

Financial Statements

For the year ended 31 March 2013

Lifeline Project

A company limited by guarantee and not
having share capital

Company No 1842240
Registered Charity No 515691



The Lexicon, Mount Street, Manchester, M2 5NT
Tel 0161 831 1100 Fax 0161 831 1101

Lifeline Project Ltd
Registered Charity Number 515691

Objectives

The objectives of Lifeline are to relieve poverty, sickness and distress among those persons affected by addiction to drugs of any kind and to educate the public on matters relating to drug misuse

Mission, Vision and Values

Lifeline's objectives are achieved through its stated Mission, Vision and Values

Mission Statement – (why we exist)

We work with individuals, families and communities to prevent and reduce harm, promote recovery and challenge the inequalities linked to alcohol and drug misuse

Vision Statement – (what we aspire to be)

Our vision is to provide alcohol and drug services that we are proud of, services that value people and achieve change

Values Statement – (the behaviours that guide us)

Lifeline has four core values, namely

Improving Lives

We believe in real and sustained change for individuals, families and communities. We build change through responsive local services, where every engagement counts towards a meaningful individual recovery experience.

Effective Engagement

We are connected to our stakeholders. We listen and respond to our beneficiaries, partners, communities and workforce in order to continually improve services, experiences and outcomes.

Exceeding Expectations

We have high expectations of what our beneficiaries and workforce can achieve together. We demonstrate this commitment through our work on customer service, diversity, leadership, and performance.

Maintaining Integrity

We are honest and realistic about the multiple issues that contribute to alcohol and drug misuse. This pragmatic and understanding approach helps us in our work to overcome these challenges and develop practical solutions together.

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Trustees' Annual Report

Constitution

Lifeline Project is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. Charity number 515691. Company number 1842240.

Directors and Trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law. Under the Articles, the directors all serve as members of the Council of Management, which constitutes the Board of Directors for the purposes of the Companies Act 2006. Directors may be appointed by ordinary resolution.

Board of Trustees

Trustees serving during the year and at the date the Trustees' Annual Report was approved were –

- Mr John Scampion - Chair
- Ms Jocelyn Jean-Pierre
- Mr Davy Iredale
- Mr Peter Garland (Resigned 3 January 2013)
- Ms Susan Ramprogus
- Mr Len Richards (Resigned 1 September 2012)
- Mr Richard Scorer
- Mr Nigel de Noronha
- Ms Claire Evans

Chief Executive and Company Secretary

Ian Wardle

Registered office

Unit 14/15, Third Floor
12 Hilton Street
Manchester
M1 1JF

Auditors

Mazars LLP, The Lexicon, Mount Street, Manchester, M2 5NT

Bankers

National Westminster Bank Plc, 115 Deansgate, Manchester, M3 2NW
The Co-operative Bank Plc, 1 Balloon Street, Manchester, M60 4EP

Solicitors

Taylor, 80 Mosley Street, Manchester, M2 2AS
Hill Dickinson, 50 Fountain Street, Manchester M2 2AS

Trustees' Annual Report (continued)

Introduction

Lifeline Project Ltd has provided a range of drug and alcohol services since its original foundation in 1971 as a Manchester based day centre for drug users. The organisation has become one of the largest charities working within the field of substance misuse delivering services throughout England. Lifeline strives to ensure that it performs to the highest standards in terms of governance, management and service delivery whilst retaining its core values of approachability and responsiveness to individual needs.

Lifeline has a reputation for independence and providing services that support both direct clients and the broader population whose lives are affected by drugs. Our reputation is underpinned by a commitment to an independent and broad based knowledge sector that incorporates publications, research, policy review and new media technology.

We are focused on delivering high quality, cost effective and innovative services tailored to the specific demographic and interventional needs of the communities we serve. We provide treatment and education for those affected by drug and alcohol use through a wide portfolio of services and geographical locations. Since its foundation the charity has evolved in response to the ever increasing and emerging problems associated with substance misuse which is reflected in our portfolio of current services.

Charitable Objectives, Mission, Vision and Values

Lifeline's charitable objects are to relieve poverty, sickness and distress among those persons affected by addiction to drugs of any kind and to educate the public on matters relating to substance misuse. Lifeline promotes an organisational ethos and culture that respects the dignity of those people who require our help and support with drugs and alcohol problems.

Lifeline's overarching aim is to deliver attractive, effective and relevant responses to the challenges associated with drugs and alcohol use. This applies to the people who receive our services, their families and the wider community who live and work in areas where drug use is problematic. We place strong emphasis on working collaboratively with clients, commissioners, funding bodies and fellow professionals who work in the sector.

Lifeline works within the Charity Commission's general guidance on public benefit. We review our strategy and objectives each year looking at the achievements and outcomes of our key activities and the benefits that these have brought to the beneficiaries we have been set up to serve. In general, Lifeline's services convey substantial 'public benefit' which include:

- Environmental improvements through needle exchange services that help to reduce the number of used needles found on the streets
- Recovery focussed provision that contributes to reduced drug related crime and anti-social behaviour
- Outreach and Harm reduction services which give out condoms and provide advice and screening on Blood Borne Virus (BBV) which contributes to a decrease in the transmission of sexually transmitted diseases and BBV
- Raising public awareness and knowledge of drug issues and services
- Provide a welcoming and positive environment for clients which contributes to better outcomes of treatment and provide access to clear pathways into sustainable recovery including education, training and employment opportunities

Trustees' Annual Report (continued)

Mission, Vision and Values

Lifeline's Mission, Vision and Values were re-examined in a consultation exercise throughout 2011 and the findings communicated extensively to staff and other stakeholders through a series of workshops and statements

Mission Statement – (why we exist)

We work with individuals, families and communities to prevent and reduce harm, promote recovery and challenge the inequalities linked to alcohol and drug misuse

Vision Statement – (what we aspire to be)

Our vision is to provide alcohol and drug services that we are proud of, services that value people and achieve change

Values Statement – (the behaviours that guide us)

Lifeline has four core values, namely

Improving Lives

We believe in real and sustained change for individuals, families and communities. We build change through responsive local services, where every engagement counts towards a meaningful individual recovery experience.

Effective Engagement

We are connected to our stakeholders. We listen and respond to our beneficiaries, partners, communities and workforce in order to continually improve services, experiences and outcomes.

Exceeding Expectations

We have high expectations of what our beneficiaries and workforce can achieve together. We demonstrate this commitment through our work on customer service, diversity, leadership, and performance.

Maintaining Integrity

We are honest and realistic about the multiple issues that contribute to alcohol and drug misuse. This pragmatic and understanding approach helps us in our work to overcome these challenges and develop practical solutions together.

Trustees' Annual Report (continued)

Principal Achievements in 2012/13

(1) Improving Lives

Review of Services

Our core value is to aim to promote real and sustained change for individuals, families and communities. We build change through responsive local services, where every engagement counts towards a meaningful individual recovery experience.

Lifeline Project operates on a nationwide basis to support adults, young people, families and communities affected by drugs and alcohol. Lifeline's scope covers the full range of services, providing 75 services in community and prison environments, including four full treatment systems, across London, Oxfordshire, Midlands, the North West, North East, Yorkshire and Humberside.

During the year Lifeline saw significant growth in its existing clients as detailed in the table below.

	Active clients 2012/13	Active clients 2011/12
Prisons and Criminal Justice	9,388	4,815
Adult Tier 2	12,126	11,861
Adult Tier 3	2,710	2,592
Alcohol Services	1,888	1,862
Young People's Services	610	605
Total	26,722	21,735

The following examples provide a snapshot of the geographical spread of Lifeline services and how they improve lives through the activity delivered and the outcomes achieved.

Birmingham (Young People's Service) The service significantly increased delivery of specialist treatment services with a total of 531 young people accessing treatment during 2012-13 which was an increase of 40% from the previous year and exceeded the target agreed with Commissioners of 500 young people in specialist treatment. The Service's success was achieved through the implementation of a locality based model with named workers taking responsibility for developing links with other services and community groups within each of the localities within Birmingham. This initiative enabled the development of closer working relationships with both statutory and voluntary sector children's services throughout the city.

Salford Young People's Service During the year Lifeline's SMART Service engaged with nearly 1,000 beneficiaries including 608 young people in specialist treatment and targeted group work, 154 local residents attending community events, 19 parental interventions and training for 174 local authority professionals.

Manchester's Eclipse Service During the year a total of 784 individuals were engaged with the Eclipse Treatment Team through one to one clinical assessments, interventions and group work programmes. The Family Service engaged with 104 families and supported 124 children and 60 parents throughout the year and the Family Therapy team also engaged 29 families which amounts to 136 individuals.

York The Reducing Reoffending Team has worked to strengthen links with HMP Askham Grange, in a bid to extend the learning opportunities to their residents. An agreement is now in place that allows residents to fast track enrolment on courses, which is innovative and pioneering for York in terms of promoting learning opportunity to an extremely hard to reach population whilst also helping to reintegrate these clients back into the community.

Tameside The Adult Service delivered against all contract targets including supporting 91 service users to access structured treatment and supporting 71 service users to access secure accommodation. Overall the caseload was approximately 80 service users at any one time. Numbers of referrals into the Service steadily increased, particularly

Trustees' Annual Report (continued)

in the last quarter where a 50% increase in the number of referrals was accepted

HMP Deerbolt Thanks to the dedication and commitment of staff the year saw the successful opening of the Recovery Wing. The wing has taken significant steps forward with Family work now being significantly enhanced and contributing positively to recovery journeys.

Staffordshire Prisons The Staffordshire prison service contract is in its first year and Lifeline has already actively engaged with 913 service users across the 5 prisons.

Service Growth and Sustainability

Service growth and sustainability, in terms of service type and geographical location, is critical to Lifeline's success. Through growth, Lifeline achieves both its charitable objectives and provides resources to underpin its financial security.

A key feature of the year's growth has been the success in winning and implementing contracts which require significant clinical provision. This has included clinical provision which is integrated with other provision (such as York and Oxfordshire services), stand-alone clinical contracts (such as Redcar and Cleveland) or contracts in which we sub-contract clinical delivery to partner agencies (such as our seven prison services provided in partnership with Delphi Medical and our Bolton Integrated Drug and Alcohol Service, provided in partnership with St Martin's Healthcare Services).

2012-13 saw Lifeline increase its business development capacity and of the 25 full tender submissions during this period, 12 of these submissions were successful (see table below).

Successful tender submissions 2012-13		
Bolton Harm Reduction Service	Kingston Upon Thames Community Wellbeing Service	Redcar and Cleveland Clinical Treatment and Prescribing Service
Bolton Brief Intervention Service	Nottingham Family Service	Staffordshire Prisons - Integrated Substance Misuse Services
Bolton Medical Intervention Service	Salford Family Service (In-Focus)	Styal Prison Substance Misuse Services
Bolton Psychosocial Intervention Service	Buckley Hall Prison Substance Misuse Service	Isis Prison Drug and Alcohol Psychosocial Treatment Service

(2) Effective Engagement

Our core value is to connect to our stakeholders. We listen and respond to our beneficiaries, partners, communities and workforce in order to continually improve services, experiences and outcomes.

Engagement with service users is integral to our service provision and provides vital feedback that enables services to maintain high standards in terms of relevance and quality.

Some examples of engagement and feedback during 2012/13 include:

Core Question System - All clients across Lifeline are asked, on a periodic basis, three standard 'Core Questions' and rated responses are collated centrally. Clients answer the questions by stating how strongly they agree with the statements on a sliding scale. The maximum score that can be given to any question is 4.

Trustees' Annual Report (continued)

The table below shows the average score for all responses across Lifeline services for March 2013 compared with the previous years. Around 1,500 of Lifeline's service users complete a Core Questions response every month.

	March 13	March 12	March 11
1 The service has met my needs	3.7	3.6	3.3
2 I am satisfied with the way the staff have treated me	3.7	3.4	3.4
3 I have made positive steps to improve my life	3.4	3.1	3.1

Feedback Week During March 2013 Lifeline Localities conducted their feedback week and of the 623 respondents, 86% of clients stated that the service met their needs and 82% stating that the services were particularly helpful.

Oxfordshire Recovery Hub The Recovery Hub has developed its programmes around feedback received from the service users. As a result of the closure of female specific services in Oxfordshire, service users requested that the Recovery Hub offer this service and as a result of this consultation a women's only weekly recovery group was set up.

(3) Exceeding Expectations

Our core value is our commitment to realising high expectations of what our beneficiaries and workforce can achieve together. We demonstrate this commitment through our work on customer service, diversity, leadership, and performance.

Care Quality Commission (CQC) Under the Health and Social Care Act 2008, all providers of health and social care services must register with the CQC. Lifeline's registration with the Care Quality Commission (CQC) was confirmed in October 2010 and as a condition of registration services must demonstrate on-going compliance with the Commission's 'Essential Standards of Quality and Safety'. Over the course of the year we have almost doubled the number of services registered with the CQC.

Investors in People (IIP) During the year Lifeline Localities was awarded IIP status for its Yorkshire services (Bradford, Calderdale and Rotherham), whilst Lifeline Kirklees retained their Investors in People status.

Oxfordshire Recovery Hub The 12-Step community rehabilitation programme was one of the first established programmes in Oxfordshire and celebrated its first graduation on 14th August 2012 with four successful graduates completing the course. One service user stated "engaging with Lifeline and doing the community rehab has had a really positive effect on my life".

HMP Liverpool Lifeline's Team Leader at HMP Liverpool, Sandra Dutton, received a Butler Trust Award in March 2013 for her commitment to improving and delivery high quality substance misuse services at HMP Liverpool.

Lifeline Young Persons (East Lancashire) Lifeline teamed up with the Challenge project to deliver a meaningful social action project whereby young people lead on an organised 'clean up' of Corporation Park following recent episodes of vandalism. During the year, Lifeline East Lancashire received a 'Your Community Your Call' certificate from Blackburn with Darwen council in recognition of the positive work the Service undertook in supporting local communities.

Publications and Research Lifeline Publications and Research Department were the first, and remain the only, specialist producers of drug information in the UK to have achieved the Information Standard, the Department of Health's mark of quality information providers. A recent audit by the Information Standard reported that we had not just maintained our 'best practice' research and production methods but had improved upon them, which was particularly noteworthy given the two main areas in developing new information products were particularly challenging namely, Steroids and 'Legal' Highs.

Tameside Lifeline Branching Out service participated in the management of an independent research project commissioned by the Clinical Commissioning Group to review alcohol services for children and young people in

Trustees' Annual Report (continued)

Tameside and Glossop Branching Out was identified as an example of good practice in the research summary, receiving positive responses from all interviewees with beneficiaries, partners and stakeholders. Lifeline Branching Out provided a significant input into the development of the CYP Alcohol pathway and the subsequent business case for further investment into A&E liaison.

(4) Maintaining Integrity

Our core value is that we are honest and realistic about the multiple issues that contribute to alcohol and drug misuse. This pragmatic and understanding approach helps us in our work to overcome these challenges and develop practical solutions together.

Part of Lifeline's original philosophy and mission was that of 'telling the truth about drugs' and to develop services that reflect a practical response to developing issues.

Performance and Image Enhancing Drugs (PIEDs) The use of anabolic steroids, often called PIEDs, has grown considerably over the last ten years and Lifeline runs a number of clinics aimed at these clients who now account for more than half of our needle exchange clients. A vast number of different drugs are in circulation, but there is still little information about working with users of PIEDs. Lifeline Publications has been developing a campaign on steroids (for use in our services in the North East and Kirklees) which has recently been adopted by Public Health Wales for their current national campaign.

Legal Highs and information networks The rapidly changing and growing world wide market for products sold as Legal Highs is a significant current challenge. Through the DrugWatch partnership Lifeline has gained a reputation as a knowledge centre for these and other new drugs. Lifeline Publications has produced a number of briefings and updates for our staff and other professionals, including a recent professional briefing on '4-methyleamphetamine' that was requested by commissioners of our York Service.

Lifeline Publications also responded to requests from our prison services and produced a Legal High guide for prisoners and produced a booklet to be sold nationally.

Research Commissions The Research Department has been commissioned to explore the potential to improve engagement in treatment with individuals diagnosed with Alcohol Related Liver Disease. The commission will involve working with service users, local gastroenterology departments and community services to develop responses to this challenge. The work will inform a series of information products for sale and link with Lifeline alcohol services in relation to alcohol detoxification work.

Use of Volunteers and Students

The contribution of volunteers (including student placements) is crucial to the success and unique culture of Lifeline. During 2012/13 approximately 231 volunteers (2011/12 - 180) were utilised which equated to approximately 1,900 hours a week (2011/12 - 1,471 hours a week). Based on a minimum wage of £6.31 per hour this provides an annual valuation of £623k (2011/12 - £470k) and given the current climate of reduced funding this contribution in financial terms alone has never been more vital.

Volunteers and students bring with them a diverse range of academic and professional disciplines and provide services with new and emerging theories and practices which remain vital to the continued progression of the service.

Volunteers and students are used in a variety of roles and all receive formal induction, supervision and training and attend volunteer team meetings which include updates on training opportunities and jobs. Volunteers are involved in all aspects of service delivery including supporting clients, offsite activities, liaison with partner agencies, developing information resources and service evaluation. Some examples of Lifeline's volunteer activity include:

Nottingham Explore Family is Lifeline's new Nottingham service which commenced in January 2013 and to date has approximately 15 volunteers who have been utilised in various roles including mentoring, buddies for young people, advocates, and service promotions / open day events. Volunteers have also been active in the children's activities held in the half term holidays including arts and crafts, games and music sessions.

Trustees' Annual Report (continued)

Tower Hamlets During the year the community drug team increased its volunteer contingent to 15 which provided extra support to all areas of the service. The service was also able to offer employment to two volunteers this year on a full and part time basis respectively. Counselling services are facilitated by volunteers and overseen by qualified members of staff. Volunteers and Peer supporters have been trained in providing needle syringe programmes.

Kirklees The service currently has 24 Volunteers working in various roles from counselling to criminal justice and complementary therapies. During the year, 2 volunteers gained employment at Prism and The Bridge Project, Bradford and one volunteer secured a job with our Alcohol service 'ON-TRAK' as a Recovery Worker.

Tameside Lifeline Branching Out set up a volunteer programme and successfully recruited 3 volunteers into roles covering service user involvement, criminal justice mentoring and young persons support. The use of volunteers allowed practitioner capacity to be utilised for core business and enabled the formation of a service user involvement plan. One volunteer secured temporary employment within the team.

Prisons HMP Deerbolt has established links with the Help for Heroes charity and now has a working protocol whereby ex-service people are able to obtain experience of Lifeline's work and decide whether this is a potential career path they may wish to pursue. From the outset, there are parallels between our client preparing to establish a constructive civilian life and that of those ex-service personnel who face similar challenges as they leave the armed forces. The impact of such placements has been extremely encouraging as Lifeline's service users learn of the experiences and challenges faced by service staff (such as Post Traumatic Stress Disorder and problematic alcohol use).

Innovative and New Areas of Funding and Service Delivery

Some examples of innovative and new areas of funding and service delivery include:

Tower Hamlets The Community Drug Service secured from commissioners an additional £50k funding in addition to the core budget that enabled the retention of two recovery workers. The Service also secured funding from Job Centre Plus to set up a Job club.

York The Adult Service in collaboration with York College launched its successful accredited learning scheme. In the first year 15 people enrolled on the Employability and Personal Development course and all achieved a City & Guilds Level 2 accreditation. In collaboration with the Skills for Life team at York College, York's Volunteer Coordinator developed a twelve week programme that allowed clients and associates of Recovery in York, the opportunity to embark on a learning journey within treatment services.

York Lifeline York's Young People's Team Atlas engages with young people in a vast range of settings and the potential to communicate and engage young people through interactive tablets was discussed. The team realised the potential impact on the service and how it could improve outcomes with young people. For young people the tablets could be used to show relevant videos or websites, use educational applications or find up to date drug information. The key part of working in this way was that it would empower the young person to take responsibility for their own recovery as they would be the ones using the tablet and accessing the information. The team was successful in raising additional funding through grant applications raising £2,800 over three months, which allowed the purchase of 7 tablets.

Financial Review

Despite the increasingly challenging funding environment, Lifeline produced a significant surplus for the year with a net increase in resources of £760,081 (2012 £83,166). Once appropriate reserve transfers were made and project funds designated, a surplus of £793,644 remained and the level of general funds increased accordingly.

Income during the year amounted to £26,367,128 (2012 £20,142,883) representing an increase of 31% on the previous year. The amount of "Voluntary income" was £141,329 (2012 £221,909) and investment income amounted to £1,639 (2012 £1,064) reflecting both the downturn in the economy and the reduced availability of surplus funds.

Trustees' Annual Report (continued)

Income from charitable activity increased by 32% to £26,224,160 (2012 £19,919,910), the majority of which derives from contracts commissioned from a wide spectrum of public bodies

Total resources expended during the year amounted to £25,607,047, (2012 £20,059,717), an increase of 28% broadly in proportion to increased level of income

Year end cash balances were strengthened and amounted to £3,578,771 (2012 £2,515,844)

Disabled Persons

Lifeline's policy is to give full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitude and abilities. Lifeline meets all legislative requirements, including the Disability Discrimination Act, to ensure equality of access and opportunity regarding recruitment and professional development

Disabled employees receive appropriate training to promote their career development within the charity and those employees who become disabled are retained wherever possible in their existing posts or retrained for suitable alternative posts

Plans for 2013/14 and beyond

At a corporate level, major plans for 2013/14 include

- Establishment of an Integrated Governance Committee that will report directly to the Board of Trustees and look to further develop our clinical governance processes relating to sub-contracted and partnership services
- Achievement of Financial Targets

At a service level, major plans include

- **Lifeline Tameside** The service is currently planning to launch a 'BME engagement project', with the aim of engaging and informing, individuals, workers and agencies in the BME community. The project is due to run for 6 months and will take the form of information and training sessions led by nominated lead workers. The first event will be held in September
- **Nottingham Family Service** As with any new service marketing and promotion is critical to success and the service has a number of plans in this respect. The service is planning an open day in October in partnership with Nottingham's Drug and Alcohol treatment services which will demonstrate the joined up working and referral pathways in to treatment and support as well as promoting the service to key stakeholders and partner agencies. A carers newsletter is also planned to be distributed quarterly to inform all clients about the service and how to get involved. The newsletter will also provide an opportunity for clients to submit articles, poems, or stories to share with others in similar situations
- **Bolton** The Brief Intervention Service will be developing a series of online programmes which will support those who do not want to access face to face support by allowing interventions, communication and support to take place online. Clients will be given a login and password and Engagement Workers will work in a virtual sense
- **Birmingham Young Persons** Volunteers will enable the service to increase the range of interventions through a summer activity programme that will provide workshops in creative writing, short film making, art, photography, hair and beauty, sport and fitness. The workshops will be linked to aims identified as beneficial through assessment and care planning (increasing confidence, anger management, assertiveness, self efficacy, goal setting and problem solving, team working). The outcome of the workshops will be used to raise awareness of substance use issues for young people in Birmingham and the services that are available
- **East Lancashire Young Persons** The service will hold a Celebration Event to be planned, designed, delivered and lead by young people and service users

Trustees' Annual Report (continued)

Structure, Governance and Management

The Board of Trustees

The Board of Trustees is responsible for setting the strategic direction and providing leadership to the organisation. Trustees are selected on the basis of their relevant skills and undergo a formal induction programme. All trustees regularly visit Lifeline projects and operational commands, in order to familiarise themselves with the work undertaken in respect of the achievement of Lifeline's charitable objects.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 7 to the accounts.

The full Board of Trustees met formally on 4 occasions during 2012/13.

The Finance Committee reports to the Board and met formally on 4 occasions during 2012/13.

During 2013/14 the Governance arrangements of the organisation will be enhanced through the establishment of an Integrated Governance Committee that will report directly to the Board of Trustees.

Management and the Role of Senior Staff

The Board of Trustees delegates the day-to-day running of the organisation to the Chief Executive including the formulation and implementation of appropriate policies.

The Chief Executive attends all Board and Management Board meetings together with the Heads of Directorate. The Chief Executive and Heads of Directorate regularly report on operational matters and the Head of Finance and Central Services Directorate presents a comprehensive report on the financial position including out-turn against budget, management accounts and cash flow forecasts.

Information and Key Reports

An annual budget is prepared each year by the Head of Finance and Central Services Directorate for approval by the Board of Trustees, together with regular financial reports and forecasts, which inform trustees of financial performance.

Lifeline's clinical governance reporting processes provide regular information and analysis on incidents, accidents and complaints to meetings of the Board of Trustees.

Management information and performance analysis is continually reviewed in order to ensure that the Board of Trustees receives adequate and appropriate information. At each Board meeting it is common for senior members of staff with different operational areas of responsibility to attend and give a presentation to trustees on various topics. This ensures that trustees are kept fully abreast of developments and opportunities, and enables senior staff to have regular contact with trustees.

Reports on bidding activity are fixed agenda items at Board meetings, informing trustees of bids for new work or ones that are in progress. This ensures that trustees are fully aware of developments in this important area and allows monitoring of Lifeline's strategic aim of service growth.

Reserves Policy

At the trustees meeting of 12 December 2012, a review of the appropriate level of free reserves was undertaken and it was agreed to set a target of £2 million, which was felt sufficient to secure the Charity's overall financial position and core activities. As at 31 March 2013 general reserves were £1,809,041. Total Reserves as at 31 March 2013 were £5,244,069 of which £83,151 was classified as restricted.

Trustees' Annual Report (continued)

The target level of general free reserves is reviewed regularly by trustees to ensure that the target is appropriate. Reserves are held to enable Lifeline to discharge its commitments to its stakeholders and in particular such commitments reflect

- The need to cover predominant financial risks of the organisation
- The need to maintain operational working capital
- The need to provide funds for developing existing and new services

Investment Policy

The majority of Lifeline's income derives from ongoing service contracts, and therefore resources available to enter into long-term investments are limited. When available, surplus cash is invested in money market accounts to earn additional investment income. During 2012/13 investment income amounted to £1,639 (2012 £1,064)

Management of Key Risks

Lifeline's policy with regard to risk identification, assessment and management is an embedded process that is regularly reviewed. Trustees have an overall responsibility for ensuring that the charity has proper systems in place to identify and manage the organisation's major strategic, financial and operational risks.

Trustees and senior management staff ensure that such risks are regularly reviewed and appropriate actions taken, where possible, to mitigate the probability and impact of these risks.

The major financial risk for Lifeline is the extent of reliance placed on major contracts from commissioners. Lifeline continues to monitor and mitigate these risks wherever possible and adheres to Charity Commission Guidance (CC37 – Charities & Public Service Delivery).

Lifeline manages its cash flow through close monitoring of liquidity and cash flow forecasts are regularly reported to Trustees.

Trustees have assessed the relevant major risks to which Lifeline is exposed and are satisfied that systems are in place to mitigate the effects of these risks. The Board of Trustees receives regular advice from their solicitors in connection with compliance with law and regulation and the solicitor attends Board meetings as and when required.

Trustees' Responsibilities

The Board of Trustees are the directors for the purposes of company law, which requires them to prepare accounts for each financial year, which give a true and fair view of the state of affairs of the company and of the net income or expenditure of the company for that period. In preparing those accounts, the directors are required to

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business

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

The directors also confirm that, as far as they are aware, there is no relevant audit information of which the charity's auditors are unaware and they have taken all steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Trustees' Annual Report (continued)

Public Benefit Statement

The trustees confirm they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit 'Charities and Public Benefit'

Lifeline's charitable mission is to 'relieve poverty, sickness and distress among those persons affected by addiction to drugs of any kind and to educate the public on matters relating to drug misuse' The trustees ensure that this purpose is carried out for the public benefit by delivering such services that are valued by clients and commissioners

Lifeline's services are available to everyone and are provided free to beneficiaries at the point of need

Appointment of Auditors

A resolution to appoint auditors to the Company will be proposed at the Annual General Meeting in December 2013

Signed on behalf of the Board of Trustees



Signed
D Iredale
Trustee

Independent auditors' report to the Members of Lifeline Project Limited

We have audited the financial statements of Lifeline Project Limited for the year ended 31 March 2013 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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).

Respective responsibilities of trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 14, the trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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 (APB's) Ethical Standards for Auditors. This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on the financial statements

In our opinion the financial statements

- give a true and fair view of the state of the charity's affairs as at 31 March 2013 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.

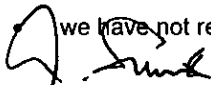
Opinion on the other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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.



Alastair Smith (Senior Statutory Auditor)

for and on behalf of Mazars LLP, Chartered Accountants and Statutory Auditor

The Lexicon
Mount Street
Manchester
M2 5NT

29 Dec 13

**STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2013**

	Notes	Unrestricted Funds 2013 £	Restricted Funds 2013 £	Total 2013 £	Total 2012 £
Incoming resources					
Incoming resources from generated funds					
Voluntary income					
Donations	2	5,930	135,399	141,329	221,909
Activities for generating funds					
Investment income and interest		1,639	-	1,639	1,064
Incoming resources from charitable activities	3	26,224,160	-	26,224,160	19,919,910
<hr/>					
Total incoming resources		26,231,729	135,399	26,367,128	20,142,883
<hr/>					
Resources expended					
Charitable activities	4	25,364,512	205,265	25,569,777	20,030,837
Governance costs	5	37,270	-	37,270	28,880
Total resources expended		25,401,782	205,265	25,607,047	20,059,717
<hr/>					
Net incoming resources before transfers	6	829,947	(69,866)	760,081	83,166
Transfers	14	(36,303)	36,303	-	-
<hr/>					
Net incoming/(outgoing) resources for the year		793,644	(33,563)	760,081	83,166
Balance brought forward at 1 April 2012	14	4,367,274	116,714	4,483,988	4,400,822
<hr/>					
Balance carried forward at 31 March 2013	14	5,160,918	83,151	5,244,069	4,483,988
<hr/>					

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


All incoming and expended resources derive from continuing activities

**BALANCE SHEET
AS AT 31 MARCH 2013**

	Notes	2013 £	2012 £
Fixed assets	8	2,582,877	2,794,135
Current assets			
Stock		34,340	29,639
Debtors	9	2,536,831	2,263,526
Cash at bank and in hand		3,578,771	2,515,844
		6,149,942	4,809,009
Creditors amounts falling due within one year	10	(3,488,750)	(2,981,585)
Net current assets		2,661,192	1,827,424
Total assets less current liabilities		5,244,069	4,621,559
Creditors amounts falling due after more than one year	11	-	(137,571)
Net assets		5,244,069	4,483,988
Unrestricted funds	14		
Designated funds		3,351,877	3,159,564
General funds		1,809,041	1,207,710
		5,160,918	4,367,274
Restricted funds	14	83,151	116,714
		5,244,069	4,483,988

Approved by the Board of Trustees and signed on their behalf by

J Scampion
Chair

 29th August 2013.

A company limited by guarantee and not having share capital
Company No 1842240
Registered Charity No 515691

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2013**

	Notes	2013 £	2012 £
Operating activities			
Net incoming resources		760,081	83,166
Investment income and interest		(1,639)	(1,064)
Interest paid		3,604	4,355
Depreciation		695,218	645,688
Cash (outflow)/inflow from movements in stock		(4,701)	3,073
Cash (outflow)/inflow from movements in debtors		(273,305)	659,396
Cash inflow/(outflow) from movements in creditors		527,165	(198,562)
		<u>1,706,423</u>	<u>1,196,052</u>
Returns on investment and servicing of finance			
Investment income and interest		1,639	1,064
Interest paid		(3,604)	(4,355)
		<u>(1,965)</u>	<u>(3,291)</u>
Cash (outflow) from returns on investments and servicing of finance		(1,965)	(3,291)
Capital expenditure			
Payments to acquire tangible fixed assets		(483,960)	(265,404)
		<u>(483,960)</u>	<u>(265,404)</u>
Cash (outflow) from capital expenditure		(483,960)	(265,404)
Cash inflow before financing		1,220,498	927,357
Financing			
Bank loan paid	16	(157,571)	(28,248)
		<u>(157,571)</u>	<u>(28,248)</u>
Cash (outflow) from financing		(157,571)	(28,248)
Increase in cash in the year	16	<u>1,062,927</u>	<u>899,109</u>

**Notes to the Financial Statements
for the year ended 31 March 2013**

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and follow the recommendations in Accounting and Reporting by Charities Statement of Recommended Practice issued in March 2005 (SORP 2005) and applicable accounting standards

b) Going concern

The charity's forecasts and projections show that the charity should be able to operate within its current working capital resources

The Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. They thus continue to adopt the going concern basis of accounting in preparing these financial statements

The principal accounting policies adopted in the preparation of the financial statements are as follows

c) Company status

The charity is a company limited by guarantee. The liability in respect of the guarantee as set out in the memorandum is limited to £1 per member of the company. The company has availed itself of the provisions in the Companies Act and adapted the Companies Act formats to reflect the special nature of the company's activities

d) Incoming resources

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

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable

Incoming resources from charitable activities, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance

e) Resources expended

Resources expended are recognised on an accruals basis as a liability is incurred. Resources expended include any VAT which cannot be fully recovered, and are reported as part of the expenditure to which they relate

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 costs of an indirect nature necessary to support them

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of staff resources

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

**Notes to the Financial Statements
for the year ended 31 March 2013**

continued. .

f) Fund accounting

General funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes

Restricted funds are subject to specific restrictive conditions imposed by donors or by the nature of the appeal. The purpose and use of the restricted funds are set out in the notes to the financial statements

g) Tangible fixed assets and depreciation

Tangible fixed assets that have been acquired for annual or short term funded projects are written off in the year of acquisition, apart from land and buildings

In general, tangible fixed assets with a cost over £500 and all vehicles are capitalised in the financial statements, and are stated at cost less depreciation. Depreciation has been provided at rates calculated to write off the cost less residual value over their expected useful lives as follows

Freehold property	4%	straight line
Property improvements	20%	straight line
Computer equipment	33%/100%	straight line
Vehicle	25%	straight line
Leasehold improvements		over the term of the lease

h) Stock

Stock has been valued at the lower of cost or net realisable value in accordance with SSAP 9

i) Pension costs

Certain employees are members of a defined contribution pension scheme. The contributions to the scheme are charged to the statement of financial activities as they become payable in accordance with FRS17

As a result of a new service commencing in the year, the charity now has a defined benefit pension scheme. However, there are only 9 members of the scheme and the FRS17 valuation at 31 March 2013 revealed a scheme surplus of £11,000. As a result, the impact has been considered immaterial and FRS17 defined benefit pension scheme disclosure requirements have not been followed. The scheme has therefore been accounted for as a defined contribution scheme

j) Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term

k) Taxation

The charitable company is exempt from corporation tax on its charitable activities

**Notes to the Financial Statements
for the year ended 31 March 2013**

continued .

2. Donations

	Unrestricted	Restricted	2013	2012
	£	£	Total	Total
			£	£
General donations	5,930	-	5,930	2,628
Lifeline for Anyone	-	50	50	15,449
Comic Relief	-	40,000	40,000	72,378
John Paul Getty Charitable Trust	-	-	-	105,500
Big Lottery Fund	-	95,349	95,349	25,954
	<u>5,930</u>	<u>135,399</u>	<u>141,329</u>	<u>221,909</u>

**Notes to the Financial Statements
for the year ended 31 March 2013**

3 Incoming resources from charitable activities

	Unrestricted	Restricted	2013	2012
	£	£	Total	Total
			£	£
Substance misuse services	26,077,440	-	26,077,440	19,764,046
Educational publications, information, research, training and consultancy	146,720	-	146,720	155,864
	<u>26,224,160</u>	<u>-</u>	<u>26,224,160</u>	<u>19,919,910</u>

Substance misuse services - income received for delivering a service to assist persons and their families and dependants affected by the misuse of drugs Fees were received as follows

	2013	2012
	£	£
Prison	6,198,593	4,417,291
Kirklees PCT	4,471,750	4,652,544
Hackney Council	2,216,871	2,580,374
Manchester City Council	1,777,126	1,070,109
York Council	1,425,074	19,691
Oxfordshire DAAT	1,539,712	224,300
Bolton Council	1,092,817	-
London Borough of Tower Hamlets	964,320	1,018,899
Birmingham City Council	633,554	633,554
Stockton Council	574,907	549,998
Bradford & Airedale PCT	484,373	509,745
Redcar & Cleveland PCT	470,668	422,565
GMW	458,284	452,514
Safer Newcastle Drug Support Unit	400,776	439,379
Calderdale Safer & Stronger/Calderdale PCT	361,922	352,433
Rotherham PCT/ Rotherham Council	351,014	268,537
Salford Council	342,274	199,034
Blackburn & Darwen PCT	337,977	340,214
Safer Middlesbrough Partnership	316,940	314,493
Tameside Metropolitan Borough Council	302,956	310,408
Sunderland Safer Communities Drug Team	271,522	279,920
Hartlepool Council	250,000	-
Catch 22	230,683	95,806
Others	603,327	612,238
	<u>26,077,440</u>	<u>19,764,046</u>

Sales income

Income received from publication sales and the provision of training and consultancy

**Notes to the Financial Statements
for the year ended 31 March 2013**

4. Resources expended - cost of activities in furtherance of the charity's objects

	Direct costs £	Support costs £	2013 £	2012 £
Substance misuse services	23,138,875	2,248,862	25,387,737	19,863,069
Educational publications, information, research, training and consultancy	172,680	9,360	182,040	167,768
	<u>23,311,555</u>	<u>2,258,222</u>	<u>25,569,777</u>	<u>20,030,837</u>

5. Governance costs

	2013 £	2012 £
Professional fees	4,034	126
Travel	214	102
Insurance	13,399	11,652
Room hire and accommodation	3,063	1,580
Auditors' remuneration - statutory audit	16,560	15,420
	<u>37,270</u>	<u>28,880</u>

6. Net incoming resources

	2013 £	2012 £
This is stated after charging/ (crediting)		
Depreciation	695,218	645,688
Operating lease rentals – land and buildings	866,842	753,684
Operating lease rentals – other	130,250	116,153
Loan interest paid	3,604	4,355
Trustees' indemnity insurance	13,399	11,652
Auditors' remuneration – audit services	16,560	15,420
	<u></u>	<u></u>

7. Staff costs and numbers

<i>Staff costs</i>	2013 £	2012 £
Wages and salaries	14,672,728	13,108,557
Redundancies	878,923	74,671
Social security costs	1,393,974	1,284,137
Pensions	576,590	511,862
	<u>17,522,215</u>	<u>14,979,227</u>

**Notes to the Financial Statements
for the year ended 31 March 2013**

7. Staff costs and numbers (continued)

Employee emoluments over £60,000

	2013 No.	2012 No.
Salary £60,000 to £70,000	1	2
Salary £70,000 to £80,000	1	1
Salary £80,000 to £90,000	1	1

Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. It also has a small defined benefit pension scheme as detailed in note 1(i).

The pension cost charge represents contributions payable by the charity to the schemes and amounted to £576,590 (2012 - £511,862). Contributions totalling £64,902 (2012 - £57,492) were payable to the fund at the year end.

The average monthly number of persons employed by the charity during the year was as follows:

	2013 No.	2012 No.
Project activities	621	534
Management and policy development	9	9
Administration	22	19
	<u>652</u>	<u>562</u>

Directors' expenses

Expenses of £214 (2012 - £102) were reimbursed to two directors (2012 - two) during the year. No remuneration was paid to any director during the year.

8 Fixed assets

	Leasehold Improvements £	Freehold Property £	Property Improvements £	Computer Equipment £	Vehicle £	Total £
<u>Cost</u>						
At 1 April 2012	2,832,205	853,557	449,812	1,682,049	26,253	5,843,876
Additions during the year	-	-	218,160	259,806	5,994	483,960
At 31 March 2013	<u>2,832,205</u>	<u>853,557</u>	<u>667,972</u>	<u>1,941,855</u>	<u>32,247</u>	<u>6,327,836</u>
<u>Depreciation</u>						
At 1 April 2012	957,477	238,995	336,810	1,490,206	26,253	3,049,741
Charge for the year	345,030	34,142	101,342	213,205	1,499	695,218
At 31 March 2013	<u>1,302,507</u>	<u>273,137</u>	<u>438,152</u>	<u>1,703,411</u>	<u>27,752</u>	<u>3,744,959</u>
<u>Net Book value</u>						
At 31 March 2013	<u>1,529,698</u>	<u>580,420</u>	<u>229,820</u>	<u>238,444</u>	<u>4,495</u>	<u>2,582,877</u>
At 31 March 2012	<u>1,874,728</u>	<u>614,562</u>	<u>113,002</u>	<u>191,843</u>	<u>-</u>	<u>2,794,135</u>

**Notes to the Financial Statements
for the year ended 31 March 2013**

9. Debtors

	2013	2012
	£	£
Trade debtors	5,923	2,369
Other debtors	1,966,096	1,931,799
Prepayments	564,812	329,358
	<u>2,536,831</u>	<u>2,263,526</u>

10 Creditors: amounts falling due within one year

	2013	2012
	£	£
Trade creditors	690,888	344,312
Other taxes and social security	381,131	353,365
Accruals	644,452	286,260
Deferred income (note 12)	1,772,279	1,977,648
Bank loan	-	20,000
	<u>3,488,750</u>	<u>2,981,585</u>

The charity's bankers, National Westminster Bank plc, hold a debenture over all the charity's assets

11. Creditors amounts falling due after more than one year

	2013	2012
	£	£
Bank loan	-	137,571
	<u>-</u>	<u>137,571</u>
Analysis of debt maturity – bank loan		
In one year or less	-	20,000
In more than one year but not more than two years	-	20,000
In more than two years but not more than five years	-	60,000
After five years	-	57,571
	<u>-</u>	<u>157,571</u>
Included in current liabilities	-	(20,000)
	<u>-</u>	<u>137,571</u>

During the year the bank loan was paid off

**Notes to the Financial Statements
for the year ended 31 March 2013**

12 Deferred income and amounts invoiced in advance

	2013 £	2012 £
Balance at 1 April 2012	1,977,648	2,053,584
Fees received	25,872,071	19,688,110
Released to statement of financial activities	(26,077,440)	(19,764,046)
Balance at 31 March 2013	<u>1,772,279</u>	<u>1,977,648</u>
Deferred income	14,721	-
Amounts invoiced in advance	<u>1,757,558</u>	<u>1,977,648</u>
Balance at 31 March 2013	<u>1,772,279</u>	<u>1,977,648</u>

13 Analysis of net assets between funds

	Designated Funds £	General Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	2,582,877	-	-	2,582,877
Current assets	769,000	5,297,791	83,151	6,149,942
Current liabilities	-	(3,488,750)	-	(3,488,750)
	<u>3,351,877</u>	<u>1,809,041</u>	<u>83,151</u>	<u>5,244,069</u>

**Notes to the Financial Statements
for the year ended 31 March 2013**

14. Movement of funds

	1 April 2012 £	Incoming Resources £	Outgoing Resources £	Transfers £	31 March 2013 £
Restricted funds					
Lifeline for Anyone	2,395	50	(3,929)	1,484	-
Comic Relief – Salford	15,890	40,000	(38,330)	-	17,560
John Paul Getty Junior Charitable Trust	75,000	-	(68,152)	34,819	41,667
Big Lottery	23,429	95,349	(94,854)	-	23,924
	<u>116,714</u>	<u>135,399</u>	<u>(205,265)</u>	<u>36,303</u>	<u>83,151</u>
Unrestricted funds					
General funds	1,207,710	26,231,729	(24,706,564)	(923,834)	1,809,041
Designated fixed asset fund	2,636,564	-	(695,218)	641,531	2,582,877
Designated project funds	523,000	-	-	246,000	769,000
	<u>4,367,274</u>	<u>26,231,729</u>	<u>(25,401,782)</u>	<u>(36,303)</u>	<u>5,160,918</u>
Total funds	<u>4,483,988</u>	<u>26,367,128</u>	<u>(25,607,047)</u>	<u>-</u>	<u>5,244,069</u>

Purposes of restricted funds:

Lifeline for Anyone

Funding received to develop 'Lifeline for anyone' support service for parents, partner and carers

Comic Relief

Funding received from Comic Relief to develop and deliver specific alcohol services for young people in Salford

John Paul Getty Junior Charitable Trust

Funding received from J Paul Getty Jnr Charitable Trust towards assertive outreach for offenders who have substance misuse issues

Big Lottery

Funding received from Big Lottery under the Reaching Communities Fund for our Families and Communities United Project The Reference is RC/4/010386436

Purposes of designated funds:

Fixed Asset fund

The designated asset fund represents the net book value of fixed assets owned by Lifeline Project less any loans relating to these assets

Project funds

The designated project funds represent funds as yet unspent which relate to particular projects

Transfers

Designated

Each year end designated funds are calculated and the difference between this and the previous year's designation is transferred to or from unrestricted funds

**Notes to the Financial Statements
for the year ended 31 March 2013**

15. Financial commitments

At 31 March 2013 the charity had annual commitments under the non-cancellable operating leases which expire as follows

	Land and buildings 2013 £	Other 2013 £	Land and buildings 2012 £	Other 2012 £
Less than one year	234,314	39,265	242,722	35,829
Between two and five years	249,240	90,985	189,356	80,324
In over five years	338,151	-	291,708	-
	<u>821,705</u>	<u>130,250</u>	<u>723,786</u>	<u>116,153</u>

16 Analysis and reconciliation of funds

	At 1 April 2012 £	Cash flow £	At 31 Mar 2013 £
Cash	2,515,844	1,062,927	3,578,771
Bank loan	(157,571)	157,571	-
	<u>2,358,273</u>	<u>1,220,498</u>	<u>3,578,771</u>
		2013 £	2012 £
Net funds at 1 April 2012		2,358,273	1,430,916
Cash flow in period		1,062,927	899,109
Bank loan paid		157,571	28,248
Net funds at 31 March 2013		<u>3,578,771</u>	<u>2,358,273</u>

17. Investments

The charity is one of five subscribers to Choices Consortium Limited, a company incorporated in England and Wales on 27 November 2012. As Choices Consortium Limited is a company limited by guarantee, Lifeline Project has incurred no cost in this regard but has guaranteed to pay up to £1 should it be dissolved. Choices Consortium Limited has remained dormant in the period to 31 March 2013.