

Company No 03063721  
Charity No 1048934

**WOODLANDS HOSPICE CHARITABLE TRUST**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**FOR YEAR ENDED 31 MARCH 2021**

**WOODLANDS HOSPICE CHARITABLE TRUST**

**CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

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**WOODLANDS HOSPICE CHARITABLE TRUST**

**TRUSTEES' ANNUAL REPORT**

**YEAR ENDED 31 MARCH 2021**

Company Registration No.	03063721
Charity Registration No.	1048934
Registered Office	AUH Campus Longmoor Lane Liverpool L9 7LA
Directors and Trustees	B. Bartlett BA Hons Dip Arch RIBA (Chairman) C.M. Hubbert MRCGP DRCOG (Vice Chairman) C. Brennan FCA (Hon. Treasurer) W.J. Wood BSc MHSM Dip. HSM E. McDonald B. Lynne Roberts BA, Dip OT, PGCE, MBA, PhD A. Johnson D. Brown (resigned 30 June 2021) R. Lee
Company Secretary	R. H. Milnes (MCIPD) (resigned 16 July 2021) G. Harvey (appointed 16 July 2021)
Auditors	Lonsdale & Marsh 7 <sup>th</sup> Floor Cotton House Old Hall Street Liverpool L3 9TX
Solicitors	Hill Dickinson No 1 St Pauls Square Liverpool L3 9SJ
Bankers	National Westminster Bank Plc Corner Longmoor Lane and Cedar Road Liverpool L9 0EG
Investment Managers	Investec Wealth & Investment Limited The Plaza 100 Old Hall Street Liverpool L3 9AB



# **WOODLANDS HOSPICE CHARITABLE TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2021**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2021. The company information set out on page 1 forms part of this report. The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the Charities Act 2011, Companies Act 2006, the Statement of Recommended Practice - Accounting and Reporting by Charities and FRS 102 and with the company's Memorandum and Articles of Association.

#### **INTRODUCTION**

The incorporated charity is governed by the Memorandum and Articles of Association. The first members of the council of management were appointed trustees of Woodlands Hospice Charitable Trust under the terms of a Trust Deed dated 6 July 1992.

#### **LEGAL STATUS**

The charity, which was incorporated on 1 June 1995, is limited by guarantee whereby each member of the company undertakes to contribute such amount as may be required, not exceeding £1, to the company's assets if it should be wound up while he/she is a member; or within one year after he/she ceases to be a member, for payment of the company's debts and liabilities contracted before he/she 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.

#### **PURPOSE and PUBLIC BENEFIT**

The purpose of Woodlands Hospice is to promote and deliver a specialist palliative care service to the residents of North Liverpool, South Sefton, and Kirkby in Knowsley who are living with a life limiting illness through the establishment and maintenance of Hospice facilities.

The direct public benefits that flow from this purpose are :- (i) Improving the quality of life of those living with life limiting illnesses, (ii) Reduction in hospital admissions of those who could benefit from Hospice Care, (iii) Emotional and psychological support for patients and their families, (iv) Education and training of other local organisations caring for those with end of life care needs (v) Allowing patients to die in their preferred place of care, (vi) Enhancing and retaining independence for those living with a life limiting illness.

These benefits can be evidenced through the feedback received from patients and family's satisfaction surveys, positive feedback received from Trustee visits and the Key Performance Indicators reported to Trustees, senior staff and commissioners.

There is no private benefit flowing from the organisation. Beneficiaries of Woodlands Hospice are people living with a life limiting illness and their families living in the local or wider area.

The Trustees have complied with a duty in Section 4 of the Companies Act 2006 and confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.



# **WOODLANDS HOSPICE CHARITABLE TRUST**

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#### **ORGANISATION**

A Board of Trustees comprising twelve members (three current vacancies carried in year) administers the charity. New Trustee appointments are recommended by the Nominations Committee and approved by the Board. A full induction programme is provided for all new Trustees to ensure that they are aware of the charity's objects, strategy and activities and their responsibilities as Trustees.

The Board has established formally constituted sub-committees, each with specific terms of reference and functions, delegated by the Board and with a Trustee as Chair. The established committees are Personnel, Finance, (which overviews the Income Generation sub-committee), Clinical Governance, and Governance (which overviews the Staff-led Health and Safety Committee). There is an additional Capital Projects sub-committee which is chaired by a Trustee to keep pace with any capital projects or planning. These committees meet on a regular, scheduled basis with at least 3 meetings held each year of each committee. Full minutes of all committee meetings are submitted to the Board meetings held every two months.

The Trustees delegate the day to day management of the Hospice to the Chief Executive, Mrs Rose Milnes, who works closely with the Clinical Lead and the Patient Services Manager as a Senior Management Team. Day to day decisions are taken within individual teams, with managers where appropriate, and escalated to the Senior Management Team if they impact on the wider organisation.

The pay of the Senior Management Team is dealt with differently for each individual depending on their primary role. The Chief Executive's salary is a 'spot salary' based on benchmarking against other Hospices of similar size and location at the time of appointment 9 years ago with no change since other than application of the Hospice wide Cost of Living pay rises. These are recommended by the Trustee led Personnel Committee, supported by the Trustee led Finance Committee and approved by the Board of Trustees. The Clinical Lead (Consultant in Palliative Medicine) is provided to the Hospice from the local hospital NHS Foundation Trust under a Service Level Agreement and the salary is established through the British Medical Association (BMA) nationally agreed pay band for Consultants. The Patient Services Manager's salary, mirrors the NHS nationally agreed Agenda for Change payscale, following job evaluation utilising the NHS Job Evaluation criteria. This scale is used for all clinical staff at the Hospice.

The Trustees participate in a rolling programme of unannounced reviews within the Hospice monitoring compliance with the Care Quality Commission Fundamental Standards of Quality and Safety.

#### **CONSTITUTION**

The Woodlands Hospice Charitable Trust was established as a Charitable Trust by a Trust Deed dated 6 July 1992 under registered number 1048934.

The Trust was wound down under the terms and conditions of the Trust Deed on 31 December 1995 and at that date the assets of the Trust were donated to Woodlands Hospice Charitable Trust Limited. The company was incorporated on 1 June 1995 under the Companies Act 1985 as a private company limited by guarantee under company number 03063721.

#### **PRINCIPAL ACTIVITY**

The principal activity of the company during the year was to deliver a specialised palliative care service to local people and their families.



# WOODLANDS HOSPICE CHARITABLE TRUST

## TRUSTEES' ANNUAL REPORT

### YEAR ENDED 31 MARCH 2021

#### **REVIEW OF DEVELOPMENTS, ACTIVITIES AND ACHIEVEMENTS**

As with other organisations throughout the country, and indeed the world, Woodlands Hospice was impacted greatly by the Covid-19 pandemic which emerged at the start of 2020 and continued throughout. This meant that many activities and services had to be delivered differently - for example outpatient appointments and patient assessments were carried out on the telephone or using video consultation; no visitors were allowed to the Hospice, including inpatient visitors, which resulted in many innovative ways for patients to connect with their families and friends such as skype, message boards etc.; Hospice Volunteers and many staff were required to shield, which had a huge impact on those left in the building; and all staff had to develop their IT skills to enable them to take part in virtual meetings.

Inpatient bed occupancy was affected throughout the year as staffing levels fluctuated as a direct result of staff shielding or isolating, and because some patients themselves were understandably reluctant to be admitted when they could not receive visitors.

Charity shops, classed as non-essential retail, were forced to close in line with national guidance and all events and fundraising activities were cancelled, obviously having a huge impact on income to the Charity.

Despite the restrictions associated with Covid-19, the Hospice continued to deliver patient services to meet the ongoing needs of our patients and their families and also the needs of commissioners in the constantly pressured healthcare system. The robust governance structure in place ensured continuing high standards of quality and safety and ongoing compliance with regulatory requirements.

There was no CQC inspection in the period covered by the Accounts with the Hospices 'Good' classification being maintained as the current rating.

In view of the priority for maintaining essential patient services throughout the pandemic, a new strategic plan was not developed for 2020/21. Instead, the Hospice continued with those objectives identified in 2019/20 as far as was possible, working within Government and local Covid-19 guidance and restrictions and available staffing resources; and also maintaining a flexible approach that enabled new objectives to meet emerging needs throughout the year. The following are Principal objectives pursued by the Hospice throughout 2020/21:

#### **Patient Services**

- Continue to provide the highest quality of care for patients and families, working within national and local Covid-related restrictions.
- Develop the use of technology and innovation to enable the continued delivery of safe and effective care.
- Support patients to maintain contact with friends, family and those closest to them, throughout periods of 'lockdown' when regular visiting was suspended.
- Achieve optimum inpatient bed occupancy and length of stay within available safe staffing levels (as periods of shielding and isolation affected staffing throughout the pandemic).
- Continue to work with community colleagues on discharge planning to ensure safe and timely transfer of care.
- Work virtually with healthcare colleagues to keep people at home where safe and appropriate.
- Collaborate virtually with other services (NHS and charitable) to continue to educate and improve community services.
- Work closely with Community and Secondary Care clinical and managerial colleagues to develop an integrated city-wide approach to palliative care.
- Use innovative and creative methods to deliver Children and Young People's Family support services.



## **WOODLANDS HOSPICE CHARITABLE TRUST**

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#### **YEAR ENDED 31 MARCH 2021**

- Continue to provide Hospice at Home services and tender for this service as appropriate, including working in partnership with others if necessary and appropriate.

#### **Quality and Improvement**

- Further develop systems and processes to support the delivery of high quality care through audit, governance and regulation.

#### **Facilities and Infrastructure**

- Ensure the best possible environment for patients and visitors (when appropriate for them to return following Covid-19 visiting restrictions) to ensure dignity and respect with quality and safety paramount.
- Maintain the building and environment within government guidance and regulations to minimise the risk from Covid-19 to all patients, visitors and staff.

#### **Patient Information Systems/Data Collection and Reporting**

- Work with Liverpool University Hospitals Foundations Trust (LUHFT) to support the changeover to Electronic Patient Records.
- Continue to develop impact reporting to include outcome measures that demonstrate the difference we make.
- Ensure the organisation meets the standards measured by the NHS Information Governance Toolkit for 2019-20.
- Ensure ongoing compliance with General Data Protection Regulations (GDPR) across the organisation.

#### **Human Resources**

- Support staff throughout the pandemic through individual risk assessment, ensuring safe areas to work in, and by offering support through periods of shielding, sickness and isolation.
- Plan for recruitment to the position of Chief Executive Officer (as the current CEO is due to retire in mid-2021).
- Develop programmes of support to ensure staff resilience in challenging times.
- Work with the Board of Trustees to develop a programme for succession planning (as several Trustees are approaching retirement).
- Continue to develop the organisation's e-Learning platform to enable more modules of accessible high quality training to be delivered, minimising the need for face to face training.

#### **Volunteers**

- Develop and maintain a support network for the cohort of dedicated volunteers not able to come into the building because of Covid-19 restrictions.



## **WOODLANDS HOSPICE CHARITABLE TRUST**

### **TRUSTEES' ANNUAL REPORT**

#### **YEAR ENDED 31 MARCH 2021**

##### **External Relationships and Collaboration**

- Continue to work collaboratively with other providers in the best interest of Woodlands patients.
- Play a key role in local strategy groups to ensure Woodlands has a voice and is involved from the start in developing palliative care services across the city.
- Further promote the work of the Hospice to change people's perception of Hospice care and services provided.

##### **Finance including Fundraising and Trading**

- Work in partnership with Commissioners, local Acute Service Providers and the NHS to secure the financial future of Woodlands Hospice, especially in respect of spiralling clinical staffing costs.
- Develop lines of financial responsibility and training to managers to ensure effective and efficient financial management.
- Ensure all avenues of funding and grants are pursued during periods of lock down and resulting charity shop closure and cancellation of fundraising events.
- Maintain contact and develop relationships with supporters and donors
- Focus on new ways of giving:
  - Regular giving campaign
  - Make giving easier
  - Online platforms
  - Website development
  - Short Message Service (SMS) text.
- Follow up all giving and encourage further participation.

##### **Marketing and Communications**

- Maintain communication opportunities throughout periods of lockdown and social restrictions using our website and social media platforms to reach out to people.

##### **Education and Research**

- Develop all opportunities for e-learning and 'virtual' training using platforms such as Zoom and Microsoft Teams.
- Further develop the clinical team in the Wellbeing and Support Centre to embrace a new concept in the provision of expert advice and support through piloting the delivery of the North Liverpool Integrated Mersey Palliative Care Team (IMPACT) from Woodlands Hospice.
- Remain open to participating in research projects as appropriate e.g. surveys, questionnaires etc.



# WOODLANDS HOSPICE CHARITABLE TRUST

## TRUSTEES' ANNUAL REPORT

### YEAR ENDED 31 MARCH 2021

#### **STRATEGIC REPORT – ACHIEVEMENTS AND PERFORMANCE**

##### Patient Services

The Quality Account evidences how well we have met our 2020/21 objectives in relation to patient services and also the priorities we set for improving patient safety, clinical effectiveness and patient and family experience. The Quality Account has been published, as required by the Department of Health, on NHS Choices website and can also be found on our website at: <https://www.woodlandshospice.org/quality-accounts>

The Quality Account shows the excellent progress made with our objectives, despite the emerging and continuing Covid-19 pandemic, and demonstrates our ongoing commitment to quality of care for all our patients and their families. Occupancy fluctuated as a direct result of the pandemic but we stayed open to admissions throughout the year and maintained the delivery of excellent standards of care.

The transition to a new way of working through piloting the Integrated Mersey Palliative Care model came at an opportune time, coinciding with Covid-19 restrictions that were preventing some of the more traditional approaches to face-to-face patient assessment and group and peer support.

The delivery of Hospice at Home services, commissioned by South Sefton CCG for its residents, entered its ninth year of provision from Woodlands. We were delighted to be able to maintain the delivery of this essential service throughout the pandemic, supporting patients to stay in their own home in line with their preferences.

Our Care Homes Education in South Sefton was delivered virtually also helped to keep patients at home and avoid unnecessary hospital admissions from care homes.

Our Quality Account priorities for the forthcoming year are:

- Developing communication channels between all Hospice teams to further enhance patient safety: Recent developments at the Hospice have led to a multi-agency approach to the delivery of Specialist Palliative Care at Woodlands Hospice; we will be working together to ensure excellent communication between teams.
- Further enhancing documentation systems between the inpatient unit and the catering team to ensure personalised nutritional needs are met: all teams are committed to supporting the continuation of best practice in nutritional care.
- Developing the patient and family experience for people who identify with a major religion, spiritual tradition or belief system: A working group, led by the Patient and Family Services team, will survey the views of patients, families, staff and volunteers, using the results to drive any improvement initiatives.

Unfortunately, due to Covid-19 restrictions, we were unable to run with our programme of regular 'Trustee visits' to the Hospice throughout 2020/21; however our Trustees continued to participate in regular Trustee-led Committee meetings, Board meetings and our own 'Cobra' meetings (held to manage the Hospice's response to government guidance on the management of Covid-19), using video conferencing facilities. Many Trustees also supported our cohort of volunteers and shielding staff, taking time out to telephone them and offer an opportunity for a friendly chat.

The Hospice's Patient Services Manager left the organisation at the end of 2019 to take up a new position so the Chief Executive took on the responsibility of Care Quality Commission Registered Manager during 2020/21.

During the year we received three formal complaints within the Charitable Trust; all were investigated and resolved within the Hospice's Complaints policy. We received no fundraising-related formal complaints.



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Maintaining and improving, where possible, patient safety continued to be a high priority in the Hospice with robust governance systems ensuring a proactive approach to highlighting concerns and trends in patient safety issues. The work of our clinical working groups including Infection Prevention and Control, Medicines Management, Falls Prevention, and Tissue Viability continued despite the fact that opportunities for regular face to face meetings were limited. We believe that during the year we have continued, with our highly skilled and competent workforce, to deliver high quality care to all.

The Trustee led Clinical Governance Committee continued to oversee all clinical standards, activity and developments and played a key role in monitoring Quality Assurance.

Unfortunately, due to Covid-19 restrictions, our Patient, Family and Friends Forum was unable to meet within year. The team plans to re-launch the Forum as soon as restrictions are lifted.

#### **Facilities and Infrastructure**

The emergence of the Covid-19 pandemic, right at the start of 2020, had a big impact on day to day Hospice life. Our team of volunteer handymen, along with all other volunteers, were no longer able to come into the building as priorities shifted to ensuring a safe and secure Covid-19 risk-free environment for our patients and staff.

Our café, usually a well-used, relaxing oasis at the centre of the building, unfortunately had to close but we continued to work hard to ensure the building was well maintained throughout the year.

The Facilities Manager ensured that the Hospice was compliant with Covid-19 controls and social distancing regulations incorporating one-way systems throughout the building, separating entrances and creating zoned areas.

No capital projects were considered within year.

#### **Patient Information Systems/Data Collection and Reporting**

Robust data collection and analysis continued throughout the year and results were reported to Trustees and Commissioners.

A Key Performance Indicators (KPIs) summary Board report was regularly posted to our Virtual Board Room (VBR) together with the full set of KPIs if Trustees required further detail.

Data reports for CCGs continued on a quarterly basis incorporating results of key audits and patients' stories to assist with demonstrating the impact of our services.

Information Governance and compliance with the Data Protection Act 2018 remained a high priority for the Hospice and we once again achieved the required standards of the Data Security and Protection Toolkit. Information Governance remained a key agenda item on our Trustee led Governance Committee and was monitored closely.

Work with Patient Outcome Measures during the year is detailed in the Quality Account.

#### **Human resources**

Led by the newly created Head of Human Resources post, the HR team continued to deliver and make progress throughout the year whilst managing issues arising from the emerging Covid-19 pandemic. Staff resilience and staff and volunteer support became key priority areas.



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Supported by the HR team, everyone working in the building underwent an individual Covid-19 risk assessment, with those identified as being at higher risk being assigned alternative duties, or given the opportunity to work from home where appropriate. All staff throughout the Hospice adapted very well to the pressures of working within Covid-19 restrictions. Personal Protective Equipment (PPE) requirements were followed at all times and vaccines were arranged for all staff and key volunteers.

Recruitment to vacant Trustee roles was put on hold due to competing priorities but this will be picked up again in 2021/22.

#### **Volunteers**

Unfortunately, as the pandemic unfolded, our team of 220 dedicated Hospice and shop volunteers were required to stay at home (although a small team of essential volunteers did continue to cover reception to support the Hospice). Their knowledge, skills, experience and diversity were sorely missed throughout the year and we made great efforts to stay in touch with them and enquire about their own welfare.

The Volunteer team within the Family Support team was also required to stay at home throughout the year and again, were greatly missed by the Hospice team.

The whole Hospice is looking forward to welcoming back volunteers in all roles.

#### **External Relationships and Collaboration**

Throughout the year the Hospice continued to collaborate with clinical and managerial colleagues in LUHFT, Merseycare, Liverpool, South Sefton and Knowsley CCGs and other Hospices in the region to support each other throughout the pandemic and ensure the ongoing delivery of Specialist Palliative Care Services to people throughout the region in need of that care.

Unfortunately, due to Covid-19 restrictions, we were unable to welcome local MPs and dignitaries, celebrities or other visitors to the Hospice. We hope to be able to open our doors again in the forthcoming year to raise the profile of Woodlands Hospice within our community.

#### **Education**

Education about palliative care remained a high priority for the Hospice although obviously face to face delivery was not possible. The work of the Aintree Specialist Palliative Care Services Education Group chaired by Dr Kate Marley, Woodlands' Clinical Lead, and Merseyside Palliative and End of Life Care Network Education Strategy Group, continued 'virtually'. Further information about Woodlands educational programme last year can be found in the Quality Account.

#### **Research and Audit**

The Hospice has a policy to take part in research but, during this period, there was no appropriate national, ethically approved research study in palliative care in which it could participate.

The Cheshire & Mersey Palliative and End of Life Care network continue to look for general research opportunities in palliative care in the region and Woodlands awaits a suitable opportunity to participate in a research project.



# **WOODLANDS HOSPICE CHARITABLE TRUST**

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#### **Income Generation**

Unfortunately, as the effects of the pandemic on non-essential businesses emerged, we were forced to shut all of our charity shops and cancel all fundraising events in the calendar. Along with other charities, this had a massive impact on our ability to fundraise throughout the year.

Our Community Fundraising Manager continued to engage with local fundraising support groups and a number of very successful virtual race nights, bingo and quiz events were held.

Our annual 'Light up a Life' service, usually taking place within the grounds of the Hospice, was held virtually this year; this proved to be very successful.

Because of the pandemic, planned recruitment to the vacant Events Manager and Lottery Manager posts did not proceed. Recruitment to these positions will be a priority for 2021/22.

Our Income Generation sub-committee, chaired by the Treasurer with Trustee support, continued to meet virtually throughout the year. The Board remained satisfied that Woodlands Hospice is ethical in its approach and has developed required processes and procedures with supportive training to ensure complete transparency to all donors.

Woodlands Hospice remained voluntarily registered with the Fundraising Regulator and continued to abide by the Fundraising Code of Practice throughout the year. Fundraising regulation is overseen by the Trustee led Governance Committee.

We remain eternally grateful to all those who helped to support us through such a difficult year and we look forward to better times when we can meet together to personally thank them for everything they do for the Hospice.

- **Donations**

Despite the challenges imposed by Covid-19, in 2020/21 the fundraising team secured donations of £522k (2019/20 £604k).

- **Legacies and Wills**

In 2020/21 we were extremely grateful to receive £61k in legacies (2019/20: £138k). Without the generosity of these supporters who kindly made these bequests, we would not be able to continue to provide the services we do for our patients and their families and as always we remain extremely appreciative of their kindness.

Our Make a Will Campaign enables people to prepare a standard will with participating solicitors/professional will writers in exchange for a donation to Woodlands Hospice. We are very grateful to all the practices which have taken part and for all donations received.

- **Lottery**

The Hospice Lottery continued throughout the year to provide a simple, low cost way to support the work of Woodlands through membership of the weekly draw. The income from this helps to provide a source of sustainable revenue that the Hospice can rely on to plan future budgets to continue to care for patients.

Lottery income was significantly affected by the pandemic though, as cash round collections were not possible and we were not able to canvas for new sign-ups. However, income from current membership continued throughout the year and the Income Generation team worked hard to retain the existing membership.

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The Hospice used to commission two individual third party fundraisers, a commission based lottery single ticket seller and a cash round commission; both were paid a commission of 20 pence for every £1 collected. Unfortunately both of these roles were unable to continue due to Covid-19 restrictions.

- **Charity Shops**

In line with government guidance to limit the spread of the Coronavirus, all five of our shops (in Orrell Park, Old Swan, Maghull, Kirkby and Norris Green), were forced to close at periods throughout the year.

The Head of Income Generation was unable to pursue the plan for a furniture shop but hopes to pick this up again in 2021/22.

When restrictions were lifted to allow non-essential shops to open between periods of national lockdown, the performance of the charity shops was quite good, and customers were pleased to be able to support the Hospice in this way again.

- **Hospice Shop**

The trading subsidiary within the Hospice reception was also forced to close during periods of national lockdown although, when we were able to open, it made a modest profit.

#### **Marketing & Communications**

Because of competing priorities brought about by the Covid-19 pandemic and a focus on securing a financial future for the Hospice, marketing and communications did not develop as well as had been anticipated.

The Board recognises the importance of getting marketing and communications right and will ensure that the Hospice re-focuses on this strategy in 2021/22.



# WOODLANDS HOSPICE CHARITABLE TRUST

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#### **FINANCIAL REVIEW**

##### **Principal Funding Sources**

Whilst Woodlands Hospice has always relied heavily on its own fundraising efforts, the grants that it receives from local NHS Commissioners and other grant making trusts have been fundamental to its ability to continue to deliver specialist palliative care services to people with life-limiting illnesses. Woodlands has always received higher than average NHS grant funding for core hospice services and those services have always remained free at the point of delivery and accessible to all through clear referral criteria based on clinical need.

Throughout the year we were very appreciative of all NHS grant monies received from the local CCGs (South Sefton, Liverpool and Knowsley) paid to the Hospice under Conditional Grant Agreements. In 2020/21, the Hospice also received £385k from the NHS National Covid Response Fund, administered by Hospice UK, which made a huge difference to our ability to deliver our services.

The Trading Company provides a much needed source of income to the Charity. Whilst shop income was significantly reduced due to Covid-19 restrictions and closures, we were in receipt of Local Authority retail support grants totalling £176k to cover loss of income from the closed charity shops. The total covenant from the Trading Company was £145k in 2020/21 (2019/20: £90k).

Despite the devastating impact of Covid-19 on everyone throughout the year the Hospice was bowled over by the ongoing generosity of our wonderful supporters and their dedication, enthusiasm and hard work in raising money for the Hospice. We are so grateful to everyone who helped raise funds for us. Moving forward we will continue to engage proactively with all our communities and endeavour to introduce new and exciting ways in which people can support us and focus on growing sustainable income streams to enable us to continue to support the provision of specialist palliative care services in the future.

Funded by South Sefton CCG, the Hospice at Home service in South Sefton continued to be delivered throughout the year, enhancing Woodlands presence in the South Sefton community. This service enables us to provide specialist palliative care to the residents of South Sefton in their own home, should this be their preferred place of care, and Woodlands has earned a highly respected reputation out in the community for this specific service. We were delighted to have continued to provide this much needed service in such a difficult year and look forward to the coming year continuing with this specific funding.

##### **Significant Events**

##### **Increased Salary and Associated Costs**

##### ***Clinical salaries increase due to NHS Agenda for Change 3 year pay deal***

Agenda for Change is the current banding and pay system for all NHS staff excluding doctors, dentists, and very senior managers.

In June 2018 healthcare unions voted overwhelmingly to accept the proposed changes to the Agenda for Change system, agreeing to new pay scales and enhanced rates of pay for three years to March 2021 to be back dated from April 2018. While the Hospice is not an NHS employer, all clinical staff salaries are based on Agenda for Change pay scales in order to support the recruitment and retention of clinical staff. The agreed three year pay deal meant that clinical employees at the Hospice would receive increases over the three year period of between 6.5% and 22.7% depending on their band and length of service.

The Hospice had no choice, and the Board agreed unanimously, other than to match the new pay scales to continue to ensure the required levels of recruitment and retention. This was in line with most hospices nationally. This put immense financial pressure on the organisation.



# WOODLANDS HOSPICE CHARITABLE TRUST

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#### *In summary/Hospice Action*

The increases in salary costs imposed on the Hospice as a result of the Agenda for Change pay deal and increases to the National Minimum Wage meant that the Hospice would incur in excess of an additional £300K in salaries and associated costs over the 3 year pay deal ending March 2021. This situation posed an insurmountable threat to the ongoing sustainability of the Hospice if it was to continue to provide its current services without any significant increase in funding.

Prior to the Covid-19 pandemic hitting the UK early in 2020 and the first national lockdown imposed from March 2020, the Hospice had been struggling to secure its future sustainability. CCGs were reluctant to simply close Wellbeing and Support Centre services and redirect that NHS Grant funding to pilot elements of a newly developing model of care, the Integrated Mersey Palliative Care Team (IMPacT, which was to become part of the planned strategy for Woodlands sustainability moving forward).

The first lockdown resulted in our Wellbeing and Support Centre being stopped in its tracks, literally overnight, as patients who usually attended for nurse led assessment, medical outpatients, or group sessions were no longer able to come into the building and many were reluctant to receive domiciliary visits in their own homes. This quite quickly led to a change in how non-inpatient services were provided and the team soon became adept at providing telephone consultations, assessments and advice. This resulted in the opportunity to test the IMPaCT model of care, and after 3 months this was supported by all three CCGs to continue as an official pilot. Woodlands Hospice Charitable Trust's contribution to this model is a key part of the sustainability of IMPaCT.

It was at this point too that the Trustees made the very difficult decision, based on budgeted figures and latest financial forecasts available, to formally advise CCGs that the Hospice would no longer be viable in its current form beyond the 31<sup>st</sup> of March 2021, with ongoing restrictions on fundraising due to the pandemic being an added concern. As the CCGs were unable to provide any additional funding the Trustees looked to Liverpool University Hospitals Foundation Trust (LUHFT) for support.

The Board developed a proposal to LUHFT and the CCGs for the NHS Grant funding currently received by the Hospice, (£2.6m in total), to be redirected to LUHFT if, in return, they took on the provision of clinical and medical services into the Hospice. This would be at a cost to LUHFT of £2.8m, meaning they would need to sustain the shortfall in funding of approx. £200k. They also would need to take on the liability of increasing clinical and medical staff pay rises which would be funded within the NHS but not for hospices. This proposal would enable Woodlands Hospice Charitable Trust to continue with all other services (including catering, housekeeping, family support, complementary therapy, the building and grounds and the maintenance and health and safety thereof).

LUHFT and the CCGs agreed to the proposal and the provision of clinical and medical services into the Hospice officially transferred to LUHFT on the 1<sup>st</sup> of April 2021. At this point the strategic plan for the Hospice changed in line with this more integrated and collaborative way forward. The model reflects the strategic plan for healthcare nationally which is looking to develop a 'one system' approach for the delivery of all services across Acute Hospitals, Community Healthcare teams and Third Sector providers. Palliative and end of life services are no exception and if the change had not happened to Woodlands at the end of 2020/21, it would be likely to have to happen at some point in the future as commissioners were already warning of a change to commissioning from 2022.

Woodlands Hospice Charitable Trust looks forward to further developing its close relationship with LUHFT in the coming months as we work together as one Woodlands for the benefit of our patients, their families and carers.



# **WOODLANDS HOSPICE CHARITABLE TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2021**

#### **Utilisation of Reserves to make up shortfall**

The building of the In-Patient Unit in 2009 put significant pressure on the reserves of the Charitable Trust which has only been compounded since its opening due to ever increasing salary costs imposed on the Hospice. This means that the Hospice has made reported deficits in its reporting consolidated group accounts in six of the eight years prior to this report, putting added pressure onto the free reserves held by the Charity.

The surplus in 2020/21 has arisen primarily due to receipt of £385k from the NHS National Covid Response fund and £176k from local authority retail support grants, both a direct result of government response to the Covid-19 pandemic.

This is consistent with previous reporting periods, where a surplus has been a result of either Department of Health grants to take on an additional capital projects or one off legacies which have not been repeated in subsequent years. This means that the free reserves have fallen significantly over an extended period.

#### **Overall Result**

The final position for the Hospice Charitable Group, prior to gains on investments, was a surplus of £58k (2019/20: loss of £12k).

To this gain is added the gain in value of investments amounting to £130k (2019/20: loss of £63k).

This results in an overall increase in reserves of £188k (2019/20: loss of £75k).

#### **Total Funds and Free Reserves**

At the end of the reporting period the Hospice Charitable Group held a total fund balance of £3.270m, (2019/20: £3.082m) which includes a tangible fixed asset value of £1.913m which would only be realised on the disposal of such fixed assets. The remaining fund balance of £1.357m includes restricted funds of £68k. Free reserves, including the assets held as the investment portfolio, account for the final £1.288m of the Hospice Charitable Group fund balance.

Out of the funds detailed above, a contingent liability of £109k is payable to Liverpool University Hospitals Foundation Trust (LUHFT) in the year to 2021/22 in respect of the transfer of clinical and medical services to LUHFT on 1<sup>st</sup> April 2021.

#### **Investment policy**

At the end of the reporting period (31 March 2021) the Charity held an investment portfolio (including cash held in the portfolio) valued at market value of £691k (31 March 2020: £550k). The increase in value more than compensated for the fall in world stock markets experienced in March 2020 following the outbreak of COVID-19.

The objectives of the investment policy, as documented by the Trustees, is for the funds held in the portfolio to provide an above market average income from the surplus capital of the Charity, and to achieve a balanced return from income and capital growth. The investment policy of the Trustees documents a medium level of risk for the portfolio.

Whilst the Trustees do consider the ethical implications of the investments held in the portfolio by placing restrictions on direct investments in entities that may be in conflict with the charitable objects of the Hospice, they do understand that by using a collective approach it is impossible to avoid some sectors.



## WOODLANDS HOSPICE CHARITABLE TRUST

### TRUSTEES' ANNUAL REPORT

#### YEAR ENDED 31 MARCH 2021

#### Principal Risks and Uncertainties

The Board of Trustees reviewed and identified the major risks and uncertainties that had the potential to impact on the Hospice. These were:

#### Ongoing Financial Uncertainty

The difficult financial position of the Hospice has been documented earlier in this report and it has therefore been imperative for us to work with other providers locally to agree a new model of care and ensure funding is secured for the future delivery of specialist palliative care services to the people of North Liverpool, South Sefton and Knowsley.

#### Minimal Free reserves

As detailed earlier in the free reserves section of this report, the Board of Trustees were acutely aware of the low levels of free reserves and the predicted high deficit budget and supported negotiation with CCGs, LUHFT and other local providers to reach a mutually satisfactory solution to ensure our patients and families continue to receive the best possible specialist palliative care into the future.

#### Covid-19 restrictions

With the onset of Covid-19 restrictions from March 2020, the Hospice had to quickly review and revise its fundraising and trading strategies for 2020/21.

Digital platforms for giving set up in 2019/20 became a critical element of fundraising at throughout 2020/21. Whilst many Hospices chose to 'Furlough' their fundraising teams from the March 2020 lockdown, Woodlands developed a strategy which enabled the team to continue to work from home, staying in contact virtually with supporters and communities, seeking their ongoing support throughout 2020/21. New and innovative ways of raising funds started to come to the fore and donations continued, even during periods of lockdown. Traditional fundraising events were put on hold and in the summer of 2020 NHS England paid some grant monies to those hospices running in deficit. Woodlands received £385k from the NHS National Covid Response Fund.

Prior to Covid-19, the Hospice Trading subsidiary was developing well with an improvement in the covenant value being paid to the Charity at year end. However, the closure of non-essential shops during lockdown would have been extremely serious had it not been for the local authority retail support grants being paid for each of the 5 shops during their closure. Again this support helped keep Woodlands going during these challenging, unprecedented times.

#### Medicines Management

Due to the complex nature of our patients and the high usage of controlled drugs on the inpatient ward, medicines mismanagement could be considered to be a risk to this organisation. However, the organisation has robust policies and procedures in place supported by a system of continual internal auditing of such procedures to ensure maximum efficiency and effectiveness. We have a strong culture within the organisation of reporting any drugs incident, however minor, to ensure continual learning. Medicines policies and procedures are reviewed consistently by the Medicines Management working group and the Trustee led Clinical Governance Committee. With established safe staffing levels appropriate to the patient numbers and dependency, the Hospice has always been confident this risk is mitigated by way of the systems and controls in place.

Responsibility for Medicines Management will transfer to LUHFT along with the provision of clinical services from the 1st of April 2021.



# **WOODLANDS HOSPICE CHARITABLE TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2021**

#### **Patient Services Manager – Vacancy**

Because of the difficulties of recruiting during the Covid-19 pandemic, the position of Patient Services Manager remained vacant throughout the year.

During that period the Chief Executive continued in the position of CQC Registered Manager for the Hospice, and other duties of the Patient Services Manager were allocated appropriately to other Hospice staff, both clinical and non-clinical.

The Senior Management Team, consisting of the Chief Executive and the Consultant in Palliative Medicine (Hospice Clinical Lead) was joined later in the year by the newly appointed Specialty Clinical Lead for Palliative and End of Life Care for Liverpool as the preferred model of service delivery from Woodlands emerged. The Trustees offered their additional support to the Senior Team wherever possible.

The role of Patient Services Manager will transfer to LUHFT along with the provision of clinical services from the 1<sup>st</sup> of April 2021.

#### **Increasing Salary Costs**

See details in Significant Events above. It was agreed that there would be no wage increase for Charitable Trust staff for 2021/22 (following the transfer of clinical staff to LUHFT).

The Trustees feel that there are no further principle risks identified. The services Woodlands provides are a key part of the National End of Life strategy and necessary for our local communities. We have a highly skilled workforce and the premises are on a long term lease and have recently been refurbished to make them fit for purpose for the future.

## **PLANS FOR THE FUTURE**

With the ever decreasing free reserves being utilised to fund ongoing annual deficits and the changing nature of the CCG funding, the Trustees recognised before 2020/21 that current services would no longer be sustainable without a change to the delivery model.

The Board is pleased to say that transfer of responsibility for clinical services, documented earlier in this report, was successfully delivered on the 1<sup>st</sup> April 2021. Woodlands Hospice Charitable Trust remains committed to working closely with our clinical colleagues and other providers to transform services in the best interest of our patients and their families; working collaboratively and in a more integrated way across the locality.

Woodlands Hospice Charitable Trust will still be reliant on its fundraising and trading strategies to ensure its services can continue and that we are able to support patients and families to access all aspects of specialist palliative care. Clearly there is still a concern about the ability to fundraise due to COVID-19 uncertainties but we have confidence in new ways of raising funds and look forward to developing these in the coming year.



# **WOODLANDS HOSPICE CHARITABLE TRUST**

## **TRUSTEES' ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2021**

#### **TRUSTEES' RESPONSIBILITIES**

The Trustees, who are also the directors of Woodlands Hospice Charitable Trust for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

#### **THE TRUSTEES**

The Trustees, who are also Directors for the purposes of company law, who served the charity during the year and the period up to which the accounts were approved were as follows:

B. Bartlett BA Hons Dip Arch RIBA (Chairman)  
C.M. Hubbert MRCGP DRCOG (Vice Chairman)  
C. Brennand FCA (Hon. Treasurer)  
W.J. Wood BSc MHSM Dip.HSM  
E. McDonald  
B. Lynne Roberts BA, Dip OT, PGCE, MBA, PhD  
A. Johnson  
D. Brown (resigned 30 June 2021)  
R Lee

None of the trustees has any beneficial interest in the company.

#### **RELATED PARTIES AND OTHER CHARITIES**

The Charity has one wholly owned subsidiary, Woodlands Hospice Limited. The subsidiary operates a lottery and charity shops and uses this to support Woodlands Hospice Charitable Trust.



# WOODLANDS HOSPICE CHARITABLE TRUST

## TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 MARCH 2021

### **RISK MANAGEMENT**

The responsibilities of Trustees are defined by the Memorandum and Articles of Association, The Charities Act and company law.

These responsibilities include:

- Ensuring that the charity only undertakes activities that are within their objects and powers.
- Acting only in the interests of the charity and its beneficiaries.
- Taking decisions in keeping with their duty of care and duty to act prudently.
- Establishing management arrangements to ensure appropriate standards and procedures are in place, that those standards and procedures are complied with and corrective action taken where necessary.
- Ensuring compliance with all relevant statutory regulation and adoption of best practice principles.

The Trustees obtain comfort that their responsibilities are discharged by:

- Regular reports to the Board of Trustees.
- Independent audit of the accounts and financial systems.
- The authority of the Personnel, Finance, Income Generation and Governance Committees.
- The adoption of the appropriate policies and procedures including the risk management policy.
- Audit by external agencies (e.g. Fire Service, Environmental Health Inspectors,)

The trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that necessary steps can be taken to lessen these risks.

### **AUDITORS**

A resolution to re-appoint Lonsdale & Marsh will be put to the Annual General Meeting.

### **STATEMENT OF DISCLOSURE TO AUDITORS**

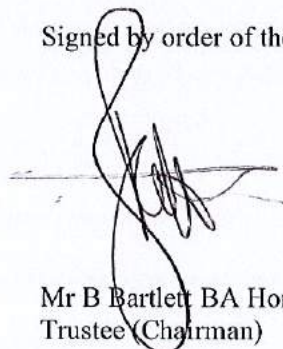
In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware, and;
- Each Trustee has taken the 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 charitable company's auditors are aware of that information.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Registered office:  
Woodlands Hospice  
AUH Campus  
Longmoor Lane  
Liverpool  
L9 7LA

Signed by order of the Trustees



Mr B Bartlett BA Hons Dip Arch RIBA  
Trustee (Chairman)

Approved by the Trustees on 23 November 2021



## **WOODLANDS HOSPICE CHARITABLE TRUST**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF**

## **WOODLANDS HOSPICE CHARITABLE TRUST**

#### **Opinion**

We have audited the financial statements of Woodlands Hospice Charitable Trust (the "parent company") and its subsidiary Woodlands Hospice Limited (the "subsidiary") for the year ended 31 March 2021 which comprise the group Statement of Financial Activities, the group Summary Income and Expenditure account, the group and parent charitable company Balance Sheets, the group Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent company's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

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

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

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

#### **Other information**

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

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



**WOODLANDS HOSPICE CHARITABLE TRUST**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF**

**WOODLANDS HOSPICE CHARITABLE TRUST**

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the strategic report and the directors' report) have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the group and parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (including the Strategic Report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us;
- the parent company financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

**Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent company or to cease operations, or have no realistic alternative but to do so.

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF**

**WOODLANDS HOSPICE CHARITABLE TRUST**

We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and group and determined that the most significant are those that relate to fundraising regulations and Care Quality Commission requirements. We also considered those laws and regulations that have a direct impact on the financial statements such as Charity SORP including FRS 102 and Companies Act 2006.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, included the following:

- the engagement partner ensured the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- discussions with senior management;
- identified laws and regulations were communicated within the audit team and remained alert to instances of non-compliance throughout the audit.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including override of controls) and addressed the risk through testing of journal entries to identify unusual transactions and assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed our audit procedures which included, but was not limited to:

- discussions with management about any known or suspected instances of non-compliance with laws and regulations, and fraud;
- reviewing minutes of meetings of those charged with governance;
- testing of journals posted to revenue and expenses that have unusual account combinations;
- checking the Charity is registered with a Fundraising Regulator;
- analytical review to identify unusual transactions;
- reviewing for any transactions undertaken with related parties such as those charge with governance and/or trustees;
- checking expenses are bona fide transactions of the charity;
- reviewing complaints received;
- reviewing controls around cash donations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulations. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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



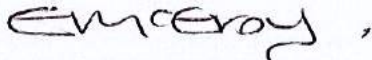
**WOODLANDS HOSPICE CHARITABLE TRUST**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF**

**WOODLANDS HOSPICE CHARITABLE TRUST**

**Use of our report**

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's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Elaine Frances McElroy (Senior Statutory Auditor)**  
**For and on behalf of Lonsdale and Marsh**

Date: 23 November 2021

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

7<sup>th</sup> Floor  
Cotton House  
Old Hall Street  
Liverpool  
L3 9TX



**WOODLANDS HOSPICE CHARITABLE TRUST**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

**YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
<b>Income from:</b>							
Donations and legacies	2	581,706	1,783	583,489	731,137	10,558	741,695
Charitable activities	3	276,827	2,757,983	3,034,810	564,989	2,399,392	2,964,381
Other trading activities	4	402,446	-	402,446	401,367	-	401,367
Investment income	5	17,443	-	17,443	18,492	-	18,492
Other income	6	24,698	-	24,698	62,083	-	62,083
<b>Total income</b>		<b>1,303,120</b>	<b>2,759,766</b>	<b>4,062,886</b>	<b>1,778,068</b>	<b>2,409,950</b>	<b>4,188,018</b>
<b>Expenditure on:</b>							
Raising funds	7	524,821	-	524,821	636,849	-	636,849
Charitable activities	8	821,710	2,657,615	3,479,325	798,968	2,764,858	3,563,826
<b>Total expenditure</b>		<b>1,346,531</b>	<b>2,657,615</b>	<b>4,004,146</b>	<b>1,435,817</b>	<b>2,764,858</b>	<b>4,200,675</b>
Net gains/(losses) on investments	14	129,545	-	129,545	(62,735)	-	(62,735)
<b>Net income/(expenditure)</b>		<b>86,134</b>	<b>102,151</b>	<b>188,285</b>	<b>279,516</b>	<b>(354,908)</b>	<b>(75,392)</b>
<b>Transfers between funds</b>	25	<b>99,602</b>	<b>(99,602)</b>	<b>-</b>	<b>(349,795)</b>	<b>349,795</b>	<b>-</b>
<b>Net movement in funds</b>	12	<b>185,736</b>	<b>2,549</b>	<b>188,285</b>	<b>(70,279)</b>	<b>(5,113)</b>	<b>(75,392)</b>
<b>Reconciliation of funds:</b>							
Fund balances at 1 April 2020		3,016,253	65,724	3,081,977	3,086,532	70,837	3,157,369
Fund balances at 31 March 2021		<b>3,201,989</b>	<b>68,273</b>	<b>3,270,262</b>	<b>3,016,253</b>	<b>65,724</b>	<b>3,081,977</b>

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

The notes on pages 28 - 49 form part of these consolidated financial statements



**WOODLANDS HOSPICE CHARITABLE TRUST**  
**SUMMARY INCOME AND EXPENDITURE ACCOUNT**  
**YEAR ENDED 31 MARCH 2021**

	2021 £	2020 £
Total income	4,062,886	4,188,018
Total expenditure from income funds	4,004,146	4,200,675
	<hr/> 58,740	<hr/> (12,657)
Net gains/(losses) on investments	129,545	(62,735)
Net income/(expenditure) for the year	<hr/> 188,285	<hr/> (75,392)

The summary income and expenditure account is derived from the statement of financial activities on page 23 which together with the notes on pages 28 to 49 provides full information on the movements during the year on all funds of the charity.



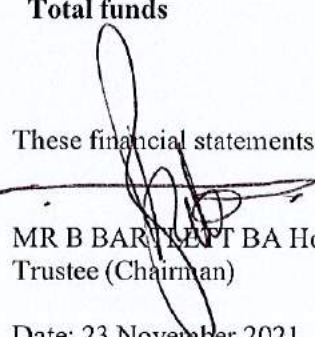
**WOODLANDS HOSPICE CHARITABLE TRUST**

**CONSOLIDATED BALANCE SHEET**

**YEAR ENDED 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		1,913,354		2,011,239
Investments	14		690,616		549,750
			<u>2,603,970</u>		<u>2,560,989</u>
<b>Current assets</b>					
Stock	15		2,531		2,531
Debtors	16		166,662		226,901
Cash at bank and in hand			923,805		611,308
			<u>1,092,998</u>		<u>840,740</u>
<b>Creditors: amounts falling due within one year</b>	17		(326,706)		(319,752)
<b>Net current assets</b>			<u>766,292</u>		<u>520,988</u>
<b>Total assets less current liabilities</b>			<u>3,370,262</u>		<u>3,081,977</u>
<b>Provisions for liabilities</b>	18		(100,000)		-
<b>Net assets</b>			<u>3,270,262</u>		<u>3,081,977</u>
<b>Funds</b>					
Unrestricted	19		3,201,989		3,016,253
Restricted	20		68,273		65,724
<b>Total funds</b>			<u>3,270,262</u>		<u>3,081,977</u>

These financial statements were approved by the Board of Trustees and are signed on their behalf by:

  
MR B BARRETT BA Hons Dip Arch RIBA  
Trustee (Chairman)

Date: 23 November 2021

**Company No: 03063721**

The notes on pages 28 - 49 form part of these consolidated financial statements.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**CHARITABLE COMPANY BALANCE SHEET**

**YEAR ENDED 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		1,905,107		1,995,733
Investments	14		690,619		549,753
			<u>2,595,726</u>		<u>2,545,486</u>
<b>Current assets</b>					
Stock	15	409		409	
Debtors	16	271,857		317,744	
Cash at bank and in hand		<u>754,681</u>		<u>479,765</u>	
		1,026,947		797,918	
<b>Creditors: amounts falling due within one year</b>	17	(270,512)		(278,970)	
<b>Net current assets</b>			<u>756,435</u>		<u>518,948</u>
<b>Total assets less current liabilities</b>			<u>3,352,161</u>		<u>3,064,434</u>
<b>Provisions for liabilities</b>	18		(100,000)		-
<b>Net assets</b>			<u>3,252,161</u>		<u>3,064,434</u>
<b>Funds</b>					
Unrestricted	19		3,183,888		2,998,710
Restricted	20		68,273		65,724
<b>Total funds</b>			<u>3,252,161</u>		<u>3,064,434</u>

These financial statements were approved by the Board of Trustees and are signed on their behalf by:

MR B BARTLETT BA Hons Dip Arch RIBA  
Trustee (Chairman)

Date: 23 November 2021

Company No: 03063721

The notes on page 28-49 form part of these consolidated financial statements.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**CONSOLIDATED CASH FLOW STATEMENT**

**YEAR ENDED 31 MARCH 2021**

	2021		2020	
	£	£	£	£
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Net income/(expenditure) for the year (as per the SOFA)	188,285		(75,392)	
Adjustments for:				
(Gains)/losses on investments	(129,545)		62,735	
Depreciation of tangible fixed assets	132,421		137,381	
Bank interest receivable	(87)		(147)	
Investment interest receivable	-		(31)	
Dividend income from investments	(17,443)		(18,461)	
Increase in provisions	100,000		-	
(Increase)/decrease in stock	-		(65)	
(Increase)/decrease in debtors	30,429		(123,788)	
Increase/(decrease) in creditors	<u>36,764</u>		<u>(60,660)</u>	
<i>Net cash provided by / (used in) operating activities</i>	340,824		(78,428)	
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Purchases of tangible fixed assets	(34,536)		(10,544)	
Bank interest receivable	87		147	
Investment interest receivable	-		31	
Income from other fixed asset investments	17,443		18,461	
Movement on cash held as investment	14,300		33,756	
Accumulated dividends	521		(189)	
Purchase of investments	(73,919)		(128,296)	
Proceeds from sale of investments	<u>47,777</u>		<u>82,204</u>	
<i>Net cash (used in) investing activities</i>	(28,327)		(4,430)	
<b>INCREASE/(DECREASE) IN CASH</b>	<u>312,497</u>		<u>(82,858)</u>	
CASH AT THE BEGINNING OF THE YEAR	611,308		694,166	
CASH AT THE END OF THE YEAR	<u>923,805</u>		<u>611,308</u>	



## **WOODLANDS HOSPICE CHARITABLE TRUST**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

#### **YEAR ENDED 31 MARCH 2021**

#### **1. ACCOUNTING POLICIES**

##### **Company Information**

Woodlands Hospice Charitable Trust is a private company limited by guarantee, incorporated in England and Wales. Its wholly owned subsidiary Woodlands Hospice Limited is a private company limited by shares incorporated in England and Wales (Company no: 03278425). The registered office of both the parent and subsidiary company is AUH Campus, Longmoor Lane, Liverpool, L9 7LA.

##### **Basis of Accounting**

The charity is a public benefit entity as defined by FRS 102.

The financial statements have been prepared under the historical cost convention, except for investments, modified for the revaluation of leasehold interest, and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (FRS 102) effective 1 January 2015, the Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006.

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

##### **Group Financial Statements**

The consolidated financial statements incorporate the results of the charity and its wholly owned subsidiary Woodlands Hospice Limited on a line-by-line basis. A separate Statement of Financial Activities, and income and expenditure account, for the charity itself are not presented because the charity has taken advantage of the exemptions conferred by s408 of the Companies Act 2006. A summary of the financial performance of the charity can be found in Note 27.

##### **Going Concern**

The principal risks and uncertainties have been commented on in the Trustees Report. At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in the preparing the financial statements.

##### **Income**

Income from donations, grants and legacies are recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Grants which are to be used for specific purposes, as laid down by the donor, are treated as restricted funds. Expenditure that meets the criteria is charged to the fund. Deferred income includes amounts received in advance of work to be undertaken in the next financial year. The funds are released when an individual fulfils the post and funds are released monthly in line with costs to deliver the service.

Grants, including those received from government agencies, are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. They are recognised using the performance model. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable.



## **WOODLANDS HOSPICE CHARITABLE TRUST**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

#### **1. ACCOUNTING POLICIES (continued)**

##### **Income (continued)**

Income from commercial trading operations represents shop sales of goods, excluding value added tax, and income from the sale of lottery tickets.

Donated goods are not recognised as incoming resources on the Statement of Financial Activities on receipt of an item as it is impractical and not a cost effective use of resources. Instead the value of the donated goods is recognised as income when sold.

In accordance with the SORP (FRS102), the general volunteer time is not recognised on the Statement of Financial Activities. Refer to the trustee's annual report for more information on their contribution.

##### **Interest Receivable**

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

##### **Resources Expended**

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT that is not recoverable.

The cost of functions which support more than one of the charity's activities have been allocated to those activities to give a full cost of an activity. Management salaries, payroll costs and legal fees have been allocated to activities based on the size of the expense incurred, as this is in line with time spent. Depreciation has been allocated to the activities for which the depreciated assets are used.

##### **Fund Accounting**

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds – these are funds set aside out of unrestricted general funds for specific purposes.
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when the funds are raised for a particular restricted purpose.

##### **Tangible Fixed Assets and Depreciation**

Tangible fixed assets are held at cost or valuation less depreciation. The costs of minor additions, being those below £250, are not capitalised.

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:

Computer equipment	- 33% straight line
Fixtures and fittings	- 25% straight line
Furniture and equipment	- 25% straight line
Leasehold buildings	- Over the remaining lease term



## **WOODLANDS HOSPICE CHARITABLE TRUST**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

#### **1. ACCOUNTING POLICIES (continued)**

##### **Stock**

Stock comprises bought in goods for resale and is stated at the lower of cost or net realisable value. For donated goods see the accounting policy on income.

##### **Financial Instruments**

The company has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at the amount receivable or payable. Investments are held at fair value.

##### **Investments**

Listed investments are held at fair value, which is the market value as at the balance sheet date with any realised or unrealised gains or losses being recognised within the Statement of Financial Activities.

The investment in the subsidiary company, Woodlands Hospice Limited, is held at cost within the company balance sheet.

##### **Debtors**

Debtors are basic financial assets and are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

A concessionary loan was made in the year to March 2017 from Woodlands Hospice Charitable Trust to its subsidiary company Woodlands Hospice Limited to support the growth of the charity shops in order to increase the donated amount to the charity. The loan is measured at the amount paid and is repayable over a period of three years but can be repaid on demand if necessary.

##### **Cash at bank and in hand**

Cash at bank and in hand are basic financial assets and include cash in hand and deposits held with banks. It also includes cash held with the investment portfolio in order to meet short term cash commitments such as the purchase of shares as they fall due.

##### **Leases**

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

##### **Pension Costs**

The company pays into three separate schemes:

The company contributes to the NHS Superannuation Scheme for certain former NHS employees. Woodlands contribution into the scheme is at a rate of 14.38% of pensionable pay for the year to March 2021 and is disclosed in note 11. The employee's contribution is a variable percentage of pensionable pay. The scheme is unfunded and the charity has no further liability beyond the payments made during the year. The scheme is therefore accounted for as a defined contribution pension scheme with the costs equal to the contributions made for the accounting period.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**1. ACCOUNTING POLICIES (continued)**

**Pension Costs (continued)**

The company also contributes to a separate defined contribution pension scheme for non NHS employees and the contribution is disclosed in Note 11. The assets of the scheme are held in an independently administered fund. The company also contributes to the government's NEST pension scheme for fixed term workers, which is also a defined contribution scheme.

The cost of the employer pension contributions to the NHS Superannuation and other scheme is charged to the Statement of Financial Activities. The pension costs have been allocated according to the activity the employee undertakes. The costs of the activities are allocated between restricted or unrestricted according to how the funding for the activity is received.

**Employee costs**

The costs of short-term employee benefits are recognised as a liability and an expense.

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

Where material, termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**Judgements and key sources of estimation uncertainty**

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

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

**2. INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted Funds	Restricted Funds	Total Funds 2021	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£	£	£	£
Donations	520,613	1,783	522,396	593,176	10,558	603,734
Legacies	61,093	-	61,093	137,961	-	137,961
	<u>581,706</u>	<u>1,783</u>	<u>583,489</u>	<u>731,137</u>	<u>10,558</u>	<u>741,695</u>



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Unrestricted Funds</b>	<b>Restricted funds</b>	<b>Total Funds 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Well-being & support centre	233,950	-	233,950
Outreach service	-	110,538	110,538
Hospice at home	-	240,000	240,000
Family support worker	-	25,596	25,596
In-patient unit	-	1,909,756	1,909,756
Superannuation fund	17,790	-	17,790
Education/training	10,500	-	10,500
Outpatient accommodation	5,950	-	5,950
End of life training prog-care homes	-	46,794	46,794
NHS England Covid-19 grants	-	385,050	385,050
Other Covid-19 support grants	8,637	-	8,637
Equipment fund	-	40,249	40,249
	<u>276,827</u>	<u>2,757,983</u>	<u>3,034,810</u>

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Well-being & support centre	229,887	-	229,887
Outreach service	-	108,480	108,480
Lymphoedema service	-	63,088	63,088
Hospice at home	-	240,000	240,000
Family support worker	-	25,156	25,156
In-patient unit	250,000	1,915,036	2,165,036
Superannuation fund	17,439	-	17,439
Education/training	61,713	-	61,713
Outpatient accommodation	5,950	-	5,950
End of life training prog-care homes	-	45,982	45,982
Equipment fund	-	1,650	1,650
	<u>564,989</u>	<u>2,399,392</u>	<u>2,964,381</u>



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**4. INCOME FROM OTHER TRADING ACTIVITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Lottery	157,897	177,975
Charity shops	68,546	223,392
Government grants	176,003	-
	<u>402,446</u>	<u>401,367</u>

**5. INVESTMENT INCOME**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Dividends received	17,443	18,461
Investment interest	-	31
	<u>17,443</u>	<u>18,492</u>

**6. OTHER INCOME**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Catering services	12,633	48,875
Sundry income	11,978	13,061
Bank interest receivable	87	147
	<u>24,698</u>	<u>62,083</u>



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**7. EXPENDITURE ON RAISING FUNDS**

Activity	Direct Cost of Activity	Support Costs	Total Costs
	£	£	2021 £
<b>Fundraising and publicity:</b>			
Appeals costs	43,511	8,088	51,599
Fundraising salaries	153,089	28,457	181,546
Investment management fee	5,346	-	5,346
	<u>201,946</u>	<u>36,545</u>	<u>238,491</u>
<b>Commercial trading operations:</b>			
Lottery expenditure	64,939	9,086	74,025
Charity shops expenditure	182,015	30,290	212,305
	<u>246,954</u>	<u>39,376</u>	<u>286,330</u>
	<u>448,900</u>	<u>75,921</u>	<u>524,821</u>

Activity	Direct Cost of Activity	Support Costs	Total Costs
	£	£	2020 £
<b>Fundraising and publicity:</b>			
Appeals costs	80,118	13,519	93,637
Fundraising salaries	177,347	22,008	199,355
Investment management fee	4,973	-	4,973
	<u>262,438</u>	<u>35,527</u>	<u>297,965</u>
<b>Commercial trading operations:</b>			
Lottery expenditure	94,613	9,898	104,511
Charity shops expenditure	206,946	27,427	234,373
	<u>301,559</u>	<u>37,325</u>	<u>338,884</u>
	<u>563,997</u>	<u>72,852</u>	<u>636,849</u>

Expenditure on raising funds was £524,821 (2020: £636,849) of which all was unrestricted.

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**8. EXPENDITURE ON CHARITABLE ACTIVITIES**

	Direct Cost of activity	Support Costs	Total Costs
	£	£	2021 £
<b>Charitable activity:</b>			
Well-being & support centre	313,662	52,151	365,813
In-patient bedded unit	2,183,946	368,405	2,552,351
Hospice at home	163,011	20,629	183,640
Lymphoedema service	925	-	925
End of life training - care homes	34,646	4,385	39,031
Family support team	139,213	17,617	156,830
Outreach	134,696	17,046	151,742
Catering services	24,690	3,125	27,815
Equipment funds	1,178	-	1,178
	<u>2,995,967</u>	<u>483,358</u>	<u>3,479,325</u>

	Direct Cost of activity	Support Costs	Total Costs
	£	£	2020 £
<b>Charitable activity:</b>			
Well-being & support centre	314,992	42,641	357,633
In-patient bedded unit	2,246,381	328,206	2,574,587
Hospice at Home	183,216	18,039	201,255
Lymphoedema Service	35,627	3,508	39,135
End of life training – care homes	38,849	3,825	42,674
Family support team	126,217	14,250	140,467
Outreach	128,529	12,654	141,183
Catering services	55,399	5,454	60,853
Equipment funds	5,512	-	5,512
Dying matters	527	-	527
	<u>3,135,249</u>	<u>428,577</u>	<u>3,563,826</u>

Expenditure on charitable activities was £3,479,325 (2020: £3,563,826) of which £821,710 (2020: £798,968) was unrestricted, and £2,657,615 (2020: £2,764,858) was restricted.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**9. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS**

	<b>General Support</b>	<b>Governance Function</b>	<b>Total Costs</b>
	<b>£</b>	<b>£</b>	<b>2021 £</b>
Depreciation	132,421	-	132,421
Management salaries	373,008	-	373,008
Audit fees	-	9,050	9,050
Payroll & other costs	25,176	-	25,176
Insurance & legal fees	19,623	-	19,623
	<hr/> 550,228 <hr/>	<hr/> 9,050 <hr/>	<hr/> 559,278 <hr/>

	<b>General Support</b>	<b>Governance Function</b>	<b>Total Costs</b>
	<b>£</b>	<b>£</b>	<b>2020 £</b>
Depreciation	137,381	-	137,381
Management salaries	309,713	-	309,713
Audit fees	-	8,750	8,750
Payroll & other costs	29,807	-	29,807
Insurance & legal fees	15,777	-	15,777
	<hr/> 492,678 <hr/>	<hr/> 8,750 <hr/>	<hr/> 501,428 <hr/>

**10. TAXATION**

Corporation Tax has not been chargeable to either company for the year to 31<sup>st</sup> March 2021. The trading subsidiary has tax losses carried forward of £15,443 (2020: £23,260).

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**11. EMPLOYEE COSTS**

The aggregate payroll costs were:	2021		2020	
	£	£	£	£
Wages and salaries		2,566,835		2,699,890
Social security costs		193,979		200,477
Redundancy costs		11,752		-
Pension costs:				
Defined contribution scheme	85,142		85,974	
Contributions to Superann. Scheme	139,760	224,902	146,142	232,116
		<u>2,997,468</u>		<u>3,132,483</u>

**Particulars of employees:**

	2021	2020
	No	No
The average number of staff employed by the charity and the group during the financial year:		
Number of charitable service staff	80	88
Number of administrative staff	14	11
Number of fundraising staff	11	14
	<u>105</u>	<u>113</u>

During the year the charity employed approximately 71 (2020: 57) part time staff, including 10 (2020: 10) employees on zero hours contracts.

Numbers of employees who received remuneration in excess of £60,000 per annum are listed below:

	GROUP		COMPANY	
	2021	2020	2021	2020
£60,000 - £69,999	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

Neither the trustees nor any other person connected with them have received any remuneration during the year.

The trustees were not reimbursed for expenses during the year (2020: £Nil).

The key management personnel of the group comprise the trustees, Chief Executive Officer and senior management. The total employee benefits of the key management personnel of the group were £134,205 (2020: £146,829).

The doctors and the associated clerical support at Woodlands Hospice are contracted to work at the Hospice through a service level agreement with Liverpool University Hospitals NHS Foundation Trust (LUHFT). The total amount recharged from LUHFT to the Hospice in the year for these services was £239,626 (2020: £237,676). In the year to March 2021 the Hospice incurred agency costs in relation to the Therapy team of £16,847 (2020: £1,057).



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**11. EMPLOYEE COSTS (*continued*)**

The Liverpool University Hospitals NHS Foundation Trust (LUHFT) also provides the Hospice with access to its Nurse Bank to ensure that the Hospice is able to have all shifts suitably manned during periods of staff absence. LUHFT invoice the Hospice based on the nurses used on a monthly basis. The total amount recharged from LUHFT to the Hospice in the year for this service was £55,062 (2020: £101,586).

During the prior year to 31 March 2020 a contract was in place with Liverpool Heart and Chest to provide the Hospice with a pharmacy technician to assist the nursing staff on the In-Patient Unit and result in costs saving on the nurses' salaries. The total costs in the year for this service was £nil (2020: £19,472).

At 31 March 2021, £11,752 redundancy costs for 2021 remained unpaid (2020: £nil). During the year the charity made changes to its workforce to improve efficiency and reduce costs, resulting in staff being made redundant.

**12. MOVEMENT IN TOTAL FUNDS FOR THE YEAR**

This is stated after charging:

	2021 £	2020 £
Depreciation	132,421	137,381
Fees payable to the charity's auditors for:		
• the audit of the charity's annual accounts	5,100	5,100
• the audit of the charity's subsidiary	2,700	2,400
• other accounting services	1,250	1,250
	<u>9,050</u>	<u>8,750</u>

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**13. TANGIBLE FIXED ASSETS**

GROUP:	Fixtures, Fittings & Computers £	Motor Vehicles £	Short Leasehold Buildings £	Furniture & Equipment £	Total £
<b>COST</b>					
At 1 April 2020	316,781	3,500	3,305,199	425,011	4,050,491
Additions	18,229	-	-	16,307	34,536
At 31 March 2021	<u>335,010</u>	<u>3,500</u>	<u>3,305,199</u>	<u>441,318</u>	<u>4,085,027</u>
<b>DEPRECIATION</b>					
At 1 April 2020	309,827	583	1,325,384	403,458	2,039,252
Charge for the year	3,877	875	113,647	14,022	132,421
At 31 March 2021	<u>313,704</u>	<u>1,458</u>	<u>1,439,031</u>	<u>417,480</u>	<u>2,171,673</u>
<b>NET BOOK VALUE</b>					
At 31 March 2021	<u>21,306</u>	<u>2,042</u>	<u>1,866,168</u>	<u>23,838</u>	<u>1,913,354</u>
At 31 March 2020	<u>6,954</u>	<u>2,917</u>	<u>1,979,815</u>	<u>21,553</u>	<u>2,011,239</u>
<b>COMPANY:</b>					
	Fixtures, Fittings & Computers £		Short Leasehold Buildings £	Furniture & Equipment £	Total £
<b>COST</b>					
At 1 April 2020	303,382		3,284,586	425,011	4,012,979
Additions	18,229		-	16,307	34,536
At 31 March 2021	<u>321,611</u>		<u>3,284,586</u>	<u>441,318</u>	<u>4,047,515</u>
<b>DEPRECIATION</b>					
At 1 April 2020	300,651		1,313,137	403,458	2,017,246
Charge for the year	1,616		109,524	14,022	125,162
At 31 March 2021	<u>302,267</u>		<u>1,422,661</u>	<u>417,480</u>	<u>2,142,408</u>
<b>NET BOOK VALUE</b>					
At 31 March 2021	<u>19,344</u>		<u>1,861,925</u>	<u>23,838</u>	<u>1,905,107</u>
At 31 March 2020	<u>2,731</u>		<u>1,971,449</u>	<u>21,553</u>	<u>1,995,733</u>



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**14. INVESTMENTS**

**GROUP:**

Listed investment portfolio:		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Market value as at 1 April 2020		529,510	545,964
Additions at cost		73,919	128,485
Disposals at market value		(48,298)	(82,204)
Net gain/(loss) in market value	Realised	(4,212)	2,918
	Unrealised	133,757	(65,653)
		<u>129,545</u>	<u>(62,735)</u>
Market value as at 31 March 2021		684,676	529,510
Cash held in portfolio		5,940	20,240
		<u>690,616</u>	<u>549,750</u>

The historical cost of the investments as at 31 March 2021 was £536,960 (2020: £515,573).

**COMPANY:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Portfolio as above	690,616	549,750
Investment in subsidiary company	3	3
	<u>690,619</u>	<u>549,753</u>

The charity has an investment of £3 in its wholly owned subsidiary Woodlands Hospice Limited (WHL), which is incorporated in England & Wales (Company No: 03278425).

WHL operates charity shops and the hospice lottery to help support its parent company. During the year, WHL transferred £145,000 (2020: £90,800) under the terms of a profit shedding agreement.

The summary financial position and performance of the subsidiary alone is:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Turnover	226,469	401,546
Government grants	176,003	-
Expenditure	401,914	401,994
Profit/(loss) after covenant	558	(448)
Gross assets	209,117	165,587
Liabilities	191,009	148,037
Net assets	18,108	17,550

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**15. STOCK**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Goods bought for resale	2,531	2,531	409	409

**16. DEBTORS**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	-	67,161	-	105,992
Prepayments	33,825	36,210	22,467	23,012
Other debtors	122,337	123,530	104,828	120,317
Accrued income	10,500	-	10,500	-
Amount owed by subsidiary	-	-	134,062	68,423
	<u>166,662</u>	<u>226,901</u>	<u>271,857</u>	<u>317,744</u>

**17. CREDITORS: Amounts falling due within one year**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	79,729	65,634	55,580	55,290
Accruals	78,764	77,476	63,486	65,166
Deferred income	16,770	18,131	-	-
Taxation and social security	76,553	83,621	76,553	83,621
Other creditors	74,890	74,890	74,890	74,890
Amounts owed to subsidiary	-	-	3	3
	<u>326,706</u>	<u>319,752</u>	<u>270,512</u>	<u>278,970</u>

**Deferred income**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Balance brought forward	18,131	21,135	-	-
Release of deferred income	(1,361)	(3,004)	-	-
Balance carried forward	<u>16,770</u>	<u>18,131</u>	<u>-</u>	<u>-</u>

Deferred income relates to the lottery membership subscriptions within the trading company.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**18. PROVISIONS FOR LIABILITIES**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Restructuring provision	100,000	-	100,000	-
	<u>100,000</u>	<u>-</u>	<u>100,000</u>	<u>-</u>

Analysis of movements on provisions:

	<b>Restructuring provision £</b>
Additional provisions in the year	<u>100,000</u>

The restructuring provision relates to costs incurred by Woodlands Hospice Charitable Trust on behalf of Liverpool University Hospitals Foundation Trust under the transfer of clinical and medical services on 1<sup>st</sup> April 2021.

**19. UNRESTRICTED FUNDS**

	<b>GROUP 2021 £</b>	<b>COMPANY 2021 £</b>
Balance at 1 April 2020	3,016,253	2,998,710
Incoming resources	1,303,120	1,045,648
Resources expended	(1,346,531)	(1,089,617)
Gains on investments	129,545	129,545
Restricted Funds Transfer (Note 20, 25)	99,602	99,602
Balance at 31 March 2021	<u>3,201,989</u>	<u>3,183,888</u>

	<b>GROUP 2020 £</b>	<b>COMPANY 2020 £</b>
Balance at 1 April 2019	3,086,532	3,068,537
Incoming resources	1,778,068	1,467,354
Resources expended	(1,435,817)	(1,124,651)
Gains on investments	(62,735)	(62,735)
Restricted Funds Transfer (Note 20, 25)	(349,795)	(349,795)
Balance at 31 March 2020	<u>3,016,253</u>	<u>2,998,710</u>

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**20. RESTRICTED FUNDS**

**GROUP AND COMPANY:**

	Balance as at 1 April 2020 £	Incoming Resources £	Resources Expended £	Transfer (to) / from unrestricted fund £	Balance as at 31 March 2021 £
Family support worker	-	25,596	(139,213)	113,617	-
Lymphoedema service	-	-	(925)	925	-
Hospice at Home	10,180	240,000	(163,011)	(87,169)	-
15 - Bed in-patient unit	-	1,909,756	(2,183,946)	274,190	-
NHS England grants	-	385,050	-	(385,050)	-
Community outreach	-	110,538	(134,696)	24,158	-
Social worker funding	7,352	-	-	-	7,352
Community awareness	1,664	-	-	-	1,664
End of Life – care homes	-	46,794	(34,646)	(12,148)	-
ICN comms skills	7,752	-	-	-	7,752
GP programme	11,971	-	-	-	11,971
Unified DNA CPR Training	1,000	-	-	-	1,000
ACST (MCCN)	3,664	-	-	-	3,664
MDT development fund	800	-	-	-	800
Dying matters	2,164	-	-	-	2,164
Equipment fund - grants	10,539	40,249	(1,132)	(28,125)	21,531
Equipment fund- donations	8,638	1,783	(46)	-	10,375
	<u>65,724</u>	<u>2,759,766</u>	<u>(2,657,615)</u>	<u>(99,602)</u>	<u>68,273</u>

See note 25 for further details on transfer (to) / from unrestricted fund.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**20. RESTRICTED FUNDS (continued)**

**GROUP AND COMPANY:**

	Balance as at 1 April 2019 £	Incoming Resources £	Resources Expended £	Transfer (to) / from unrestricted fund £	Balance as at 31 March 2020 £
Family support worker	-	29,156	(126,217)	97,061	-
Lymphoedema service	13,130	63,088	(35,627)	(40,591)	-
Hospice at Home	3,400	240,000	(183,216)	(50,004)	10,180
15 - Bed in-patient unit	-	1,915,036	(2,246,381)	331,345	-
Community outreach	-	108,480	(128,529)	20,049	-
Social worker funding	7,352	-	-	-	7,352
Community awareness	1,664	-	-	-	1,664
End of Life – care homes	-	45,982	(38,849)	(7,133)	-
ICN comms skills	7,752	-	-	-	7,752
GP programme	11,971	-	-	-	11,971
Unified DNA CPR Training	1,000	-	-	-	1,000
ACST (MCCN)	3,664	-	-	-	3,664
MDT development fund	800	-	-	-	800
Dying matters	2,691	-	(527)	-	2,164
Equipment fund - grants	10,519	4,640	(3,883)	(737)	10,539
Equipment fund- donations	6,894	3,568	(1,629)	(195)	8,638
	<u>70,837</u>	<u>2,409,950</u>	<u>(2,764,858)</u>	<u>349,795</u>	<u>65,724</u>

See note 25 for further details on transfer (to) / from unrestricted fund.

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**20. RESTRICTED FUNDS *(continued)***

**Family Support Worker**

This conditional grant from South Sefton CCG is provided to contribute to the cost of family support worker services across our In-Patient unit and our Well-Being and Support Centre.

**Lymphoedema Service**

This conditional grant from South Sefton CCG is provided to contribute to the cost of Lymphoedema services. This service was transferred to Marie Curie during the previous financial year.

**Community Outreach Service**

This conditional grant from Sefton, Liverpool and Knowsley CCGs is provided to contribute to the cost of Community Outreach services. A proportion of our therapy team costs are allocated to this fund.

**Hospice at Home**

This grant is from Sefton CCG and is provided to run a Hospice at Home Service for patients with a South Sefton GP.

**15 - Bed In-patient Unit**

Conditional grants from Sefton, Liverpool and Knowsley CCGs are provided to contribute to the cost of In Patient services.

**NHS England grant**

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation, and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

**Education/Training**

The Hospice applies for training grants from various grant making trusts throughout the year to supplement staff training costs. Expenditure on staff training is directly attributed against this fund as the appropriate costs are incurred.

**Social Worker Funding**

These monies from Merseyside and Cheshire Cancer Network (MCCN), hosted on behalf of the Aintree Integrated Cancer Network (ICN), were provided for the ICN to deliver training to social workers on end of life care. Monies are released as costs are incurred.

**Community Awareness**

These brought forward monies from Merseyside and Cheshire Cancer Network (MCCN), hosted on behalf of the Aintree Integrated Cancer Network (ICN), were provided for the network to engage with the community on dying and end of life matters. Funds are released as costs are incurred.

**End of Life Training Programme – Care Homes (6 steps)**

This grant is received from South Sefton CCG to fund a care home facilitator. Funds are released as costs are incurred.



**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**20. RESTRICTED FUNDS *(continued)***

**ICN Comms Skills**

These brought forward funds, hosted for Aintree Integrated Cancer Network (ICN) and provided by Merseyside and Cheshire Cancer Network (MCCN), are remaining monies from communications skills training rebadged for role of ICN education facilitator. Funds are released as costs are incurred.

**GP Programme**

These brought forward funds, hosted for Aintree Integrated Cancer network (ICN) provided by Merseyside and Cheshire Cancer Network (MCCN), are remaining funds for GP end of life education programmes. Monies are released as costs are incurred.

**Unified DNA CPR Training**

Funds were received to fund the training of staff in "Do Not Attempt CPR". Monies are released as costs are incurred.

**Advanced Communications Skills Training/Train the Trainer (MCCN)**

These brought forward funds, hosted for Aintree Integrated Cancer Network (ICN) provided by Merseyside and Cheshire Cancer Network (MCCN), are remaining funds for advanced communications skills training. Monies are released as costs are incurred.

**MDT Development Fund**

Funding was received from Multi Professional Education and Training levy (MPET) in order to develop a local plan for MDT development. Monies are released as costs are incurred.

**Dying Matters**

Monies received in a previous year from South Sefton CCG in order that the Hospice could actively participate in Dying Matters week by hosting events in order to promote a greater awareness around death and dying. The hospice has now hosted three events for dying Matters week and will continue to participate in future years with the use of this fund.

**Equipment Funds**

This includes grants from various Charitable Trusts and also donations from individuals for specific items of equipment and furniture to be used either for the benefit of patients or staff. Where funds are expended on capital items the fund is appropriately reduced by a transfer equivalent to the capital cost.

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**21. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)**

	<b>Tangible fixed assets</b>	<b>Investments</b>	<b>Other net assets</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Restricted Funds	-	-	68,273	68,273
Unrestricted Funds	1,913,356	690,616	598,017	3,201,989
	<u>1,913,356</u>	<u>690,616</u>	<u>666,290</u>	<u>3,270,262</u>

	<b>Tangible fixed assets</b>	<b>Investments</b>	<b>Other net assets</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Restricted Funds	-	-	65,724	65,724
Unrestricted Funds	2,011,239	549,750	455,264	3,016,253
	<u>2,011,239</u>	<u>549,750</u>	<u>520,988</u>	<u>3,081,977</u>

**22. COMMITMENTS UNDER OPERATING LEASES**

At 31<sup>st</sup> March 2021 the group and company had future minimum payments under non-cancellable operating leases as follows:

**GROUP:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
In one year or less	31,626	66,298
In more than one year, but not more than 5 years	84,380	37,197
	<u>116,006</u>	<u>103,495</u>

**COMPANY:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
In one year or less	15,626	14,314
In more than one year, but not more than 5 years	24,380	28,697
	<u>40,006</u>	<u>43,011</u>

**23. CONTINGENT LIABILITY**

As a result of the profit at the year end, Woodlands Hospice Charitable Trust have agreed to pay Liverpool University Hospitals Foundation Trust an additional £109,000 in the year ended 31 March 2022 in respect of the transfer of clinical and medical services on 1<sup>st</sup> April 2021.



**WOODLANDS HOSPICE CHARITABLE TRUST**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

**24. RELATED PARTY TRANSACTIONS**

There are no related party transactions in the current or prior year that require disclosure.

**25. GROSS TRANSFERS BETWEEN FUNDS**

Transfers from unrestricted funds to restricted funds represent a particular restricted area of resources where total expenditure exceeds the incoming resources for this service. The deficit is therefore transferred from the unrestricted funds to ensure that individual funds do not show a deficit at the year end. In the reporting year restricted funds received for the family support worker, the 15 bedded In-patient unit and the community outreach service required a transfer from the unrestricted funds of the Charity to ensure that those individual fund balances were not in deficit.

In the previous reporting year, the lymphoedema service was transferred from the Hospice to Marie Curie. The transfer from the lymphoedema fund relates to the support costs allocated to the service for the years 2015 to date together with the costs of transferring the service.

The transfer between the restricted fund for Hospice at Home and unrestricted funds is to account for the management and administrative costs and the overhead expenses of this service as agreed with South Sefton CCG.

Transfers from the equipment fund balances represent where a fund is expended on a capital item therefore the fund is appropriately reduced by a transfer equivalent to the capital cost.

NHS England awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation, and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. The transfer between funds allows this to be allocated across the Hospice services in order to provide bed capacity and community support.

**26. GUARANTEE**

The charitable company is limited by guarantee and has no share capital. The members' liability is restricted to £1 in accordance with the Memorandum and Articles of Association.

**WOODLANDS HOSPICE CHARITABLE TRUST**

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2021**

**27. RESULTS OF THE COMPANY**

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary, Woodlands Hospice Limited, which operates the hospice lottery and charity shops.

The summary financial performance of the charity alone is:

	<b>Total Funds 2021 £</b>	<b>Total Funds 2020 £</b>
<b>Income from:</b>		
Donations and legacies	583,489	741,695
Payments from subsidiaries	145,000	90,800
Grants receivable	3,034,810	2,964,381
Interest receivable	-	31
Investment income	17,443	18,461
Other income	24,672	61,940
<b>Total Income</b>	<u>3,805,414</u>	<u>3,877,308</u>
<b>Expenditure on:</b>		
Raising funds	201,946	262,439
Charitable activities	3,545,286	3,627,074
<b>Total Expenditure</b>	<u>3,747,232</u>	<u>3,889,513</u>
Net gains/(losses) on investments	129,545	(62,735)
<b>Net movement in funds</b>	<u>187,727</u>	<u>(74,940)</u>
<b>Reconciliation of funds:</b>		
Total funds brought forward	3,064,434	3,139,374
Total funds carried forward	<u>3,252,161</u>	<u>3,064,434</u>
<b>Represented by:</b>		
Restricted funds	68,273	65,724
Unrestricted funds	<u>3,183,888</u>	<u>2,998,710</u>
	<u><b>3,252,161</b></u>	<u><b>3,064,434</b></u>



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