

Company Registration Number 04609579

Hospice at Home

Carlisle and North Lakeland

**COMPANY LIMITED BY GUARANTEE
REPORT AND FINANCIAL STATEMENTS
FOR 31 MARCH 2011**

Charity Number 1095708

Armstrong Watson
Chartered Accountants & Statutory Auditors
Fairview House
Victoria Place
Carlisle
Cumbria
CA1 1HP

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

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HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS

Registered charity name	Hospice at Home Carlisle and North Lakeland
Charity number	1095708
Company registration number	04609579
Operational address and Registered office	The Charity Office Federation House Gilwilly Industrial Estate Penrith Cumbria CA11 7BL
Trustees	Mr M P J Pearson (Chairman) Ms S E Nicholson (Vice Chairman) Dr P S Bramley Mrs M S Paterson Dr A Bell Mr C F Woodhouse CVO Dr I Burch Prof. J Filkins Dr R H Murray Mrs A Binny Mr L Doswell Mr T Hebdon Mrs J M Scott Mr J F McLaren Mr J Purdie
Hon. Treasurer	Mr J D Stronach
Company Secretary	Mrs S Thompson
Charity Director	Mrs S Thompson
Clinical Services Manager	Mrs F K Stobart
Auditor	Armstrong Watson Chartered Accountants & Statutory Auditors Fairview House Victoria Place Carlisle Cumbria CA1 1HP

**HOSPICE AT HOME CARLISLE AND NORTH LAKELAND
COMPANY LIMITED BY GUARANTEE**

MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS *(continued)*

Bankers

Lloyds TSB Plc
5 - 6 King Street
Penrith
Cumbria

Solicitors

Cartmell Shepherd
Bishop Yards
Penrith
Cumbria
CA11 7XS

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31ST MARCH 2011

The trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements of the charity for the year ended 31st March 2011.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown in the schedule of members of the board and professional advisers on pages 1 to 2 of the financial statements.

THE TRUSTEES

The trustees who served the charity during the period were as follows:

Mr M P J Pearson (Chairman)
Ms S E Nicholson (Vice Chairman)
Mr J D Stronach (Treasurer)
Dr P S Bramley
Mrs M S Paterson
Dr A Bell
Mr C F Woodhouse CVO
Dr I Burch
Prof. J Filkins
Dr R H Murray
Mrs A Binny
Mr L Doswell
Mr T Hebdon
Mrs J M Scott (Appointed 20th October 2010)
Sir D M Hart (Retired 11th March 2011)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The organisation was incorporated on 5 December 2002 as a charitable company limited by guarantee, under the name of North Lakeland Hospice at Home. On 24 June 2003 the charity changed its name to Hospice at Home Carlisle and North Lakeland.

The charity was registered with the Charity Commission on 30 January 2003.

On 1 April 2003, following approval by the Charity Commission, the activities, assets and liabilities of North Lakeland Hospice at Home (an unincorporated charity, registered with the Charity Commission under number 1061089) were transferred into the charity and it commenced its activities. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of board of trustees

The directors of the company are also charity trustees for the purpose of charity law and in the company's Articles of Association are described as trustees.

The charity is managed by the board of trustees. The maximum number of trustees is 15 and the minimum number required by the Articles of Association is 3.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

At each annual general meeting one third of the trustees for the time being or, if their number is not three or a multiple of three, then the number nearest one third, shall retire from office.

The trustees to retire in every year shall be those who have been longest in office since their last election, but as between persons who became trustees on the same day those to retire (unless they otherwise agree among themselves) shall be determined by lot. The board have drawn up a list of those skills which are required for the effective management of the company. Where a required skill is not represented on the board or is lost due to retirement, potential appointees are approached to offer themselves for election. No outside party is empowered to appoint trustees.

Trustee induction and training

New trustees attend a briefing session with the chairman and other officers. This covers the aims of the charity, trustee's duties, the charity constitution and financial position. It is enhanced by an induction manual produced by Help the Hospices. Trustees attend training events as required and support can be accessed via Cumbria Council for Voluntary Services.

Risk management

Risk management has been reviewed by the trustees under the main headings of strategic, financial and operational risks. There is a programmed review throughout the year whereby the trustees closely monitor the risks. The major risks identified in the review are the loss of key staff and the reduction of NHS funding. The charity has undertaken succession planning and continues to liaise with the NHS to reduce these risks.

Organisational Structure

The charity has a board of trustees comprising up to 15 members and presently including members with relevant professional skills. Those skills are complemented by the attendance at meetings of our Charity Director and our Clinical Services Manager who do not have a vote.

The Charity Director has responsibility for the day to day management of the charity. The responsibility for the delivery of nursing services rests with the Clinical Services Manager.

Related Parties

The charity was financially dependent on Cumbria PCT until 31st March 2011 for its baseline grant and funding the specific posts of lymphoedema and occupational therapists.

Nursing services are delivered by NHS staff for which the charity is billed monthly at cost. The charity manages the delivery of Marie Curie Cancer Care and Macmillan Cancer Support to patients in North Cumbria and also manages the operation of Penrith Day Hospice.

These arrangements combine to ensure that high quality palliative care is available where necessary in our community.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

OBJECTIVES AND ACTIVITIES (incorporating Public Benefit)

The objectives of the charity are to relieve the suffering of and provide palliative and supportive care to persons of either sex who are suffering from a terminal illness or from any other physical or mental infirmity, disability or disease by the establishment and provision of domiciliary and supportive care, day care, residential care and in such other ways the trustees shall from time to time think fit.

The charity has worked to achieve these objectives by providing a specially trained home nursing service, which complements the services provided by District Nurses and General Practitioners and the Macmillan and Marie Curie Nurses thus making the "staying at home" option a realistic one. Its services are open to all terminally ill patients regardless of their age, address, end-stage illness or financial circumstances. The service is entirely free to the patients and their families.

Our business plan states that these services will be delivered by:

- Improving patient care by empowering and giving a realistic choice to those who wish to die at home and remain there for as long as possible.
- Optimising the workforce, providing a skilled clinical workforce that encompasses best practice, complementing the Primary Health Care Teams and Specialist Services.
- Providing a level of nursing care and support that meets the needs of the patient, their relatives and carers which is free at the point of need.
Engaging and developing partnership working with both statutory and voluntary organisations including those providing specialist palliative care services.
- Setting out the funding strategy based on the changing requirements of the charity's objectives.
- Matching the administration of the charity to the Clinical Services offered.
- Extending the Clinical Services offered as determined by need, national and local agendas as finances allow.

Palliative care development

Palliative Care is the active total care of patients whose illness is not responsive to curative treatment. Control of pain, of other symptoms, and of psychological, social and spiritual problems is paramount. The goal of palliative care is achievement of the best possible quality of life for patients and their families. Terminal care is an important part of palliative care and usually refers to the management of patients at the stage where there is steady deterioration in a patient's condition and death is close.

ACHIEVEMENTS AND PERFORMANCE

Our sole area of charitable activity is the provision of clinical services including terminal care nursing, bereavement support and lymphoedema, occupational and complementary therapies in patients' homes.

The nursing service provided care and support to 314 patients, their relatives and carers during the year. Every attempt is made to ensure that all our services are equitable, timely and appropriate to the individual needs of the patients, their relatives and carers.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

FINANCIAL REVIEW

We are pleased to report that the attached accounts show a healthy surplus once again after the disappointing deficit in the year to 31st March 2010.

Whereas the size of the surplus is largely due to the generosity of those leaving legacies, expenditure has been controlled and furthermore almost every type of income increased year on year. In particular, fundraising income and shop sales rose by 39% and 65% respectively jointly contributing an additional £87,000 before costs.

Investment returns remained low this year but reinvestment action has been taken which will increase next year's income.

With reserves now standing at 12 months expenditure, the charity can continue to develop its services with confidence.

Funding

We rely heavily on the financial support provided by the NHS. The development of the lymphoedema and occupational therapy services could not have been undertaken without partial funding. The baseline grant, payable quarterly in advance, gives confidence against background of very welcome voluntary income. We are profoundly grateful to all in the community for the excellent support we receive.

Fundraising

Despite the continuation of the national financial recession, Hospice at Home has continued to secure funding to provide nursing care at home for those at the end stages of life. In times of financial hardship, being a local charity providing services for local people has a positive benefit.

One of our aims for 2010/11 was to offer a range of events to suit people of all ages with varied interests. Events providing value for money encourage future supporter loyalty. This has enabled us to increase our event income by 39% from the previous year to £209,000.

Volunteers are the backbone of the charity and are our most precious resource. They help at events, the shop and in the fundraising office. Volunteering can be as little as an hour occasionally or a regular commitment, but most importantly, it is what works for the individual. We are always pleased when new volunteers join the charity. Recruitment of new supporters is very much at the forefront of our minds as we continue to have a full events calendar and increasing demand on our resources.

The Volunteer Fundraising Group continue to raise funds within their communities. Two new representatives have joined the group and we are pleased to welcome Jackie Lambert from Great Asby and Wendy Wearmouth from Kirkby Stephen. This now brings the group to 12 representatives plus a combination of representatives from the Keswick area.

The charity continues to forge new links with local businesses. The Business Partners Initiative continues to be successful, raising the equivalent to £69,950 from gifts in kind or sponsorship funding. Two new business partners have joined the group this year, Genevieve and Orton Grange Café & Gifts. Both businesses have been loyal supporters of the charity for many years. This brings the total number of partners to 27 at present.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

Further businesses will be invited to join in the future. Dominos Pizza has stood down and we thank them for the support they offered during our partnership.

Appleby Creamery Ltd	Arc Eden Ltd
Burnetts Solicitors	Carigiet Cowen Ltd
Carlisle Racecourse	Carlisle United Football Club
Carr's Milling Industries PLC	Clydesdale Bank PLC
Cranstons Limited	Cumberland Building Society
Cumbrian Homes	Dalemain
Dodd & Co	Eden Housing Association
Genevieve	George Hudson & Sons
Hoopers	Innovia Films Limited
John Norris of Penrith	Lloyd Motors
Jennifer Mackenzie	McVities Group
Orton Grange Café & Gifts	Pioneer Foods
Thomas Graham & Sons Ltd	Ullswater Steamers
Wm Armstrong (Longtown) Ltd	

Our shop has had a record year with income generated surpassing expectations. The shop management team work tirelessly to maintain standards and professionally market the quality merchandise donated. Volunteers give their time on a regular basis to staff the outlet. The result is a net profit of £52,535.

Our Hundreds Club is just one of our income streams and continues to provide a steady income. During this year it contributed £10,442 to our total net income.

The website continues to be used as an important tool to raise awareness of the charity. This enables our supporters to keep up to date with events and initiatives and provides valuable information on the work of the Clinical Service. Facebook and Twitter have both been used to market events and have helped tremendously on certain occasions to encourage participants to take part and relay the images of events.

A monthly email newsletter is sent out to all volunteers with updates, keeping everyone informed of current news, events and what is happening in the world of Hospice at Home.

As always our fundraising success could not be achieved without the help and support of individuals, local business and organisations that have generously donated valuable funds and offered sponsorship and support.

Investment policy

The combination of low interest rates and increasing inflation has led to a review of our policy.

During the year, cash funds were initially held in deposits on terms of one year or less with banks and building societies within the limits of the Financial Services Compensation Scheme and also in the COIF Charities Deposit Fund on instant access terms. In view of poor returns, the trustees decided that, in order to provide some protection from inflation, a proportion not to exceed one quarter of available funds at the time of investment, could be held in equity-based funds.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

As a result and after taking professional advice, a diversified portfolio of collective funds with Fidelity Funds Network has been acquired without restriction as to market sector. This policy will be subject to review on an annual basis.

Reserves policy

The trustees have considered the need for reserves and have established a reserves policy in order to protect the charity from delayed or reduced income. The trustees believe that free reserves equal to 12 months total costs payable from unrestricted funds will be adequate to safeguard the service. At the accounting date, reserves represented 12 months of such costs.

Trustees indemnity

During the year the charity purchased indemnity insurance at a premium of £731 to cover the liability of the trustees.

PLANS FOR FUTURE PERIODS

The trustees have agreed an updated business plan for the charity to 31st March 2012. This plan sets out the clinical and business intentions of the charity for the future.

Our key objective continues to be maintaining and developing the nursing service whilst developing new opportunities to enhance the provision of patient care.

Acknowledgements

We are pleased to have this opportunity of sincerely thanking all our supporters and fundraisers, individuals, businesses and organisations without whose contribution our charity's activities would not be able to develop and provide the much needed care to patients in their own homes. We receive much encouragement from within the community, which gives us the incentive to continue to provide this service.

We rely upon the NHS at a local level for our baseline grant and as the source of nurses and related administration staff. This contribution from the NHS is essential for our delivery of high quality palliative care. We value this continued grant.

The delivery of care would not be possible without such an enthusiastic and dedicated nursing team, who continue to receive many expressions of sincere thanks from patients, their families and friends.

Our Clinical Services Manager, Fiona Stobart together with our registered nurses, healthcare assistants and carers continue to provide an exemplary standard of care.

Our diligent office staff team keep the day to day working of the charity running smoothly, coping admirably with all the complexities which arise from a growing and effective organisation in the 21st century.

The charity's Trustees are proud of income generated at our shop at 3B Little Dockray, Penrith. Thanks are due to all those involved in ensuring that the shop continues to be a profitable enterprise.

Our thanks also include those who work with us without charge especially Harrison and Hetherington Group for payroll services. We are grateful for the use of rented office space at Eden Valley Hospice as a base for our Clinical team. We acknowledge with thanks the financial support given by the Freemasons' Grand Charity and other charitable trusts.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also the directors of Hospice at Home Carlisle and North Lakeland for the purposes of company law) are responsible for preparing the Trustees' Annual Report, the Clinical Service Manager's 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

AUDITOR

Armstrong Watson are deemed to be re-appointed under section 487(2) of the Companies Act 2006.

Registered office:
The Charity Office
Federation House
Gilwilly Industrial Estate
Penrith
Cumbria
CA11 7BL

17/8/11
.....

Signed on behalf of the trustees

S Thompson

MRS SHEILA THOMPSON
Company Secretary

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

CLINICAL SERVICE MANAGER'S REPORT

YEAR ENDED 31ST MARCH 2011

Another financial year end brings with it the time for the annual Clinical Services report. I would like to say, as always, that the staff who provide the care across all services have done so to a high standard of care and commitment. This despite increasingly difficult times working within the NHS. The services that are provided include Day and Night Nursing and Respite, Complementary Therapy, Bereavement Support and Counselling, Lymphoedema and Occupational Therapy and management of Penrith Day Hospice. The service also manages the Clinical Nurse Specialist team. Although some of these are separate services with Hospice at Home undertaking the management, it ensures a cohesive approach to patient care.

Day/ Night Nursing and Respite Provision

The service provided hands on care to 314 individuals, their relatives and carers. This figure is an increase of 11% on the previous year. Of the 314 referrals 83.13% had a cancer diagnosis with 16.87% a non cancer diagnosis. This is very similar to the previous year.

The table below demonstrates the source of referral

GP	12	Self/ Family	14
Hospital inclusive of both Hospital and Community Macmillan Nurses	89	Eden Valley Hospice	12
Day Hospice	8	Out of Hours Providers	10
Other inclusive of H@H services	11	Other Specialist Nurse	3
District Nurses	140	Social Workers	15

The following table indicates the length of time that the service was used with 8 patients continuing to have care provided at the end of the financial year.

1 Day	45
2 – 14 Days	157
15 – 30 Days	61
31 –60 Days	23
61- 90 Days	9
91- 120 Days	6
121-150 Days	2
151- 180 Days	0
180- 365 Days	3

Last year I reported on an audit that had commenced. This was looking at the response time to a request for care. The requests are divided into planned and crisis intervention and it was the crisis intervention that was being audited. Our standard is that the patient, relative or referrer is informed as soon as possible that care can be provided. I reported that in 54% of cases this response was less than 10 minutes with a further 30% under one hour.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

CLINICAL SERVICE MANAGER'S REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

This year has seen the continuation of this audit and I am pleased to report that there has been an excellent improvement in these figures. Of those identified as requiring crisis intervention 85% had a response time of less than 10 minutes with a further 11% between 10 and 30 minutes. I would say that the reporting process we now use is much more robust and this will have some reflection on the increased figures. I will use this figure as a standard for future audits

Two health care staff completed their NVQ Level 3 with an emphasis on palliative care and this now means that all staff have completed this. Three Registered Nurses commenced a Degree in Palliative Care and this is on going. As Clinical Services Manager, I continued with the MA in Hospice Leadership via the University of Lancaster in partnership with Help the Hospices and the End of Life Observatory. All clinical staff have access to a full and comprehensive training programme which is seen as an important component of delivering a high quality service.

Complementary Therapy

This service is provided by a part time nurse therapist (18 hours per week) and two trained volunteers. They provide treatments within the patient/carer's home, residential accommodation, Penrith Day Hospice and other agreed venues. As with all services, the team works closely with Eden Valley Hospice sharing the care of some of those referred. The total number of referrals was 75 similar to the previous year. Individuals are generally offered six treatments but obviously this is just a guide and the service is very flexible to individual need.

The table below demonstrates the source of referral

Hospital Macmillan Nurses/Community Macmillan/Hospital Ward	42	District Nurses	10
Other Hospice at Home Services. Day Hospice	15	Social Worker	2
Self/ Family	2	Other	4

The total number of sessions offered was 450. This is an increase of 38% on the previous year. 11 % of the total sessions were provided by volunteers.

Lymphoedema Service

This service continues to experience an increase in referrals year on year and in 2010 – 2011 it received 149, an increase of 9%. Referrals are reasonably equally split between a cancer and non cancer diagnosis. As with the nursing service, referrals come from a wide variety of sources.

The table below demonstrates the source of referral

GP	49	Specialist Nurse	12
Hospital	28	District Nurse	20
Hospice at Home	6	Macmillan Team	10
Day Hospice	3	Eden Valley Hospice	7
Professional other than Nursing	6	Other	8

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

CLINICAL SERVICE MANAGER'S REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

In total they carried out 139 first appointments and 728 review appointments. Due to the nature of the condition the service is time intensive with a first appointment requiring up to 1.5 hours and a review up to 45 minutes.

Equally important is telephone communication to patients ensuring the treatment that has been prescribed is proving appropriate, comfortable and also to provide further information and reassurance in complex care situations. This resulted in 685 contacts with a further 1016 contacts to health care professionals and 198 face to face contacts with professionals. Contact with professionals is often an area of patient related activity that is not recorded effectively but has a great impact on that patient care.

A major objective for the team in the coming year is providing education to other health care professionals which will continue to raise awareness of lymphoedema.

Occupational Therapy

The service works closely with all statutory and voluntary bodies to ensure that individuals can realise their full potential be that within their own home or an inpatient setting.

The service has consolidated on its work throughout the year and in the coming year plans to further extend the service to include a patient information and satisfaction leaflet. Fatigue is a major syndrome within this area of work. The service intends to develop information for patients which will help them manage their fatigue more effectively in order to enable them to continue to participate in the daily living activities important to them.

A national development that has occurred within the year is that of the Transforming Community Equipment Stores. In the past the majority of equipment was issued from a central store in Maryport. From April 2010 prescriptions are issued by the therapist for items of equipment valued at under £100. The equipment can then be collected from a retailer of choice and people have the option of upgrading that piece of equipment if they so choose.

This benefits those patients involved with Hospice at Home in that they have now a choice previously not available. Items above £100 and bespoke equipment can still be obtained through the usual channels.

Bereavement Service

During the last financial year, we have had 8 volunteers working. We have not had a waiting list, which owes much to the volunteers being willing to travel and to give generously of their time. We have had some 247 notifications of a death and we have subsequently contacted the carers and family members which have included family members living out of our area. Our ability to contact other Bereavement Services and subsequently offer help should it be required, has been of comfort to many.

We have seen some 26 people resulting in 473 face to face hours with 405 sessions completed, 3 people have returned to the service for a short period of further support. Of course there are always ongoing clients throughout the year and our telephone support, whilst not quantifiable, is equally valued, as is the small amount of advocacy which often rounds off a period of successful support.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

CLINICAL SERVICE MANAGER'S REPORT *(continued)*

YEAR ENDED 31ST MARCH 2011

Over the year, as well as Hospice at Home, we have had referrals from the Macmillan team, as well as an increase in the number of self-referrals where people have heard of us through word of mouth or our web-site and have enquired about our service. GP referrals have been maintained, as has our help with EVH BSS when they are unable to go into client's homes. This last year the Co-ordinator has attended the Multi-Disciplinary meetings held fortnightly at Penrith Day Hospice, and subsequent referrals have ensured that our regular communication and meetings maintained our profile and ensured our service is recognised and utilised by hospital professionals both within the hospital and the community.

The Co-ordinator's move from Gilwilly to EVH in November 2010 has resulted in more immediacy and involvement within the nursing environment. Work is in hand to look at how we can offer the BSS to those for whom the nursing service was offered but for many reasons was unable to be implemented.

Our monthly group supervision has been well attended and continues to be of great value, especially as the referrals often now involve more complex situations which we are able to tackle with confidence as our expertise and experience has increased. We continue to update our on-going training and together with our attendance at all the North Western Association of Bereavement Co-ordinators meetings and annual conference, we always have knowledge of possible new strategies within Bereavement Care which enable us plan in a forward thinking manner to enhance the service we offer.

Fiona K Stobart BSc RGN DN
Clinical Services Manager

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF HOSPICE AT HOME CARLISLE AND NORTH LAKELAND

YEAR ENDED 31ST MARCH 2011

We have audited the financial statements of Hospice at Home Carlisle and North Lakeland for the year ended 31st March 2011 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the 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 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.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 1993 rather than the Companies Act 2006. Accordingly we have been appointed as auditor under Section 43 of the Charities Act 1993 and report in accordance with regulations made under Section 44 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF HOSPICE AT HOME CARLISLE AND NORTH LAKELAND *(continued)*

YEAR ENDED 31ST MARCH 2011

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2011, 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.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Charities Act 1993 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

CARLISLE

19. 8. 2011
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MR ALAN JOHNSTON
(Senior Statutory Auditor)
For and on behalf of
ARMSTRONG WATSON
Chartered Accountants
& Statutory Auditors

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31ST MARCH 2011

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
INCOMING RESOURCES					
Incoming resources from generating funds:					
Voluntary income	2	497,358	–	497,358	281,746
Activities for generating funds	3	98,773	–	98,773	74,028
Investment income	4	4,087	320	4,407	5,881
Incoming resources from charitable activities	5	273,439	–	273,439	251,068
TOTAL INCOMING RESOURCES		873,657	320	873,977	612,723
RESOURCES EXPENDED					
Costs of generating funds:					
Costs of generating voluntary income	6	(106,916)	(523)	(107,439)	(101,076)
Fundraising trading	7	(49,079)	–	(49,079)	(64,881)
Charitable activities	8/9	(515,544)	–	(515,544)	(529,535)
Governance costs	10	(18,997)	–	(18,997)	(19,124)
TOTAL RESOURCES EXPENDED		(690,536)	(523)	(691,059)	(714,616)
NET INCOMING/ (OUTGOING) RESOURCES FOR THE YEAR	11	183,121	(203)	182,918	(101,893)
OTHER RECOGNISED GAINS AND LOSSES					
Unrealised loss on investments		(21)	–	(21)	–
NET INCOMING/ (OUTGOING) RESOURCES AFTER OTHER GAINS AND LOSSES		183,100	(203)	182,897	(101,893)
RECONCILIATION OF FUNDS					
Total funds brought forward		526,682	109,171	635,853	737,746
TOTAL FUNDS CARRIED FORWARD		709,782	108,968	818,750	635,853

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 18 to 26 form part of these financial statements.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

Company Registration Number 04609579

BALANCE SHEET

31ST MARCH 2011

	Note	2011 £	2010 £
FIXED ASSETS			
Tangible assets	13	2,628	5,458
Investments	14	99,979	—
		<u>102,607</u>	<u>5,458</u>
CURRENT ASSETS			
Stocks	15	1,311	3,392
Debtors	16	34,088	3,371
Cash at bank		738,874	721,610
		<u>774,273</u>	<u>728,373</u>
CREDITORS: Amounts falling due within one year	17	<u>(58,130)</u>	<u>(97,978)</u>
NET CURRENT ASSETS		716,143	630,395
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>818,750</u>	<u>635,853</u>
NET ASSETS		<u>818,750</u>	<u>635,853</u>
FUNDS			
Restricted income funds	18	108,968	109,171
Unrestricted income funds	19	709,782	526,682
TOTAL FUNDS		<u>818,750</u>	<u>635,853</u>

These financial statements were approved by the members of the committee on the 17/3/11 and are signed on their behalf by:


MR M P J PEARSON (CHAIRMAN)


MR J D STRONACH (TREASURER)

The notes on pages 18 to 26 form part of these financial statements.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value, and in accordance with applicable United Kingdom Accounting Standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006.

Cash flow statement

The trustees have taken advantage of the exemption in Financial Reporting Standard No 1 (revised) from including a cash flow statement in the financial statements on the grounds that the charity is small.

Fixed assets

All fixed assets are initially recorded at cost.

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Equipment	- 25% Straight Line
Fixtures and Fittings	- 25% Straight Line

Stocks

Stocks are valued at the lower of cost and net realisable value on a first in first out basis, after making due allowance for obsolete and slow moving items.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

Funds

The unrestricted fund consists of funds that the charity may use for its purposes at the discretion of the Trustees.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds are those that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for a particular purpose. The aim and use of each designated and restricted fund is set out in the notes to the financial statements.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

1. ACCOUNTING POLICIES *(continued)*

Income

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

1. Voluntary income - donations are recognised on a receipts basis.
2. For legacies, entitlement is judged as the earlier of the charity being notified of an impending distribution or the legacy being received.
3. Interest received is included when receivable.
4. Incoming resources from grants are accounted for when the charity becomes entitled to the grant.

Expenditure

Expenditure has been charged to the income and expenditure account on an accruals basis. Tangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. All other assets are written off in the Statement of Financial Activities in the year of acquisition.

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

Financial instruments

Financial Instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

2. VOLUNTARY INCOME

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Donations			
Memorial	53,526	53,526	47,645
Personal	37,412	37,412	32,808
Organisations	44,680	44,680	38,306
Functions & Events	209,442	209,442	150,249
Legacies			
Legacies	152,298	152,298	12,738
	<u>497,358</u>	<u>497,358</u>	<u>281,746</u>

3. INCOMING RESOURCES FROM ACTIVITIES FOR GENERATING FUNDS

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Shop income	71,692	71,692	43,305
Hundreds Club	15,303	15,303	15,007
Other sales	11,778	11,778	15,716
	<u>98,773</u>	<u>98,773</u>	<u>74,028</u>

4. INVESTMENT INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Bank interest receivable	4,087	320	4,407	5,881

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Cumbria PCT	240,614	240,614	241,468
Garfield Weston Foundation	10,000	10,000	-
The Mulberry Trust	5,000	5,000	-
Other grants less than £5,000	17,825	17,825	9,600
	<u>273,439</u>	<u>273,439</u>	<u>251,068</u>

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

6. COSTS OF GENERATING VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Support costs	<u>106,916</u>	<u>523</u>	<u>107,439</u>	<u>101,076</u>

7. FUNDRAISING TRADING

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Shop expenses	19,157	19,157	42,542
Hundreds Club	4,861	4,861	4,700
Support costs	25,061	25,061	17,639
	<u>49,079</u>	<u>49,079</u>	<u>64,881</u>

8. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
General Activities	507,072	507,072	520,240
Support costs	8,472	8,472	9,295
	<u>515,544</u>	<u>515,544</u>	<u>529,535</u>

9. COSTS OF CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Activities undertaken directly £	Support costs £	Total Funds 2011 £	Total Funds 2010 £
General Activities	<u>507,072</u>	<u>8,472</u>	<u>515,544</u>	<u>529,535</u>

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

10. GOVERNANCE COSTS

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Staff costs	9,119	9,119	9,546
Employer's NIC	803	803	754
Trustee indemnity insurance	731	731	739
Premises expenses	1,348	1,348	1,337
Audit fees	3,930	3,930	3,000
Staff expenses	42	42	73
Trustee expenses	554	554	495
Professional fees	339	339	344
Printing & Stationery	647	647	752
Equipment maintenance	509	509	549
Depreciation	417	417	900
Subscriptions	95	95	305
Postage	293	293	158
Telephone	170	170	172
	<u>18,997</u>	<u>18,997</u>	<u>19,124</u>

The Trustees have reviewed the expenditure incurred in the year and have allocated various costs over the charity's activities in proportion to the usage that they deem appropriate for that particular charitable activity.

11. NET INCOMING/(OUTGOING) RESOURCES FOR THE YEAR

This is stated after charging:

	2011 £	2010 £
Depreciation	4,166	4,502
Auditors' remuneration:		
- audit of the financial statements	3,100	3,000
Operating lease costs:		
- Land and buildings	21,000	21,000
	<u>21,000</u>	<u>21,000</u>

12. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:

	2011 £	2010 £
Wages and salaries	84,410	91,570
Social security costs	7,448	7,641
	<u>91,858</u>	<u>99,211</u>

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

12. STAFF COSTS AND EMOLUMENTS *(continued)*

Particulars of employees:

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2011 No	2010 No
Number of administrative staff	<u>4</u>	<u>5</u>

No trustees received remuneration during the year (2010 same).

No employee received remuneration of more than £60,000 during the year (2010 - Nil).

13. TANGIBLE FIXED ASSETS

	Equipment £	Fixtures & Fittings £	Total £
COST			
At 1st April 2010	18,869	9,426	28,295
Additions	1,336	-	1,336
At 31st March 2011	<u>20,205</u>	<u>9,426</u>	<u>29,631</u>
DEPRECIATION			
At 1st April 2010	13,739	9,098	22,837
Charge for the year	4,057	109	4,166
At 31st March 2011	<u>17,796</u>	<u>9,207</u>	<u>27,003</u>
NET BOOK VALUE			
At 31st March 2011	<u>2,409</u>	<u>219</u>	<u>2,628</u>
At 31st March 2010	<u>5,130</u>	<u>328</u>	<u>5,458</u>

14. INVESTMENTS

Movement in market value

	2011 £	2010 £
Acquisitions at cost	100,000	-
Movement in the year	(21)	-
Market value at 31st March 2011	<u>99,979</u>	<u>-</u>
Historical cost at 31st March 2011	<u>100,000</u>	<u>-</u>

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

14. INVESTMENTS *(continued)*

Analysis of investments at 31st March 2011 between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Listed investments	<u>99,979</u>	<u>–</u>	<u>99,979</u>	<u>–</u>

15. STOCKS

	2011 £	2010 £
Stock	<u>1,311</u>	<u>3,392</u>

16. DEBTORS

	2011 £	2010 £
VAT	640	–
Other debtors	<u>33,448</u>	<u>3,371</u>
	<u>34,088</u>	<u>3,371</u>

17. CREDITORS: Amounts falling due within one year

	2011 £	2010 £
Trade creditors	55,130	94,978
Accruals	<u>3,000</u>	<u>3,000</u>
	<u>58,130</u>	<u>97,978</u>

18. RESTRICTED INCOME FUNDS

	Balance at 1 Apr 2010 £	Incoming resources £	Outgoing resources £	Balance at 31 Mar 2011 £
10th Anniversary fund	107,773	320	–	108,093
Permanent endowment	325	–	–	325
Tina Walker	<u>1,073</u>	<u>–</u>	<u>(523)</u>	<u>550</u>
	<u>109,171</u>	<u>320</u>	<u>(523)</u>	<u>108,968</u>

The purpose of the 10th Anniversary fund is "to secure the future" of Hospice at Home.

The purpose of the Tina Walker Fund is to provide for clinical and office staff training.

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

19. UNRESTRICTED INCOME FUNDS

	Balance at 1 Apr 2010 £	Incoming resources £	Outgoing resources/ gains/(losses) on investments £	Balance at 31 Mar 2011 £
Designated fund -				
Legacy fund	397,877	137,068	-	534,945
General Funds	128,805	736,589	(690,557)	174,837
	<u>526,682</u>	<u>873,657</u>	<u>(690,557)</u>	<u>709,782</u>

The Trustees have decided to create a fund comprising 90% of all donations by will, which the trust receives. The purpose of this fund is to build up a sound capital base for the future. Over many years we hope that this will provide a growing and continuing income to safeguard the delivery of our nursing service.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible fixed assets £	Investments £	Other net assets £	Total £
Restricted Income Funds:				
10 th Anniversary Fund	-	-	108,093	108,093
Permanent endowment	-	-	325	325
Tina Walker	-	-	550	550
	<u>-</u>	<u>-</u>	<u>108,968</u>	<u>108,968</u>
Unrestricted Income Funds:				
Designated funds	-	-	534,945	534,945
General funds	2,628	99,979	72,230	174,837
	<u>2,628</u>	<u>99,979</u>	<u>607,175</u>	<u>709,782</u>
Total Funds	<u>2,628</u>	<u>99,979</u>	<u>716,143</u>	<u>818,750</u>

21. RELATED PARTY TRANSACTIONS

During the year expenses amounting to £2,218 were reimbursed to 3 of the Trustees for expenses incurred for charitable purposes (2010 £990 - 2 trustees).

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31ST MARCH 2011

22. COMPANY LIMITED BY GUARANTEE

The charity is Limited by Guarantee. Every member of the charity undertakes to contribute such amount as may be required (not exceeding £1) to the charity's assets if it should be wound up while he is a member, or within 1 year after he ceases to be a member, for payment of the charity's debts and liabilities contracted before he ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves.

23. OPERATING LEASE COMMITMENTS

At the year end date the charity has obligations under an operating lease to pay £21,000 per annum for premises costs for the next 2-5 years.

24. MATERIAL LEGACIES

As at 31 March the charity had been notified of two material legacies. The total amounts receivable were estimated to be in the region of £150,000. The amounts have not been included within the financial statements as they are based on estimated values which are uncertain until the donors' estates are finalised.

**HOSPICE AT HOME CARLISLE AND NORTH LAKELAND
COMPANY LIMITED BY GUARANTEE**

MANAGEMENT INFORMATION

YEAR ENDED 31ST MARCH 2011

**The following pages do not form part of the statutory financial statements
which are the subject of the independent auditor's report on pages 14 to 15.**

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31ST MARCH 2011

	2011 £	2010 £
INCOMING RESOURCES		
VOLUNTARY INCOME		
Memorial	53,526	47,645
Personal	37,412	32,808
Organisations	44,680	38,306
Functions & Events	209,442	150,249
Legacies	152,298	12,738
	<u>497,358</u>	<u>281,746</u>
ACTIVITIES FOR GENERATING FUNDS		
Shop income	71,692	43,305
Hundreds Club	15,303	15,007
Other sales	11,778	15,716
	<u>98,773</u>	<u>74,028</u>
INVESTMENT INCOME		
Bank interest receivable	4,407	5,881
INCOMING RESOURCES FROM CHARITABLE ACTIVITIES		
Cumbria PCT	240,614	241,468
Garfield Weston Foundation	10,000	-
The Mulberry Trust	5,000	-
Other grants less than £5,000	17,825	9,600
	<u>273,439</u>	<u>251,068</u>
TOTAL INCOMING RESOURCES	<u>873,977</u>	<u>612,723</u>

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31ST MARCH 2011

	2011 £	2010 £
RESOURCES EXPENDED		
COSTS OF GENERATING VOLUNTARY INCOME		
Wages & Salaries	60,324	56,782
Employer's NIC	5,838	4,927
Professional fees	1,018	1,033
Telephone	1,209	1,219
Depreciation	2,291	2,026
Premises costs	11,116	11,030
Trustees expenses	555	495
Staff expenses	377	657
Publicity	585	1,424
Equipment maintenance	2,800	3,018
Printing and stationery	2,717	3,160
Postage	2,053	1,105
Newsletter	3,452	1,255
Subscriptions and courses	309	992
Event costs	12,795	11,953
	<u>107,439</u>	<u>101,076</u>
FUNDRAISING TRADING		
Shop expenses		
Purchases	18,325	25,074
Wages & Salaries	768	16,258
Employer's NIC	64	1,210
	<u>19,157</u>	<u>42,542</u>
Hundreds Club		
Purchases	4,861	4,700
Fundraising trading - Support costs		
Wages & Salaries	11,456	6,130
Employer's NIC	502	524
Professional fees	339	344
Telephone	170	172
Depreciation	625	675
Premises expenses	2,358	2,340
Publicity	293	715
Equipment maintenance	764	823
Printing and stationery	647	752
Postage	586	316
Newsletter	598	217
Subscriptions	48	153
Trustees expenses	1,109	
Christmas cards	5,566	4,478
	<u>25,061</u>	<u>17,639</u>
	<u>49,079</u>	<u>64,881</u>

HOSPICE AT HOME CARLISLE AND NORTH LAKELAND COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31ST MARCH 2011

	2011 £	2010 £
CHARITABLE ACTIVITIES		
General Activities		
<i>Activities undertaken directly</i>		
Nursing	507,072	520,240
Support costs		
Wages & Salaries	2,743	2,854
Employer's NIC	241	226
Publicity	609	1,505
Telephone	153	155
Depreciation	833	900
Premises expenses	2,021	2,005
Equipment maintenance	1,018	1,098
Printing and stationery	302	351
Newsletter	552	201
	8,472	9,295
	515,544	529,535
GOVERNANCE COSTS		
Staff costs	9,119	9,546
Employer's NIC	803	754
Trustee indemnity insurance	731	739
Premises expenses	1,348	1,337
Audit fees	3,930	3,000
Staff expenses	42	73
Trustees' expenses	554	495
Professional fees	339	344
Printing & Stationery	647	752
Equipment maintenance	509	549
Depreciation	417	900
Subscriptions	95	305
Postage	293	158
Telephone	170	172
	18,997	19,124
TOTAL RESOURCES EXPENDED	691,059	714,616
NET INCOMING/(OUTGOING) RESOURCES FOR THE YEAR	182,918	(101,893)