

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**  
**FOR THE YEAR ENDED 30 NOVEMBER 2022**

---

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**

---

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**

---

- 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**

---

**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**

---

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**

---

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**

---

**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: .....