provision remains high. Any reduction in the level of day care provision funded by our health trust will impact adversely on our finances in so far as central overheads will have to be absorbed by other activities undertaken by us hence the need for a fundraising strategy.

**Reserves policy**

As we are a charity whose principal aim is to provide facilities in the interest of social welfare and promotion of health, and also to set an example to others, we believe that we need a particularly transparent reserves policy.

In order to fulfil our responsibility to secure Lakeland Community Care Limited's viability beyond the immediate future and to protect the charity against serious disruption to its charitable work, we need to maintain sufficient reserves against future uncertainty, to absorb setbacks and to take advantage of change and opportunities in the long term.

To that purpose, our overall target is to have cash and liquid reserves to enable the company to continue to operate for a period of three to four months after the withdrawal of funding to enable a structured phasing out of services.

In addition, in any one year we may earmark unrestricted funds for particular designated initiatives or purposes. The reasons for the setting up of such funds, the policy for any transfers between funds and the allocation to or from designated funds will be stated in the notes to the financial statements.

Our reserves policy will be reviewed at least annually to ensure that it reflects current and future needs, risks, opportunities and contingencies. Designated funds will be reviewed annually also.

**Taxation status**

The company is recognised as a charity by HM Revenue and Customs. Accordingly, the company is not considered to be liable to pay Corporation Tax.

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**Risk Management**

Formal arrangements are in place for identifying all operational risks. This is done on an ongoing basis.

Although it is the responsibility of our chief executive officer to identify, monitor, mitigate and report operational risks, the process is facilitated by our finance management committee. The finance management committee's objective is to ensure that the trustees' risk appetite is reflected in everything the charity does. Areas of concern which are included in the Risk register are:

- General or specific downturns in income or unforeseen items of major expenditure;
- Online / I.T. developments, data protection and cyber security - we invest in I.T. support to help us protect our business resilience;
- Quality standards and accreditation - we focus on the issue of quality on a continuing basis, constantly striving to maintain and improve standards where this is possible. We continue to monitor, and indeed are pro-active in seeking feedback from our private clients and the Western Health and Social Care Trust. We conduct interviews with our clients on a one-to-one basis and also issue client survey forms. Any complaints are investigated promptly. We also welcome suggestions from staff and clients;
- Implementation of company development strategy;
- HMRC minimum wage legislation especially travel allowance.
- Major pandemic within the population
- Impact of Covid 19 pandemic on our services and the community we support.

**Other risks and uncertainties**

The Trustees consider that the other principal risks and uncertainties going forward which may have a material impact on the charity's performance can be summarised as follows:

- Potential loss of the contract for the provision of domiciliary services
- Contractual obligations and associated penalties;
- Increased costs due to National Minimum Wage changing to the new Living Wage from April 2023;
- Increased cost of pension contributions under the new pensions' regime;
- Workforce shortages: staff recruitment and retention --with an ageing population more people are needing care, demand is increasing but the supply of labour is not keeping pace to sustain and grow our services;
- Sourcing funding for our Healthy Living Centre community engagement and support services/programmes in a highly competitive environment;
- Changes in interest rates;
- Developing services through FRCN.

**Plans for future periods**

Implement our new Strategic Plan covering the period 2022-2030.

We are committed to delivering against our 3 Objectives (Care, Community & Collaboration) and our 5 Strategic Priorities (People, Services, Community, Organisation and Partnership) to achieve our ambitions, namely:

- Care for our people making Lakeland Community Care a great place to work;
- Provide compassionate care to all our service users and their families;
- Expand our community support services and engagement programmes;
- Focus on our health promotion role working to reduce health inequalities;
- Reach out, make connections and work in partnership to provide health and wellbeing services in our community;
- Build strategic alliances with community/voluntary sector organisations;
- Set us up for success through good governance and operational excellence

Changes to our Strategy, including new or additional activities, may be required in the future as we consider the implications of operational demands and our changing operating environment. There is currently a high level of uncertainty as the community/voluntary, public and private sectors consider the long-term impacts of the recent pandemic as part of recovery. Flexibility is thus embedded in the plan, to enable us to adapt our activities accordingly.

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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Specific areas of focus include:

**Invest in our People**

- Attracting, sustaining and growing our workforce;
- Investing in ongoing staff training and development;
- Reviewing our staff complement and optimising our structure to meet business needs;
- Focusing on recognition, reward and employee wellbeing.

**Invest in our Services**

- Delivering quality care - sustaining and developing our services;
- Engaging with our service users and being responsive to their changing needs;
- Providing seamless care - engaging with other agencies in supporting service users;
- Contingency planning.

**Invest in our Community**

- Developing our community engagement and outreach work;
- Growing our role in health promotion expanding our wellbeing programmes/activities;
- Developing a fundraising strategy;
- Developing social enterprise within the existing enterprise centre;
- Developing plans for the Healthy Living Centre
- Working with Arc and Oak Healthy Living Centres to deliver The development of Health and well-being Hubs in Enniskillen and West Fermanagh (CAWT Project).

**Invest in our Organisation**

- Developing the diversity of our Board and Management succession planning;
- Broadening the scope of our work to build resilience;
- Continuing to develop our 'brand' to increase understanding of who we are and what we do;
- Working to sustain our competitive advantage by focusing on our social value, human capital, innovation and technology, efficiency and profitability and revenue diversification;
- Implementing recommendations made by our quality assessment officer;
- Maintaining total reserves at the 2014 level over a ten-year period.

**Invest in our Partnerships**

- Developing our advocacy role, providing a 'voice' for our service users and as part of the independent sector raising awareness of the issues affecting service provision;
- Using our collective 'voice' to lobby for a 'joined-up' national response to sectoral labour supply shortages.
- Taking the learning from the pandemic and applying it to our future work, building on a community-driven approach, focusing on the value we can bring to each other collaborating to achieve greater impact for the community we serve.

**Structure, governance and management**

The charity is a company limited by guarantee and was set up in November 1994. It is governed by its memorandum and articles of association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr Emmet McNulty (Chair)

Miss Margaret Gallagher MBE JP (Vice-Chair)

Mr Neil Ferguson

(Resigned 25 April 2022)

Mrs Pamela Ferguson

(Resigned 6 June 2022)

Dr Lucia A Maguire MB MRCGP

Mr Noel McAllister

Mrs Louise McLaughlin-Borlace

Dr Kathleen Sweeney

(Resigned 28 March 2022)

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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In accordance with the Articles of Association, Mr Noel McAllister, Dr Kathleen Sweeney, and Mrs Pamela Ferguson retire by rotation and, being eligible, offer themselves for re-appointment.

After consulting with local community associations, we advertise trustee vacancies. We are mindful when appointing new trustees of identifying gaps in the board of trustees in terms of skills, knowledge, gender etc. All existing trustees are consulted on the selection of a new trustee before appointments are finalised.

The charity is a company limited by guarantee having no share capital. The board confirm that there are no trustees' interests which require disclosure.

Our headquarters comprising our strategic and corporate functions with training suite is located in the Healthy Living Centre, 1 Lattone Road, Belcoo, Co Fermanagh.

From there we:

- Organise care packages;
- Manage our five day centres;
- Organise and administer our in-house and tailored training;
- Manage Lakeland Community Care Limited's governance, financial reporting and strategic development;
- Hold the trustees' monthly board meetings;
- Provide a Men's Shed facility;
- Hold Women's group meetings;
- Provide exercise classes;
- Hold a parent and toddler group.

Our two administrative and community hubs are at Unit 4L, Lancer Buildings, Gortrush Industrial Estate, Omagh, and 3 Queen Street, Enniskillen.

A voluntary board of trustees is responsible for the overall management and direction of the charity. The board meets, at least, eleven times a year. A finance management committee meet on a quarterly basis and reports to the trustees. The finance management committee consists of the director of finance, the chief executive officer, the company secretary, the chairman and vice-chairman.

Our Senior Management Team led by the Chief Executive drive the strategies and operational programmes as agreed by the Management Board.

Our Administration Team are responsible for providing administration support across 3 main functions: Care Coordination, Training/Quality Assurance and HR/Marketing.

Our Care Team comprises over 240 Carers providing care in the community and 14 Day Centre Carers, ranging in experience from Senior Carers to new recruits.

**Our People**

One of our key strategies is to develop exceptional, motivated staff. The charity's performance is a credit to all of our staff. Their determination, commitment and enthusiasm under the leadership of our chief executive officer in a year of extremely challenging working conditions and more latterly difficult recruitment conditions cannot be overstated. The trustees would like to take this opportunity of thanking them for their contribution.

**Capital Project**

The company acquired a site in Belcoo, Co Fermanagh and in March 2013 a property was built on the site and completed in February 2015. This property houses the company's administrative function and Healthy Living Project.

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

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**Statement of trustees' responsibilities**

The trustees, who are also the directors of Lakeland Community Care Limited for the purpose of company law, are responsible for preparing the Trustees' Report 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Auditor**

In accordance with the company's articles, a resolution proposing that Moore (NI) LLP be reappointed as auditor of the company will be put at a General Meeting.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.

.....  
Mr Emmet McNulty (Chair)  
**Trustee**

.....  
Dr Lucia A Maguire MB MRCGP  
**Trustee**

Date: .....

**Lakeland Community Care Ltd**

Northern Ireland - Charity number 100992

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# Annual return

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## **INDEPENDENT AUDITOR'S REPORT**

### **TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED**

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#### **Opinion**

We have audited the financial statements of Lakeland Community Care Limited (the 'charity') for the year ended 30 November 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 charitable company's affairs as at 30 November 2022 and of its 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the 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**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 our audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED**

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**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 directors' report included within the trustees' 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' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Based on our understanding of the charitable company and its operating environment, we determined that the most significant frameworks which have a direct impact on the preparation of the financial statements are those related to the reporting framework, (FRS 102, the Charities Act (Northern Ireland) 2008, The Charities (Accounts and Reports) Regulations (Northern Ireland) 2015, the Charity SORP and the Companies Act 2006). Additionally, we concluded that there are significant laws and regulations in relation to the company's charitable status and activities of which non-compliance may have a material effect on the financial statements.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur, including evaluating management's incentives and opportunities to manage earnings or influence the reported results. From the results of our assessment, we determined that the principal risks of fraud relate to posting inappropriate journal entries and use of charity funds for purposes outside of restrictions imposed by the donor. In common with all audits under ISAs (UK), we are required to perform specific procedures to respond to the risk of management override.

**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**  
**TO THE MEMBERS OF LAKELAND COMMUNITY CARE LIMITED**

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**Audit response to risks identified**

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. Audit procedures performed by the engagement team included:

- We obtained an understanding of the charitable company's internal control systems in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- We obtained an understanding of how the charitable company complies with relevant laws and regulations, including those as a result of its registration with the Charity Commission for Northern Ireland and charitable status with HM Revenue & Customs , by making enquiries of management and those charged with governance.
- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud
- Reviewing minutes of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- We test the completeness of income to address the risk of fraud in relation to revenue recognition.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions that are unusual or outside the normal course of business.
- Auditing the risk of use of charity funds outside of restrictions imposed by the donor by review of funding letters of offer to identify restrictions, and review of funding claims prepared by management to check compliance with restrictions.

We communicated relevant laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment through collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

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

**John Love (Senior Statutory Auditor)**  
for and on behalf of Moore (NI) LLP

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**Chartered Accountants**  
**Statutory Auditor**

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