

# THE SHAKESPEARE HOSPICE

England & Wales · Charity number 1064091

## Details

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Other names	SHAKESPEARE HOSPICE LIMITED, THE SHAKESPEARE HOSPICE
Status	Registered
Legal form	Charitable company
Company number	<a href="#">03291683</a>
Registered	1997-08-22
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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

## Activities

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**Objects:** THE OBJECTS OF THE CHARITY (THE ?OBJECTS?) ARE FOR THE PUBLIC BENEFIT: - 3.2.1 TO PROMOTE THE RELIEF OF SICKNESS AND THE ADVANCEMENT OF HEALTH IN SUCH WAYS AS THE CHARITY SHALL FROM TIME TO TIME THINK FIT AND IN PARTICULAR, BUT WITHOUT PREJUDICE TO THE GENERALITY OF SUCH OBJECT: - (A) BY ESTABLISHING, MAINTAINING AND CONDUCTING A DAY CENTRE OR RESIDENTIAL HOME IN THE COUNTY OF WARWICKSHIRE, FOR THE RECEPTION AND CARE OF PERSONS OF ANY AGE AND EITHER SEX, WITHOUT REGARD TO RACE OR CREED, WHO ARE SUFFERING FROM ANY CHRONIC OR LIFE LIMITING ILLNESS OR FROM ANY DISABILITY OR DISEASE, AND BY PROVIDING MEDICAL OR OTHER TREATMENT AND ATTENTION FOR SUCH PERSONS; AND BY PROVIDING THERAPIES AND OTHER SERVICES TO RELIEVE SUFFERING OF THE MEMBERS OF THE FAMILIES OF SUCH PERSONS AND ANY WHO PROVIDE UNPAID CARE TO THEM. (B) BY CONDUCTING OR PROMOTING OR ENCOURAGING RESEARCH INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM ANY SUCH ILLNESS, DISABILITY, DISEASE OR INFIRMITY AND PARTICULARLY INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM LIFE LIMITING ILLNESS, AND TO DISSEMINATE THE RESULTS THEREOF TO THE PUBLIC. (C) BY PROMOTING OR ENCOURAGING OR ASSISTING IN THE TEACHING OR TRAINING OF DOCTORS, NURSES, PHYSIOTHERAPISTS AND OTHER PERSONS ENGAGED IN ANY BRANCH OF MEDICINE, SURGERY, NURSING OR ALLIED SERVICES AND IN THE TEACHING OR TRAINING OF STUDENTS IN ANY BRANCH OF MEDICINE, SURGERY, NURSING OR ALLIED SERVICES. (D) BY PROVIDING OR ASSISTING OR ENCOURAGING THE PROVISION OF SPIRITUAL HELP AND GUIDANCE FOR ANY PATIENTS, THEIR FAMILIES, CARERS AND MEMBERS OF STAFF.

**Activities:** We provide expert, holistic, specialist care and support for every young person and adult living in our community with a life limiting illness, and for those who matter to them. Care is delivered on a non-residential basis at the Hospice and in the community by specialist nursing and care teams.

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, Elderly/old People, Other Defined Groups

## Geography

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- Gloucestershire
- Warwickshire

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,196,844	£2,992,859	£4,367,669	71
2024-03-31	£2,280,369	£2,643,860	£5,171,780	63
2023-03-31	£2,091,137	£2,335,425	£5,471,520	62
2022-03-31	£2,934,712	£2,026,509	£5,724,875	56
2021-03-31	£3,294,235	£1,844,806	£4,841,853	56

## Trustees

Name	Role	Appointed
<b>Paul Neal Simmonds</b>	Chair	2019-03-18
Alistair Duncan		2025-01-14
Amanda Pinks		2025-03-31
Anita Dawn Watson		2023-06-05
CATHERINE ROLFE		2024-11-05
Dr Richard Anthony Lambert		2023-06-05
Fiona Jayne Frizzell		2023-06-05
LARRY COLTMAN		2024-11-28
Nicola Gotrel		2021-11-16
Peter Mayes		2024-07-29
Richard Philip Goodall		2023-06-05
Ross Malcolm Taylor		2021-08-17

**THE SHAKESPEARE HOSPICE**

England & Wales - Charity number 1064091

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# Accounts

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**THE SHAKESPEARE HOSPICE**

**ANNUAL REPORT AND ACCOUNTS 2024/25**



**Company Registration No. 3291683**

**Charity Registration No. 1064091**

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## Report of the Trustees for the Year Ended 31 March 2025

The Trustees are pleased to present their annual report and audited financial statements for the year ended 31 March 2025. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

- The Charities Act 2011;
- The Charities (Protection and Social Investment) Act 2016;
- The Companies Act 2006;
- Our Articles of Association;
- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### Chair's Statement 2024-25

Operationally, 2024-25 was another very good year for The Shakespeare Hospice - we continue to provide a full range of services across the communities we serve – but, unsurprisingly, our financial challenges remain.

The Hospice at Home team continues to provide excellent end of life care for people in their own homes while the Shottery Day Hospice is operating 5 days a week providing services that support patients with a life limiting condition to live well. Services range from drop-in coffee mornings through to bereavement services for adults and young people. Demand for our services is growing, and we have added some capacity, an example being increasing children's services availability from 4 to 5 days a week. All clinical staff continue to deliver excellent care as evidenced by wonderful feedback received from the families and friends of those cared for and an award from 'I Want Great Care'.

The Hospice won the Team of the Year at the Stratford Herald Business & Tourism Awards and was highly commended in the Not-for-Profit category of the Coventry & Warwickshire Chamber of Commerce Business and Community Awards. Both awards, show how highly the hospice is valued across our communities and everyone at the hospice is rightly proud to have received these well-deserved accolades.

The year saw several events organised by our enthusiastic fundraising team including the volunteer-run Friends of Shakespeare Hospice. In addition to raising funds, high-profile events, such as the Dragon Boat Races, increase the hospice's profile and visibility across the communities we serve. In December, we celebrated the hospice's 25<sup>th</sup> Anniversary with a ball at Stratford Manor Hotel.

The retail operations performed well and in February we opened a new shop in Bidford which has been well-received. We are hoping to open more shops in the next few years and are actively looking for retail opportunities. In addition, we are continually reviewing our shop portfolio to make sure we are in the best locations.

The financial statements for 2024-25 show a deficit of £804K (2023-24 deficit £300K) which was £65K better than the budget which included recruitment of clinical staff to meet demand. In broad terms, income was slightly ahead of budget and costs slightly below despite the significant salary increases for staff on Agenda for Change contracts for which we received no uplift in our NHS grant. However, while we currently have good cash reserves, deficits of this size are not sustainable in the medium term.

For 2025-26 we have again set a deficit budget but at a significantly lower level. Achieving the budget will require some efficiency savings and we have identified areas where we are below sector benchmarks which have only recently become available through Hospice UK. In addition, a review of fundraising activities by our new Head of Income Generation has resulted in a new departmental structure which enables greater focus on those areas that

in a much-changed fundraising environment now offer the greatest potential, notably major donors, corporate donors and committed giving.

The budget does not assume a significant increase in our NHS funding. While it was pleasing that in December the new Labour government provided additional hospice funding of £100m (our allocation is £32k in 2024/25 and £96k in 2025/26), it is disappointing that the money is mandated to be used only for capital projects, i.e. improvements to facilities, meaning the underfunding of day-to-day expenditure again remains to be addressed. It is to be hoped that the 10-year NHS Plan will finally recognise the essential role played by hospices and increase funding accordingly.

As you will all have seen, Assisted Dying legislation has been introduced in parliament and it has, rightly, led to considerable debate in the media. Regardless of personal opinions, it has certainly raised the profile of hospices and shed light on their importance in providing high-quality palliative care. This must be viewed positively and hopefully it will further strengthen the argument for much better funding. The hospice continues to press locally for a fairer NHS grant – as a percentage of costs it remains one of the lowest in England – and together with other organisations, principally Hospice UK, for better funding nationally.

For some time, we have been keen to explore opportunities to work more closely with other local hospices and I'm pleased to say that in recent months we have begun to develop a closer working relationship with Mary Ann Evans Hospice which is based at the George Eliot hospital in Nuneaton. A meeting of both organisations' trustees facilitated by Hospice UK in March was very positive and identified several areas where we could work together to the benefit of both organisations and, most importantly, the communities we serve. My thanks go to Tracey Sheridan, our CEO, as well as Elizabeth Hancock, MAE CEO, and Tom Storrow, chair of MAE for their work on this. Further meetings will be held in the coming months as the relationship develops.

I remain deeply grateful to our dedicated staff across all departments, who consistently go above and beyond in their work, as well as to our CEO, Tracey Sheridan, and her Senior Management Team. Tracey plays a vital role not only in leading the hospice but also as the West Midlands Hospice UK Advisory representative, working in partnership with regional CEOs and the national team to drive positive changes for patients and their families. In addition, she chairs the South Warwickshire Palliative and End of Life meetings, collaborating closely with the Integrated Care Board.

Thanks also go to our volunteers who continue to make a huge difference. During the year we began implementing our new volunteer strategy which is attracting more volunteers and making best use of their wide range of valuable skills and experience. The Companion at Home service which began in January is delivered by volunteers.

I am thankful to all trustees for their support, hard work and dedication throughout the year. Since the last annual report, there have been a few changes to the Trustee Board. In December, Dr Jeremy Shearman stood down after 6 years as a trustee providing clinical guidance, in January, Susan Newcombe stood down as did Mandy Webb in April. Both having provided fundraising and retail expertise. My thanks go to Jeremy, Susan and Mandy for their contributions. There have also been additions to the board. November saw two new trustees with Larry Coltman bringing legal expertise and Kate Rolfe, Chair of Stratford District Council and a Warwickshire County Councillor, in December bringing her considerable knowledge of the communities we serve. Dr Alistair Duncan joined in January bringing a wealth of experience in palliative care and in March Amanda Pinks joined, bringing her expertise in the provision of nursing care in both hospital and community settings.

Finally, we have had a change of Patron during the year. In September we bade farewell to Sir Peter Rigby who had been our long-standing patron. Sir Peter was a great support to the hospice, and we wish him well for the future. Our new Patron is Tim Cox, Lord Lieutenant of Warwickshire, who knows the hospice well, having been a supporter for several years and we look forward to working with him.

Dr Paul Simmonds  
Chair

## **Purpose and Objects**

### **Purpose**

Our purpose, as set out in our Articles of Association, is:

- To help anyone with a life limiting illness to live in as fulfilled and creative way as possible.
- To offer care that is family centred.
- To enable people to die at home in dignity and comfort if that is their wish.

In setting our strategies and plans, we have referred to the Charity Commission's guidance on public benefit, including PB2 'Public benefit: running a charity'.

The Charities Act 2011 sets out 13 aims which are recognised as charitable purposes, of which The Shakespeare Hospice meets three: The advancement of health or the saving of lives; The relief of those in need, by reason of youth, ill health, disability, financial hardship or other disadvantage; The advancement of education. All services provided to patients, families and carers are free of charge and available to all who meet the referral criteria.

### **Objects**

The objects of The Shakespeare Hospice are for the public benefit: to promote the relief of sickness and the advancement of health in such ways as the charity shall from time to time think fit, and, in particular, but without prejudice to the generality of such object:

- By establishing, maintaining and conducting a day centre or residential home in the County of Warwickshire, for the reception and care of persons of any age, gender, identity or sexual orientation, without regard to their ethnic group or creed, who are suffering from any chronic or life limiting illness or from any disability or disease, and by providing medical or other treatment and attention for such persons; and by providing therapies and other services to relieve suffering of the members of the families of such persons and any who provide unpaid care to them.
- By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from life limiting illness, and to disseminate the results thereof to the public.
- By promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services.
- By providing or assisting or encouraging the provision of spiritual help and guidance for any patients, their families, carers and members of staff.

### **Strategies**

Our strategies to achieve our purpose and objects are:

- To provide a safe space for nursing care, therapy, counselling, support, and friendship.
- To offer practical, experienced nursing care in the home at the end of life, in collaboration with the Community and Primary Health Care Teams.
- To support the patient's whole family, and those who matter to them, throughout their journey and into bereavement.
- To seek to understand people's needs, fears and hopes in a non-judgmental way.
- To give appropriate information and support at any stage in their journey for those living with, or affected by, a serious illness.
- To work collaboratively with our partners in health and social care and refer people to other agencies and sources of help where appropriate.
- To provide bespoke facilities for our work with children and young people.

Detail on the activities carried out to implement our strategies in the year is given in the 2024/25 Achievements section below.

## Measures

To evaluate the extent to which we are achieving our purpose, we use several quantitative and qualitative measures, including:

- Data extracted from the Electronic Patient record (EPR) clinical system, informs clinical decisions about our future clinical services, this includes number of new referrals for direct patient care, patients and carers helped, demographic characteristics.
- We continue to monitor Patient satisfaction via i want great care (iWGC) surveys, with an average score of 4.95.
- The Outcome Assessment and Complexity Collaborative (OACC), a suite of validated outcome measures used in palliative care, to track and assess patient outcome, particularly in end-of-life care.
- Our clinical Governance Committee have oversight of all complaints, complements and safeguarding concerns relating to patient care.
- A program of Internal and external compliance audits is completed though out the year, to include CQC compliance.
- The development of a dashboard, where agreed key performance measures are monitored by committee and board.

## 2024/25 Achievements

The close of Year Two of The Shakespeare Hospice 5-year strategy was celebrated. Despite financial challenges, mobilisation and focus on our clinical services remained our priority. The strategy has a focus on 7 strategic pillars, 6 of which are the foundations that support our strategic purpose to deliver excellent clinical nursing and therapeutic care.

Some of our key achievements against plan include:

- To further strengthen our corporate governance process, we introduced a dashboard and key performance indicators, which are monitored at both committee and board of trustees.
- Continuing to Work collaboratively with other local charities and Health and Social care agencies to deliver clinical care.
- Investment into our children's services and seeing them and their families back on site.
- Continued investment into our retail services.
- The appointment of a new Head of Income Generation.
- A new year three income Generation strategy.
- A review of the workforce structure.
- The opening of our 7<sup>th</sup> retail premises.
- Continuing to take steps to streamline our processes ensuring that we are sustainable.
- The development of a new marketing strategy.
- Monthly staff engagement sessions have proved successful with 80% staff attendance and kindly joined by a board trustee.
- Understanding our data, to intelligently inform the organisation with decisions.
- Maintenance of the Single Point of Access service for South Warwickshire in partnership with South Warwickshire Foundation Trust and other South Warwickshire Hospices.
- The CEO becoming chair of the South Warwickshire Palliative and End of life place meeting.
- Contribution to the palliative and end of life Coventry and Warwickshire Strategy meetings where we work on behalf of our local population to influence for improved services.
- The CEO becoming the West Midlands regional advisory representative.
- Making great steps to improve our network IT infrastructure, and a focus on Cyber Security.
- Investing in site and retail renovations.

## Clinical Services

The clinical department has continued to evaluate and recalibrate clinical services over the last 12 months, with a specific focus on achieving aims identified within year 2 of the 5-year clinical strategy. The opportunity to seek feedback from service users to measure and adapt to changing needs of our community and enhance the quality-of-service provision and patient experience has been optimised.

Our Clinical Operations and Quality Lead continues to facilitate and coordinate a portfolio of quality improvement projects and initiatives across the Hospice services to ensure standards are maintained across all clinical, palliative and end of life care services within our reach. This is achieved through establishing and embedding robust audit and monitoring mechanisms, and via the continuous review of processes and procedures to ensure consistent clinical development. Supported by the Head of Clinical and operations, they also guide the organisation in the delivery of a comprehensive clinical quality, patient safety and governance programme.

We have made significant progress in our ability to understand and manipulate data within our Electronic Patient Records System (EMIS), which is now utilised across all our clinical services: many advantages have been identified (for our patients and staff alike) regarding environmental and systemic efficiencies resulting from the move from manual paper-based notes to an electronic system, enhancing patient experience, quality of care and our increased ability to demonstrate our outcomes via data. The evolution of our work with EMIS has increased our ability to link with our NHS colleagues and those from the wider health economy, and maintain timely and responsive joint working approaches, reducing duplication and waste. The recent sharing agreement (July 2024) has enabled us to link with local GP practices to share patient information, helping us to become more effective and efficient.

Following this development, the ability to extract multiple data sets not only enables the department to evaluate and improve care but also supply our Income Generation Team with the data they need when creating competitive business cases and applications for Trusts and Grants. From a system perspective, we continue to be a key voice contributing to the 'Coventry and Warwickshire Hospices Working Together' project group. We have continued to build and develop the professional relationship between all local partner care providers to enhance understanding and evolve efficiency; to positively impact the care our patients receive from our services.

The Service Specification for Hospice at Home Services, (which harnesses the successful model already developed and offered by The Shakespeare Hospice) continues to improve and develop under the leadership of the Clinical Teams. We continue to review our policies and procedures currently to ensure we are compliant with the 'We Statements' in line with the 5 Care Quality Commission (CQC) domains (Safe, Effective, Caring, Responsive and Well Led) in anticipation of a potential service inspection visit. Significant work has been undertaken to ensure that should a visit happen, public-facing and other non-clinical staff have received training to ensure they can discuss their roles within our organisation with confidence and pride. Such inputs as Volunteer Receptionist briefing sessions and resources, cascading of compliance examples and management guidance booklets have all been developed to evidence and reassure how we understand our obligations, maintain standards and adhere to guidelines, keeping staff and service users safe by translating policy into practice.

Children and Families Support Service (CAFSS) referrals increased by 32% over the year, which was due to the capacity created in 23-24 with 2 new staff members. A service review has been completed so that work continues to be focused and structured to ensure referrals are triaged in an appropriate timescale together with providing more information for the child, young person and families on our services and other organisations.

Our skilled and supportive volunteer workforce has also been steadily increasing within Day Services, providing support for much needed hospitality care, creative therapy input and administrative support. Our new Volunteer 'befriending' service: Companions at Home was launched with a team of community-based volunteers ready to reach out to our vulnerable neighbours and offer their support.

As we continue to develop and invest in our services further, we will maintain the ambition to grow our staff and our volunteer workforce in line with service requirements and feedback from our current and potential patient caseloads guiding the scope and focus of this ambition.

### **Looking Forward - Clinical Strategy**

As the complex needs of our communities continue to evolve and change, we recognise how vital it is for the Hospice to be proactive and responsive to any new opportunities and challenges that are scoped and identified. Equally we believe that to serve our communities best, strengthening collaboration within our regional healthcare system and with local partners will be key to supporting the delivery of innovative models of care. Our Five-Year Strategy (2023 to 2028) supports this approach, and a recent review of our achievements for year 2, plus a focus on plans to achieve success in year assures us that our short/medium aspirations remain ambitious, realistic, and achievable. Our focus for 2025-26 is to continue to identify and support patients with a life limiting condition, and, with the intervention of high-quality care, reduce the risk of them becoming unstable and returning to busy acute hospitals, whilst also ensuring that all those wishing to be cared for in their final months, weeks and days can do so with the confidence, care and compassion required.

### **Our key principles to support this going forward are:**

- Continuing to evolve and evaluate our Day Service delivery and identity to ensure that the offer is diverse and inclusive of our populations needs.
- Championing the importance of building therapeutic relationships early via proactive palliative support referrals from our stakeholders.
- Evolving our Complementary Therapy service will grow our volunteer support to offer more therapeutic sessions outside the Hospice walls, to include patients own home and elsewhere, such as our success delivering services at The Rigby Unit at Stratford Hospital during 2024-25, to ensure we are reaching people who may not be able to access services within our Hospice building.
- Continuing to adapt and grow our care offer by keeping the patient and those important to them at the centre of all that we do.
- Improving access for adults and children to a range of palliative and end of life care support delivered at the Hospice, and services that we provide in the places our patients call home and elsewhere if the need calls for it.
- The continuing commitment to ongoing governance and quality assurance across the clinical department, with a focus on patient experience, evaluation, feedback and improvement.
- Extending our reach, meeting the evolving needs of our communities by providing much needed services locally, through collaborative models and co production.
- We understand and acknowledge that the demand for services across the whole of our health care economy is increasing, against a backdrop of reduced financial support, plus workforce and financial challenges, emphasised by a continual growth in local and national population. With this in mind, we will continue to focus on building strength and resilience within our workforce and developing our core service offer to ensure clinical quality remains of a high standard.

The development of empowerment-based sessions within our Day Service plan continues, with a focus on admission prevention: inviting patients into our health and wellbeing day services, to support them with learning new skills and strategies that allow them to remain at home, living well and as independently as practical, managing their condition(s) as optimally as possible. We also aim to support our patients and those important to them to identify when their management plan is becoming unstable, and to ensure that they have insight, support, training and understanding to help them stabilise the situation with the support of our hospice team

and the wider community. These principles inspired the development of our 7-session 'Living Well' course, a program dedicated to developing independence-motivated education and support skills, with the emphasis on not only surviving but thriving.

We are proud to acknowledge that our services continue to develop at pace and so much has been achieved during the last 12 months, and we will maintain this momentum and energy during 2025-26, consolidating and evaluating our quality impact and identifying new ways of working by strengthening and stabilising the foundations we have established.

## **Income Generation**

### **Strategic Overview and Developments in 2024/25**

2024/25 was a period of significant strategic and operational development for the Income Generation Team, building on Year 2 of our 2023–26 Income Generation Strategy and pursuing ambitious growth initiatives to support our services. Key among these was a focus on diversifying and increasing income streams across Marketing, Retail, and Fundraising in line with our strategic plan. Crucially, a leadership change part-way through the year brought fresh perspective and a thorough review of our Income Generation function.

### **Leadership Change and Review of Income Generation**

In September 2024, we welcomed a new Head of Income Generation, a pivotal development, charged with reviewing and restructuring the Income Generation (IG) function to better align with our strategic goals and address areas of underperformance. A comprehensive review of our IG operations was undertaken evaluating team structure, strategies, and performance against the 2023–26 Income Generation and Marketing Strategy. Her remit was forward-looking: to strengthen our marketing reach, boost fundraising returns, and ensure our retail expansion is sustainable. Under new leadership, the IG team embarked on a realignment process to sharpen accountability and lay strong foundations for future growth.

### **Marketing and Communications Performance**

Marketing and Communications in 2024/25 focused on raising the Hospice's profile and enhancing supporter engagement, as set out in our strategy. Throughout 2024/25, our marketing team worked to increase community engagement, leveraging social media and local press to promote Hospice events and retail offerings. Notably, as this was the Hospice's 25th anniversary year, we ran special promotional campaigns and storytelling initiatives to celebrate our history and inspire donations. These efforts have boosted our visibility and supporter base, though some marketing targets (e.g. significant growth in digital donation conversion) remain in progress.

### **Retail Operations and Income**

Retail continued to be a success story for The Shakespeare Hospice in 2024/25. Building on a remarkable 7% increase in retail income achieved in the prior year, our shops maintained robust sales thanks to excellent community support and the dedication of staff and volunteers. During the year we expanded our footprint to seven charity shops across South Warwickshire, with the opening of a new store in Bidford-on-Avon. The Bidford shop officially opened its doors for trading in February 2025 (following a roughly five-week delay in its launch). The slight delay meant that the new shop's contribution to 2024/25 income was limited; we anticipate its income returns will be realised fully over the next 12 months once the shop is firmly established. Continuous local marketing efforts are underway to promote the Bidford shop and drive footfall, ensuring its long-term success as a community hub and revenue source.

Our existing shops performed well, benefiting from initiatives such as new goods lines and off-site retail events to attract customers. We also enhanced two of our shop premises to improve customer experience and create community space. These investments align with our strategy to grow retail income through store improvements, new locations, and multi-channel sales. Overall, the Retail team met its strategic goals for the year, delivering solid income growth (despite Bidford's startup phase) and remaining a key pillar of our financial sustainability.

### **Fundraising Performance and Challenges**

Fundraising in 2024/25 saw a mixed performance against our strategic objectives. On the positive side, community fundraising and events continued to rally strong support. Despite wider cost-of-living pressures on donors, our events' income held up satisfactorily. Several special 25th Anniversary events and appeals were rolled out, which not only celebrated our milestone year but also helped to engage donors and volunteers. Regular giving programs provided a steady income stream, and legacy gifts once again formed an essential part of our income portfolio. We also made some progress in developing corporate partnerships, aided by the recruitment last year of a dedicated Corporate & Major Gifts fundraiser. These efforts have started to broaden our network of high-value supporters in the local business community.

However, the year also highlighted a clear underperformance in Trusts & Grants fundraising, which fell short of its target. This area was identified as a strategic priority, and in 2023 we invested in additional staff capacity for grant fundraising. Unfortunately, returns have not yet met expectations – a gap we are determined to close. Recognising this, we are taking corrective action: strengthening grant application processes, providing additional training/support, and exploring creative ways to package our services as compelling projects for funders.

In summary, our Fundraising department achieved moderate success in community and individual giving areas, but the shortfall in Trusts & Grants meant overall fundraising income did not reach the ambitious level we aimed for in Year 2 of the strategy.

### **Team Realignment and Strategic Initiatives**

Under new leadership, the realignment of the Income Generation team continues to improve accountability and drive performance. Following an internal review, we identified opportunities to clarify roles, set clearer targets, and enhance cross-team collaboration. Key actions in 2024/25 included:

- Restructuring roles and accountability
- CRM and supporter journey enhancement
- Strengthening strategy execution

This realignment process has been reflective and forward-thinking. While some changes took effect during 2024/25, others will come to fruition in the next period. The Trustees are confident that these measures will set the stage for a stronger, more sustainable Income Generation function.

### **Compliance and Best Practice**

Throughout 2024/25, The Shakespeare Hospice maintained a firm commitment to ethical fundraising and regulatory compliance. All fundraising activities were conducted in accordance with the Fundraising Code of Practice and adhered to our internal policies on supporter care, data protection, and ethics. No incidents of non-compliance or violations of the Code were reported this year. The Trustees remain satisfied that our income generation practices not only meet legal requirements but also reflect our organisational values of integrity and transparency.

### **Fundraising Compliance Statement**

#### **Fundraising Approach**

All fundraising activities are carried out directly by staff and volunteers of the Hospice. The Hospice does not employ professional fundraisers or engage commercial participators. Where third parties support our fundraising (e.g. suppliers, community partners), they do so under the oversight of Hospice staff.

#### **Monitoring of Fundraising Activities**

Fundraising activities are overseen by the Head of Income Generation and Senior Fundraising Manager. All campaigns and appeals are reviewed and approved internally, with regular monitoring of fundraising communications, donor feedback, and compliance with the Code of Fundraising Practice. Staff and volunteers involved in fundraising are provided with guidance and training on ethical fundraising and safeguarding principles.

## Complaints

The Hospice maintains a central log of all complaints relating to fundraising. During the reporting period, the Hospice received no complaints about its fundraising activities. Any complaints received are reviewed by the Head of Income Generation and, if required, escalated to the Senior Leadership Team and Trustees.

## Protection of the Public and Vulnerable People

The Hospice is committed to protecting supporters, beneficiaries, and the wider public. In line with the Fundraising Regulator's Code of Fundraising Practice, we ensure that:

- Supporters' privacy is respected, and personal data is handled in accordance with GDPR and the Hospice's Privacy Policy.
- Donors are not subjected to unreasonable or persistent approaches. Our supporters can choose how and when we contact them, and these preferences are respected.
- No undue pressure is placed on any individual to give. Fundraising is conducted in line with Hospice values of respect, compassion, and integrity.

These safeguards ensure that fundraising is carried out responsibly, transparently, and in the best interests of both the Hospice and the community we serve.

## Performance Summary (Year 2, 2024/25) – Traffic Light Assessment

- Marketing & Communications: Amber – Good progress in digital marketing infrastructure and community engagement, but some growth targets are still underway.
- Retail Operations: Green – Retail exceeded expectations with continued income growth and successful expansion (new Bidford shop).
- Fundraising (Overall): Amber – Mixed performance; Trusts & Grants income fell significantly below target.
- Overall rating: Amber – making solid progress in many areas but with room for improvement in specific segments.

## Looking Ahead: Foundations for 2025/26 and Strategic Reset

As we conclude 2024/25, the Hospice is prepared to enter a phase of strategic reset and renewal in Income Generation for 2025/26. The foundational reviews conducted this year have given us clear insight into what is working well and what needs to change. We will be refreshing our Income Generation Strategy to recalibrate our ambitions and initiatives for the coming years.

## Financial Review

### Outcome for the Year

2024-25 was another year of considerable investment as the Hospice developed its services and embedded the new strategy. We ended the year to 31 March 2025 with a deficit of £804k. This is reflective of the considerable financial challenges in the Hospice Sector as a whole.

The 2025 deficit reflects:

- An overall increase in costs across all areas of the Hospice. Staffing costs increased by 18% which reflects the investment into services and cost of living awards. Total expenditure increased by £349k during the year.
- An overall decrease in Income of 4%. Interest on our cash reserves decreased by £19k and our Legacy income decreased by £181k. Income from fundraising was 13% above last year.
- NHS income was in line with last year. Funding from the NHS amounted to 17% of total income during the year.
- Our shops continued to perform well with a 2% increase in income.

Staff costs represented approximately 73% of our total costs (70% in 2023/24) and accounted for £338k of the overall increase in expenditure.

## **Reserves**

Trustees are required to consider on an annual basis the level of reserves the hospice needs to hold, as an important part of planning and sound financial management. The Trustees have reviewed and refreshed the reserves policy as set out below.

Our policy is to hold sufficient unrestricted cash reserves to safeguard our medium-term financial viability. It considers the nature of our income streams and forecast expenditure and the need to provide against the uncertainty of income, especially the significant variability of legacy income.

We avoid holding excessive cash reserves: if they rise too high, we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

Given the current political and economic climate, rising costs and other risks, our policy is to hold cash reserves of between six and twelve months forecast annual operating costs.

We recognise a need to maintain financial resilience following a period of uncertainty.

The surplus of reserves held compared to the reserves policy can be applied to furthering the Hospice's long-term strategy and may be invested to generate income and long-term capital growth in support of the Charity's purpose. Amounts held in long term investments are excluded from our cash reserves policy above.

In common with many charities, we have established a Designated Fund to represent the value of unrestricted funds tied up in tangible fixed assets and therefore not readily available for funding day to day Hospice expenditure or future deficits. It is our policy to maintain this Designated Fund and to make transfers between unrestricted funds and the Designated Fund each year to represent the change in the value of tangible fixed assets over the year.

At the year end, The Hospice held reserves totalling £4,367,669. Restricted funds were £1,023,763, designated funds were £972,036 and unrestricted funds amounted to £2,371,870.

## **Next Year**

Prior to the year end, the Trustees approved a deficit budget for 2025/26 recognising the need to ensure financial sustainability by reducing the deficit moving forward.

In line with recommended practice, the Hospice finances are managed using an agreed budget and a rolling forecast, which is regularly updated as new information becomes available.

Based on the level of reserves currently held, the Trustees believe that The Shakespeare Hospice will continue to be a going concern for the foreseeable future and have approved the accounts on this basis.

## **Investment Policy**

We aim to balance risk and return with our investment decisions.

Our cash funds are held with Barclays Bank and on deposit with a range of financial institutions through the Charities Aid Foundation.

We have invested £0.5m with CCLA Investment Management Limited in a long-term ethical equity-based investment, to provide long term capital growth in support of the Hospice's long-term objectives.

## **Structure, Governance and Management**

### **Constitution**

The Shakespeare Hospice's governing document is its Articles of Association, which was updated in 2024 to provide a mechanism for the Board to extend the Membership to ensure more community engagement at Annual General Meetings.

The Trustees also follow relevant legislation and guidance, including the Charity Governance Code.

The Hospice is registered as a company limited by guarantee, number 3291683. It is also registered with the Charity Commission for England and Wales, number 1064091.

### **Appointment of Trustees**

Where vacancies arise, Trustees are recruited following an advertisement in the local press; applicants who have an existing relationship with the Hospice may also be considered. After submitting a CV, suitable applicants are interviewed by the Chairman and a panel of Trustees. Whilst the Chief Executive does not form part of the formal interview panel they meet separately with candidates, and feedback as part of the overall process. A recommendation is made to the full Board. Upon appointment, the new Trustee undertakes an induction programme, which has been updated and reviewed during 2024-25. This induction includes meetings with the Chair and other Trustees, and with the Chief Executive and other members of the Senior Management Team, as well as mandatory online training, and a comprehensive reading list designed to help the new Trustee learn about the Hospice and the requirements of the role as quickly as possible.

Our position as set out in the paragraphs below on diversity in the workplace apply to the selection and recruitment of Trustees, who are all volunteers.

We currently have 13 Trustees on the Board (2023/24,12), as follows:

Men (7)	(2023/24,5)
Women (6)	(2023/24,7)

Despite the Trustee efforts to recruit to a more diverse board, the board of Trustees is currently represented by white British Trustees.

The management of the Hospice, within approved plans and budgets, is delegated by the Board to the Chief Executive. The Senior Management Team consists of the Head of Clinical and Operational Services, the Head of Income Generation, The Head of People Governance, and the Head of Finance, all of whom report directly to the Chief Executive.

### **Staff Remuneration**

Staff remuneration including that of the Chief Executive and senior managers is agreed by the Board as part of the annual budget exercise, taking account of NHS (Agenda for Change) pay scales for clinical staff and the local market for non-clinical staff.

The Hospice monitors its pay practice to ensure that it complies with equal pay for work of equal value legislation and the best principles of equity. All remuneration activity is monitored to ensure that no gender or other bias arises in practice and that a fair approach on remuneration is achieved across the organisation.

### **Diversity and inclusion**

The clinical electronic patient record (EMIS) enables us to monitor our service data, the implementation of i Want Great Care (iWCG) allows us to gather feedback more easily on patients, carers and families experience. This helps us to ensure that everyone we support regardless of their individual characteristics, receives an equitable service in an environment that is free from discrimination of any kind.

The Shakespeare Hospice is committed to being a diverse and inclusive charity and continues to work on an action plan to improve this, led by a Trustee champion.

### **Diversity in the workplace**

We welcome a diverse workforce and value difference in our staff and volunteers:

- We recognise that having a diverse workforce contributes to the best possible patient care.
- We will show respect for all our employees and volunteers, valuing everyone's contribution, regardless of their:
  - age
  - disability
  - gender reassignment
  - marriage, and civil partnership
  - pregnancy and maternity
  - race
  - religion and belief
  - sex
  - sexual orientation
  - irrelevant offending background
  - responsibility for dependents
  - economic status; or
  - political values
- We are committed to providing equality of opportunity for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise, and ensure those opportunities are available to all. As a result, we aim to ensure that our workforce will reflect the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training, and career development are based on clear, objective criteria.
- We have implemented the Blue Stream HR system, which now gives us the facility to record and report on diversity information for our staff.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or practices. Our current policy is as follows:

- Equal Opportunity Policy – October 2022 (under review)
- Equality, Diversity and Inclusion Policy – October 2022 (under review)
- Sexual Harassment Policy – December 2024
- All staff undertake annual Equality & Diversity training via the Blue Stream system.

### **Freedom to Speak Up**

The Hospice revised its Freedom to Speak Up Policy in 2024. The policy reinforces the Hospice's commitment to encouraging all who work or volunteer for us to feel confident about speaking up, and to have assurance that they will be listened to and appropriate action taken. The revised policy has introduced a Freedom to Speak Up Guardian role, who will be working with a team of Freedom to Speak Up Champions to support people to speak up.

## Trustee Meetings

The Board met bi-monthly during the year until April 2025. There has been one Board away day within this reporting period, the focus of the day was split into Board effectiveness review and financial forecasting and a new Income Generation Strategy. The Chief Executive and SMT attend all Board meetings.

Most of the detailed work of the Board is carried out by four committees; the number of meetings in the year is given in brackets:

- Finance & Audit Committee (12)
- Clinical Governance Committee (4)
- Income Strategy Committee (6)
- People and Corporate Governance Committee (4)

In May 2025, the People and Corporate Governance Committee (PGC) approved a paper providing assurance on governance arrangements for Board and Sub-Committee meetings during 2024-25, including quoracy. This assurance will be provided on an annual basis going forward.

Supplementary to Committees there are Senior Management, Technology, Transformation, and Operational Group Meetings.

## Role of the Trustees

Responsibility for the charity's overall strategy, the management of risk and legal compliance rest with the Board of Trustees. Day-to-day responsibility for the running of the charity is delegated by the Board to the Chief Executive.

In particular, the Trustees consider their role to encompass:

### 1. Setting the strategic direction of the Hospice

This is achieved through an annual cycle of strategic discussion, which has enabled the development of a five-year plan. This leads to annual departmental objectives and implementation plans.

### 2. Approval of plans and budgets

An overall annual plan and budget for the forthcoming financial year is presented to the Board and approved prior to the start of each year.

### 3. Monitoring of performance

Quantitative and qualitative information regarding clinical activity is collected and summarised quarterly and submitted to the Clinical Governance Committee and the Board at each of their meetings.

Management accounts, showing our income and expenditure and cash position against budget, are produced by the Head of Finance every month. These are reviewed at Finance & Audit Committee meetings, circulated to all Directors before every board meeting, and discussed at the board meetings.

The Income Strategy Committee reviews the income generation activities of the Hospice, and the People and Corporate Governance Committee provides oversight of management, staff and volunteers issues.

All committees have agreed to a set of Key Performance Indicators (KPIs) which are monitored by both the relevant committee and Board.

Any complaints are reviewed by the relevant Sub-Committee.

#### **4. Monitoring statutory compliance**

The Board receives inspection reports from the Clinical Governance Committee and the Care Quality Commission.

##### **Risk Management**

Our corporate Risk Register is updated regularly and approved by the Board. Risk Management is a standard agenda item for all the subcommittee meetings and the Senior Management Team meetings.

There are currently 11 high level risks of above 12 on the Risk Register.

Our top 2 risks are:

- Financial - Risk to the sustainability of the organisation.
- Income Generation - A significant reduction in income which, in part, may be due to the current economic situation.

All risks above 8 are monitored by the relevant Committee.

##### **Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are also Directors of The Shakespeare Hospice for the purposes of company law) are responsible for preparing the Trustees' Report and 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

### Statement as to Disclosure to our Auditor

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware.
- The Trustees, having made enquiries of fellow Trustees and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Reference and Administrative Details

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP
	Charities Aid Foundation 25 King's Hill West Malling Kent ME19 4TA
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY
	Caroline Lee & Associates 11 Marchmount Road Wylde Green Sutton Coldfield B72 1EE

Auditor

Burgis & Bullock  
23-25 Waterloo Place  
Warwick Street  
Leamington Spa  
Warwickshire  
CV32 5LA

Chief Executive Officer

Tracey Sheridan

**Trustees:**

Dr Paul Simmonds

Chair, Finance and Audit, Income Strategy,  
People and Corporate Governance

Dr Jeremy Shearman (Resigned December 2024)

Clinical Governance

Helen Cave

Income Strategy, Finance and Audit

Susan Newcombe (Resigned January 2025)

Chaired Income Strategy

Mandy Webb (Resigned April 2025)

Income Strategy

Ross Taylor

Chairs Finance & Audit, Clinical  
Governance

Nicola Gotrel

Chairs Clinical Governance, People &  
Governance

Richard Goodall

Income Strategy

Anita Watson

Finance and Audit

Fiona Frizzell

Chairs People and Governance, Clinical  
Governance

Dr Richard Lambert

Clinical Governance

Peter Mayes (Appointed July 2024)

Finance and Audit

Alistair Duncan (Appointed January 2025)

Clinical Governance

Amanda Pinks (Appointed March 2025)

Clinical Governance

Catherine Rolfe (Appointed November 2024)

Income Strategy

Larry Coltman (Appointed November 2024)

Income Strategy

**Approval**

This report was approved by the Trustees on 8<sup>th</sup> September 2025 and signed on their behalf by:

**Dr Paul Simmonds (Chair)**.....

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE SHAKESPEARE HOSPICE**

### **Opinion**

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as of 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### **Other information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor 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.

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates and assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Based on our understanding of the charity and the sectors it operates in we identified that the principal risks of non-compliance with laws and regulations related to breaches of Charities Act 2011; UK Tax Legislation and Employment Law; Companies Act 2006; Health care regulations; Safeguarding and GDPR regulations; as well as the terms of the charity's governing documents.

We evaluated management incentive and opportunities for fraudulent manipulations of the financial statements and determined the principal risks are related to fraudulent transactions to meet funders requirements or to gain personal benefit for the Trustees or members of management.

Audit procedures performed included:

- Identifying and assessing the design effectiveness of controls in management have in place to prevent and detect fraud.
- Challenging assumptions and judgments made by management in their significant accounting estimates and assessing if these indicate evidence of management bias.
- Reviewing the accounting records for large and unusual journal entries and testing any identified and, in particular, reviewing any large or unusual bank payments and confirming that the rationale for any such transactions was not outside the charity's normal course of activity.
- Reviewing correspondence, minutes and documents for evidence of non-compliance with regulations or legislation.
- Testing a sample of debit entries in the statement of financial activity to check they are bona-fide costs made for the benefit of the charity.
- Discussions with management, including consideration of known or suspected incidences of non-compliance with laws and regulation and fraud.

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 regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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 is available on the FRC's website at:

<https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>

This description forms part of our auditor's report.

**Use of our report**

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

Wende Hubbard (FCCA)  
Senior Statutory Auditor  
For and on behalf of Burgis and Bullock

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

.....

23-25 Waterloo Place  
Warwick Street  
Leamington Spa  
Warwickshire  
CV32 5LA

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**  
**Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31 March 2025**

	Note	2025				2024			
		Unrestricted	Unrestricted - Designated	Restricted	Total Funds	Unrestricted	Unrestricted - Designated	Restricted	Total Funds
		£	£	£	£	£	£	£	£
<b>Income:</b>									
Donations and Legacies	2	623,737	-	135,190	758,927	728,180	-	136,250	864,430
Income and charitable activities	3	170,144	-	235,174	405,318	169,576	-	224,748	394,324
Income and other trading activities	4	976,163	-	-	976,163	946,629	-	-	946,629
Investment income	5	56,436	-	-	56,436	74,986	-	-	74,986
<b>Total Income</b>		<b>1,826,480</b>	<b>-</b>	<b>370,364</b>	<b>2,196,844</b>	<b>1,919,371</b>	<b>-</b>	<b>360,998</b>	<b>2,280,369</b>
<b>Expenditure:</b>									
<b>Costs of raising funds</b>									
Fundraising		550,125	-	9,120	559,245	516,301	-	-	516,301
Retail		812,334	-	-	812,334	724,682	-	-	724,682
<b>Total costs of raising funds</b>	6	<b>1,362,459</b>	<b>-</b>	<b>9,120</b>	<b>1,371,579</b>	<b>1,240,983</b>	<b>-</b>	<b>-</b>	<b>1,240,983</b>
<b>Expenditure on charitable activities</b>									
Operation of a hospice	7	1,275,676	-	345,604	1,621,280	1,052,510	-	350,367	1,402,877
<b>Total Expenditure</b>		<b>2,638,135</b>	<b>-</b>	<b>354,724</b>	<b>2,992,859</b>	<b>2,293,493</b>	<b>-</b>	<b>359,367</b>	<b>2,643,860</b>
<b>Net Income/(expenditure) before gains/(losses) on investments</b>		<b>(811,655)</b>	<b>-</b>	<b>15,640</b>	<b>(796,015)</b>	<b>(374,122)</b>	<b>-</b>	<b>10,631</b>	<b>(363,491)</b>
Net gains/ (losses) on investments	25	(8,096)	-	-	(8,096)	63,751	-	-	63,751
<b>Net (expenditure)/income</b>		<b>(819,751)</b>	<b>-</b>	<b>15,640</b>	<b>(804,111)</b>	<b>(310,371)</b>	<b>-</b>	<b>10,631</b>	<b>(299,740)</b>
<b>Reconciliation of funds</b>									
Total funds Brought forward		3,135,745	1,027,912	1,008,123	<b>5,171,780</b>	3,410,732	1,063,296	997,492	<b>5,471,520</b>
Designation of funds	18	55,876	(55,876)	-	-	35,384	(35,384)	-	-
<b>Total funds carried forward</b>	19	<b>2,371,870</b>	<b>972,036</b>	<b>1,023,763</b>	<b>4,367,669</b>	<b>3,135,745</b>	<b>1,027,912</b>	<b>1,008,123</b>	<b>5,171,780</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities.  
The notes on pages 24-42 form part of these accounts.

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**  
**Balance Sheet at 31 March 2025**

	Note	2025 £	2024 (Restated) £
<b>Fixed assets</b>			
Tangible assets	12	1,978,752	2,027,942
Investments	21	541,407	549,503
Total fixed assets		2,520,159	2,577,445
<b>Current assets</b>			
Stock		13,062	9,394
Property for re-sale		-	70,000
Debtors	13	366,638	718,661
Cash at bank and in hand		942,607	750,069
Fixed Term Deposits	14	752,529	1,318,972
		2,074,836	2,867,096
<b>Liabilities</b>			
Creditors: amounts falling due within one year	15	227,326	272,761
<b>Net current assets</b>		1,847,510	2,594,335
<b>Total net assets</b>		4,367,669	5,171,780
<b>The funds of the charity</b>			
Unrestricted funds		2,371,870	3,135,745
<b>Unrestricted - Designated funds</b>	18	972,036	1,027,912
<b>Total Unrestricted funds</b>		3,343,906	4,163,657
<b>Restricted funds</b>	17	1,023,763	1,008,123
<b>Total funds</b>	19	4,367,669	5,171,780

**Approved by the trustees on 8<sup>th</sup> September 2025 and signed and authorised for issue on their behalf by:**

**Paul Simmonds**  
**Director**

**Ross Taylor**  
**Director**

**The notes on pages 24-42 form part of these accounts.**

**Company number: 3291683**

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025**  
**Statement of Cash Flows for the year ended 31 March 2025**

	Note	2025	2024
		£	£ (Restated)
<b>Cash used in operating activities</b>	22	(457,454)	(505,606)
<b>Cash flows from investing activities</b>			
Interest		56,436	74,986
Purchase of property, plant and equipment		(42,887)	(72,478)
Proceeds from the sale of property for resale		70,000	-
Proceeds from the sale of investments		1,318,972	-
Purchase of Investments		(752,529)	-
<b>Net cash used in investing activities</b>		649,992	2,508
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		192,538	(503,098)
Cash and cash equivalents at start of year		750,069	1,253,167
<b>Cash and cash equivalents at the end of the year</b>	23	942,607	750,069

**The notes on pages 24-42 form part of these accounts.**

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2025

### 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a) Basis of preparation

The financial statements have been prepared in accordance with:

- Charities SORP (FRS 102), i.e. Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019).
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).
- The Companies Act 2006 and Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### b) Legal status

The Hospice is a private company, incorporated in England, limited by guarantee and has no share capital. In the event of the Hospice being wound up, the liability in respect of the guarantee is limited to £2 per member of the Hospice.

#### c) Going concern

Given the Hospice's favourable fundraising record and the level of year-end reserves, the Trustees consider that the Hospice has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

#### d) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes. Designated funds are unrestricted funds which have been set aside by trustees for a future purpose. Restricted funds are donations where the donor has specified, they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor. The aim and use of each material restricted fund is set out in the notes to the accounts. Investment income, gains and losses are allocated to the appropriate fund.

#### e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. If a donation is subject to fulfilling performance conditions, the income is recognised when it is probable that those conditions will be met.

Income from Gift Aid tax claims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case-by-case basis as the earlier of; the date on which the Hospice is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

#### **f) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Expenditure on raising funds comprises costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities including the cost of goods sold, shop costs, commercial trading and their associated support costs.
- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, and other activities to further the purposes of the Hospice, and their associated support costs.
- Support costs are those that are incurred in support of expenditure on the objects of the Hospice. They consist mainly of governance, the CEO, and Finance.
- Governance costs are incurred in connection with the Hospice's constitutional and statutory requirements. Support costs are allocated to each activity on the basis of staff time or usage. More detail is given in the relevant note below.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **g) Volunteers**

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Trustees' report.

**h) Fixed assets**

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Assets costing less than £1,000 are capitalised when it is deemed appropriate.

Depreciation is provided to write off the cost, less an estimated residual value, of all fixed assets over their expected economic useful lives on a straight-line basis as follows:

Freehold land	Not depreciated
Freehold building and refurbishment	50 years
Leasehold building improvements	Shorter of 6 years or life of lease
Other assets	4 years

The need for impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing the carrying value against the value in use or realisable value of the asset.

**i) Revaluation of tangible fixed assets**

The Hospice has not revalued any of its fixed assets.

**j) Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised gains and losses are combined in the Statement of Financial Activities.

**k) Stock**

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed, because the Trustees consider it impractical to assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost which would outweigh the benefits.

**l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**m) Cash at bank and in hand**

Cash at bank and in hand includes cash and fixed term deposits with less than three months to maturity.

Cash held on deposit for more than three months is included in current asset investments.

**n) Creditors**

Creditors are recognised where the Hospice has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**o) Pensions**

Employees of the charity are entitled to join a pension scheme. The costs of the scheme are included with the associated staff costs and allocated to the activities of the charity when they fall due.

- A number of employees are in the NHS Superannuation scheme. Although this is a defined benefit scheme, it is a multi-employer scheme for which the Hospice's share of the underlying assets and liabilities cannot be identified. It is therefore accounted for as a defined contribution scheme in accordance with FRS102.
- Other employees are members of a defined contribution scheme.

**p) Operating leases**

Operating leases are recognised over the period in which the lease falls due.

**q) Financial Instruments**

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**r) Critical accounting estimates**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts 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

	2025				2024			
	Unrestricted £	Unrestricted - Designated £	Restricted £	Total £	Unrestricted £	Unrestricted - Designated £	Restricted £	Total £
General donations	388,493	-	40,361	428,854	384,360	-	63,339	447,699
Charitable Trusts	138,639	-	94,829	233,468	65,500	-	72,911	138,411
Legacies	96,605	-	-	96,605	278,320	-	-	278,320
	623,737	-	135,190	758,927	728,180	-	136,250	864,430

The charity benefits greatly from the work of its volunteers, details of which are given in our annual report. In accordance with FRS102 and the Charities SORP the economic contribution of general volunteers is not recognised in these accounts.

At 31st March 2025 the Hospice had been notified of an entitlement to one further legacy. This has not been recognised in the financial statements as the value is uncertain.

### 3 Income from Charitable Activities

	2025				2024			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
NHS core grant	170,144	-	-	170,144	169,576	-	-	169,576
NHS Hospice at Home Grant	-	-	202,958	202,958	-	-	201,748	201,748
DHSE Capital Grant	-	-	32,216	32,216	-	-	-	-
NHS Capacity Grant	-	-	-	-	-	-	23,000	23,000
<b>Total</b>	<b>170,144</b>	<b>-</b>	<b>235,174</b>	<b>405,318</b>	<b>169,576</b>	<b>-</b>	<b>224,748</b>	<b>394,324</b>

#### 4 Income from Other Trading Activities

	2025				2024			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
Fundraising	84,245	-	-	84,245	73,810	-	-	73,810
Lottery	9,187	-	-	9,187	8,639	-	-	8,639
Retail	882,731	-	-	882,731	864,180	-	-	864,180
<b>Total income from shops</b>	<b>976,163</b>	<b>-</b>	<b>-</b>	<b>976,163</b>	<b>946,629</b>	<b>-</b>	<b>-</b>	<b>946,629</b>

Retail income was derived primarily from our 7 shops (2024 6 shops).

#### 5 Investment Income

	2025				2024			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
<b>Bank Interest</b>	<b>56,436</b>	<b>-</b>	<b>-</b>	<b>56,436</b>	<b>74,986</b>	<b>-</b>	<b>-</b>	<b>74,986</b>

## 6 Costs of Raising Funds

2025

2024

	2025				2024			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
<b>Fundraising</b>								
Staff	342,400	-	-	342,400	324,031	-	-	324,031
Hospice events	51,807	-	9,120	60,927	11,697	-	-	11,697
Promotional Costs	17,404	-	-	17,404	23,660	-	-	23,660
Support Costs	77,905	-	-	77,905	78,099	-	-	78,099
Other	60,609	-	-	60,609	78,814	-	-	78,814
<b>Total</b>	<b>550,125</b>	<b>-</b>	<b>9,120</b>	<b>559,245</b>	<b>516,301</b>	<b>-</b>	<b>-</b>	<b>516,301</b>
<b>Retail</b>								
Staff	451,813	-	-	451,813	411,115	-	-	411,115
Bought in Goods	43,474	-	-	43,474	28,907	-	-	28,907
Property Costs	172,876	-	-	172,876	155,696	-	-	155,696
Support Costs	51,937	-	-	51,937	52,066	-	-	52,066
Other Costs	92,234	-	-	92,234	76,898	-	-	76,898
<b>Total</b>	<b>812,334</b>	<b>-</b>	<b>-</b>	<b>812,334</b>	<b>724,682</b>	<b>-</b>	<b>-</b>	<b>724,682</b>
<b>Total costs of raising funds</b>	<b>1,362,459</b>	<b>-</b>	<b>9,120</b>	<b>1,371,579</b>	<b>1,240,983</b>	<b>-</b>	<b>-</b>	<b>1,240,983</b>

## 7 Expenditure on Charitable Activities

	2025			2024		
	Direct Costs £	Support Costs £	Total £	Direct Costs £	Support Costs £	Total £
Day Hospice	315,326	52,277	367,603	251,277	26,208	277,485
Hospice at Home	744,799	259,343	1,004,142	610,867	286,188	897,055
Young people's Service	171,630	77,905	249,535	150,238	78,099	228,337
<b>Total</b>	<b>1,231,755</b>	<b>389,525</b>	<b>1,621,280</b>	<b>1,012,382</b>	<b>390,495</b>	<b>1,402,877</b>
<b>Of which:</b>			<b>£</b>			<b>£</b>
Unrestricted			1,275,676			1,052,510
Restricted			345,604			350,367
			<u>1,621,280</u>			<u>1,402,877</u>

## 8 Analysis of Support costs

	2025			2024		
	Management and admin £	Governance £	Total £	Management and admin £	Governance £	Total £
Fundraising	77,735	170	77,905	78,024	75	78,099
Retail	51,823	114	51,937	52,016	50	52,066
<b>Costs of Raising Funds</b>	<b>129,558</b>	<b>284</b>	<b>129,842</b>	<b>130,040</b>	<b>125</b>	<b>130,165</b>
Day Hospice	51,823	454	52,277	26,008	200	26,208
Hospice at Home	259,116	227	259,343	286,088	100	286,188
Young people's service	77,735	170	77,905	78,024	75	78,099
<b>Expenditure on Charitable Activities</b>	<b>388,674</b>	<b>851</b>	<b>389,525</b>	<b>390,120</b>	<b>375</b>	<b>390,495</b>
<b>Total</b>	<b>518,232</b>	<b>1,135</b>	<b>519,367</b>	<b>520,160</b>	<b>500</b>	<b>520,660</b>

The majority of support costs are allocated on an estimate of management time, floorspace and use of assets.

### Analysis of management and administration costs

	2025 £	2024 £
Payroll and staff related	358,696	368,895
IT and other overheads	147,975	142,779
Depreciation	11,561	8,486
<b>Total</b>	<b>518,232</b>	<b>520,160</b>

**9 Analysis of the costs of staff, trustees and key management personnel**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	1,914,572	1,626,784
Social security costs	169,571	143,508
Pension costs	108,585	84,544
<b>Total</b>	<b><u>2,192,728</u></b>	<b><u>1,854,836</u></b>

No member of the Board of Trustees received any emoluments or reimbursed expenses (prior year: nil).

The average monthly head count was 71 (prior year 63).

Staff Costs includes salaries £1,903,319 and termination payments £11,253 arising in the year.

Total remuneration paid in respect of key management personnel was £342,424 (2023/24: £299,636) which includes employer's National Insurance and Pension contributions. The figure for 2024/25 includes the CEO, Head of Finance, Head of Clinical Services and Operations, Head of People and Governance and Head of Income Generation.

The number of employees whose total employee benefits, including pension contributions, exceeded £60,000, was:

	<b>2025</b>	<b>2024</b>
<b>£60,000 to £69,999</b>	<b><u>1</u></b>	<b><u>-</u></b>
<b>£70,000 to £79,999</b>	<b><u>-</u></b>	<b><u>1</u></b>
<b>£80,000 to £89,999</b>	<b><u>1</u></b>	<b><u>1</u></b>

## 10 Net Income

Net income is stated after charging:		<b>2025</b>	<b>2024</b>
		<b>£</b>	<b>£</b>
<b>Operating lease rentals:</b>			
	Shops	106,240	97,549
	Equipment	6,898	10,169
Depreciation and profit on disposal	Owned Assets	92,078	96,473
Auditors' remuneration		6,563	7,737
		<hr/>	<hr/>

## 11 Taxation

The company is a registered charity and as such is exempt from taxation on its income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

## 12 Tangible Fixed Assets

	<b>Freehold property</b>	<b>Fixtures and Fittings</b>	<b>Medical Equipment</b>	<b>Other</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 April 2024	2,954,740	316,179	46,498	62,109	3,379,526
Additions	16,050	19,883	6,128	826	42,887
Disposal	-	-	-	-	-
<b>At 31 March 2025</b>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	2,970,790	336,062	52,626	62,935	3,422,413
<b>Depreciation</b>					
At 1 April 2024	985,597	279,640	41,949	44,398	1,351,584
Charge for the year	56,216	22,750	5,065	8,046	92,077
Eliminated on disposal	-	-	-	-	-
<b>At 31 March 2025</b>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,041,813	302,390	47,014	52,444	1,443,661
<b>Net book value</b>					
At 1 April 2024	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,969,143	36,539	4,549	17,711	2,027,942
At 31 March 2025	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	1,928,977	33,672	5,612	10,491	1,978,752

**13 Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Prepayments	64,841	62,671
Accrued Income	167,213	159,507
Tax recoverable	105,824	146,280
Other Debtors	28,760	350,203
<b>Total</b>	<b><u>366,638</u></b>	<b><u>718,661</u></b>

**14 Current Asset Investments (Restated)**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Fixed Term deposits	<u>752,529</u>	<u>1,318,972</u>

The allocation of certain bank accounts have been reclassified to current asset investments here they represent deposits with a term in excess of three months.

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	22,894	25,349
Taxation and social security	37,421	33,658
Deferred Income	70,780	65,929
Other creditors and accruals	96,231	147,825
<b>Total</b>	<b><u>227,326</u></b>	<b><u>272,761</u></b>

Deferred Income relates to income received in advance.

## 16 Obligations Under Leasing Agreements

	2025			2024		
	Land and Buildings £	Plant and Machinery £	Total £	Land and Buildings £	Plant and Machinery £	Total £
<b>Expiring</b>						
Within 1	89,505	17,505	107,010	97,382	1,834	99,216
Between 1	186,437	23,637	210,074	214,938	2,462	217,400
In more	-	-	-	30,500	-	30,500
<b>Total</b>	275,942	41,142	317,084	342,820	4,296	347,116

**17 Restricted Funds**

	2025				2024			
	Balance at start of year	Income	Expenditure	Balance at end of year	Balance at start of year	Income	Expenditure	Balance at end of year
	£	£	£	£	£	£	£	£
Hospice at home	-	248,903	244,736	4,167	-	273,283	273,283	-
Day Hospice	-	26,904	26,904	-	-	20,857	20,857	-
Hospice Counselling room	5,980	-	240	5,740	6,220	-	240	5,980
Hospice roof tiles	5,651	-	227	5,424	5,878	-	227	5,651
Security	8,097	-	-	8,097	8,097	-	-	8,097
NHS refurbishment grant	456,599	-	13,235	443,364	469,834	-	13,235	456,599
Garden	7,427	-	209	7,218	7,636	-	209	7,427
Building the future	486,901	-	12,173	474,728	499,074	-	12,173	486,901
Children's bereavement service	-	12,157	12,157	-	753	2,125	2,878	-
Transitional care	-	26,975	26,975	-	-	26,500	26,500	-
Courtyard Refurbishment	37,468	-	765	36,703	-	38,233	765	37,468
Complimentary Therapy Service	-	1,000	1,000	-	-	-	-	-
Therapy equipment grant	-	6,128	1,532	4,596	-	-	-	-
Retail Maintenance fund	-	5,000	210	4,790	-	-	-	-
Greenhouse fund	-	1,715	1,096	619	-	-	-	-
Defibrillator	-	246	246	-	-	-	-	-
Gifts in Kind	-	9,120	9,120	-	-	-	-	-
DHSE Capital Grant	-	32,216	3,899	28,317	-	-	-	-
<b>Total</b>	<b>1,008,123</b>	<b>370,364</b>	<b>354,724</b>	<b>1,023,763</b>	<b>997,492</b>	<b>360,998</b>	<b>350,367</b>	<b>1,008,123</b>

The Hospice at Home Fund was established in 1998 to fund the Hospice at Home Service.

The Hospice Counselling Room Fund was established in 1998 to provide a counselling room within the Hospice.

The Hospice Roof Tile Fund was established in 1998 to raise money for the Hospice roof.

The Security Fund was established in 2020 to improve security at the Hospice following a break-in.

The NHS Refurbishment Grant Fund was established in 2008 with a grant received to refurbish the Hospice.

The Garden Fund was established in 2009 to landscape and furnish the hospice garden.

The Building the Future Fund was launched in 2014 with an NHS capital grant to raise funds for capital build and young people's services.

The Children's Bereavement Service Funds was established in 2016 to provide counselling and bereavement support for children and young people.

The Day Hospice Fund was established in 2023 to fund the Day Hospice Service.

The Courtyard Refurbishment grant was a gift in kind for the complete renovation of the central courtyard.

The Therapy Equipment Fund was a grant for specialised therapy equipment.  
 The Retail Maintenance fund is restricted donation for specific retail expenditure.  
 The Greenhouse fund is a restricted grant towards the greenhouse and gardening project.  
 The DHSE Capital grant is a government fund for capital expenditure

## 18 Unrestricted - designated fund

On 31 March 2021, the Trustees elected to create a designated fund. The designated fund represents the value of unrestricted fixed assets used to further the Charity's aims and not readily available for funding hospice expenditure or future deficits.

## 19 Analysis of net assets between funds

	2025				2024			
	Unrestricted Funds £	Unrestricted - Designated £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Unrestricted - Designated £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	972,036	1,006,716	1,978,752	-	1,027,912	1,000,030	2,027,942
Investments	541,407	-	-	541,407	549,503	-	-	549,503
Current assets	2,057,789	-	17,047	2,074,836	2,859,003	-	8,093	2,867,096
Creditors falling due in less than	(227,326)	-	-	(227,326)	(272,761)	-	-	(272,761)
<b>Total</b>	<b>2,371,870</b>	<b>972,036</b>	<b>1,023,763</b>	<b>4,367,669</b>	<b>3,135,745</b>	<b>1,027,912</b>	<b>1,008,123</b>	<b>5,171,780</b>

We are pleased to acknowledge the following support for the services listed. This list does not encompass all our supporters and is limited to those who have donated amounts of £5,000 or above.

We wish to thank all of our supporters for their generosity without which we would be unable to continue to provide our services:

		£
Bidford Parish Council	Hospice at Home	5,000
Stratford-upon-Avon Town Trust	General Fund	40,000
The Grace Trust	Hospice at Home	5,000
Dorothy Holmes Charitable Trust	General Fund	13,250
Masonic Charitable Foundation	Transitional Care	20,000
The Edward & Dorothy Cadbury Trust	General Fund	5,000
The Albert Hunt Trust	General Fund	15,000
The Grantham Yorke Charitable Trust	Transitional Care	5,000
The John and Mary Ann Foundation	General Fund	5,000
The G J W Turner Trust	Day Hospice	10,000
NFU	General Fund	7,950
Lodders Solicitors	General Fund	5,000
Mr D Kalderon	General Fund	8,000
The John and Mary Ann Foundation	General Fund	5,000
Baron Davenport's Charity	General Fund	5,000
Youell Family Fund	General Fund	5,000
The 29 <sup>th</sup> May 1961 Charitable Trust	General Fund	5,000
Elizabeth Creak Charitable Trust	General Fund	5,000
South Warwickshire Place	Day Hospice, Children's services	10,500
The Rigby Foundation	Hospice at Home	20,000
The Access Foundation	Therapies	5,000
The King Henry VIII endowed Trust	Children and Family Support Service	5,000
Penny Graham	General Fund	10,000
The Shakespeare Hospice Friends Group	General Fund	30,100

## 20 Related party transactions

There were no related party transactions during the financial year ended 31<sup>st</sup> March 2025. The trustees may undertake fundraising activities for the Hospice from time to time, which will generate fundraising income. Any material amounts will be disclosed in the accounts.

**21 Investments****Listed investments**

	2025 £	2024 £
Market value as at 01 April 2024	549,503	485,752
Additions	-	-
Unrealised gain/(loss) in year	(8,096)	63,751
<b>Market value as at 31 March 2025</b>	<b>541,407</b>	<b>549,503</b>

100% of the Investment is in the COIF Charities Ethical Investment Fund.

**22 Reconciliation of net movements in funds to net cash flow from operating activities**

	2025 £	2024 (Restated) £
Net movement in funds	(804,111)	(299,740)
<b>Adjustments:</b>		
Depreciation and loss on disposal	92,077	96,474
Bank interest	(56,436)	(74,986)
(Less)/Add unrealised gain/loss on investment	8,096	(63,751)
(increase)/decrease in stocks	(3,668)	(1,636)
(Increase)/decrease in debtors	352,023	(201,318)
(Decrease)/increase in creditors	(45,436)	(1,291)
<b>Net cash used in operating activities</b>	<b>(457,454)</b>	<b>(505,606)</b>

**23 Analysis of cash and cash equivalents**

	2025 £	2024 £
Cash in hand	942,607	750,069
	<b>942,607</b>	<b>750,069</b>

## 24 Pension Commitments

### Retirement benefit schemes

The hospice operates three pension schemes for the benefit of its employees. The assets of the pension schemes are held separately from those of the charity in independently administered funds.

#### Scheme one

Certain of the hospice's employees are eligible to join the National Health Service pension scheme. The scheme is a defined benefit multi-employer scheme administered for the benefit of NHS employers, General Practices, and other bodies allowed under the direction of the Secretary of State. The charity is unable to identify its share of the underlying notional assets and liabilities of the scheme and accordingly has accounted for the scheme as if it was a defined contribution scheme. The employer's contributions to the scheme for the current year were based on a contribution rate of 14.38% of pensionable pay (2024 - 14.38%) with employees contributing at varying rates in accordance with NHS revised contribution rules. The pension cost for the year as included in the Statement of Financial Activities includes contributions payable by the charity to the NHS scheme during the year of £68,306 (2024 - £46,398).

The most recent full actuarial valuation of the NHS pension scheme was at 31 March 2020, which was undertaken by the government actuary. The notional deficit of the scheme as per this most recent valuation was £40.9bn.

#### Scheme two and three

A defined contribution pension scheme is operated by the Hospice. The pension cost for the year includes contributions payable by the charity to the scheme of £40,279 (2024 - £38,146).

## 25 Other Gains and Losses

	2025 £	2024 £
Net (loss)/gain on investments	(8,096)	63,751
	<u>(8,096)</u>	<u>63,751</u>

## 26 Financial instruments

	2025 £	2024 £
Carrying amount of financial assets:		
Instruments measured at fair value through profit or loss	541,407	549,503
	<u>541,407</u>	<u>549,503</u>

**THE SHAKESPEARE HOSPICE**

England & Wales - Charity number 1064091

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# Accounts

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**THE SHAKESPEARE HOSPICE**

**ANNUAL REPORT AND ACCOUNTS 2023/24**



**Company Registration No. 3291683**

**Charity Registration No. 1064091**

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## Report of the Trustees for the Year Ending 31 March 2024

The Trustees are pleased to present their annual report and audited financial statements for the year ending 31 March 2024. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

- The Charities Act 2011;
- The Charities (Protection and Social Investment) Act 2016;
- The Companies Act 2006;
- Our Articles of Association;
- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### From the Chair

#### Chair's Statement – 2023/24

It's true to say that 2023-24 was a mixed year for The Shakespeare Hospice. Starting with the positive; our activity returned to pre-COVID levels with the Day Hospice now running sessions over 5 days a week along with evening Carers and Bereaved sessions. We offer a full range of services including complementary therapies and it is wonderful to see the children's pre and post bereavement groups back on site, there is nothing more uplifting than hearing the laughter of children during these sessions, knowing our therapy is going some way to heal children at a very difficult time. It's great to see the Day Hospice bustling with activity once again. The negative is our financial performance; we again recorded a deficit, and our fundraising continues to be faced by a number of headwinds not least of which is the cost-of-living crisis.

In addition to Day Hospice based services, the Hospice at Home team continues to provide end of life care for people in their own homes. We are proud of our Motor Neuron Disease (MND) Clinic and bereavement counselling services which are highly regarded. All our clinical staff continue to deliver excellent care as evidenced by wonderful feedback received from the families and friends of those cared for. I'm delighted that our clinical team were shortlisted as finalists for two categories in the National Palliative Care Awards.

The year saw a number of events organised by our enthusiastic fundraising team including the volunteer-run Friends of Shakespeare Hospice. In addition to raising funds, events such as the Dragon Boat Races and the Annual Open Day & Fete increase the hospice's profile and visibility across the communities we serve. The retail team also enjoyed a successful year and the Henley-in-Arden shop was nominated for Charity Shop of the Year.

The financial statements for 2023-24 show a deficit of £299,740 (2022-23 deficit £253,355). The ongoing deficit reflects increased costs incurred due to inflation and other economic factors as well as an investment into staffing and services. Fundraising remained challenging and NHS grants have not kept pace with inflation or staff pay awards. With an increase of just 0.6% on NHS grant funding in 2024-25 the Hospice will have to raise £2.7million locally to achieve break-even.

The hospice continues to press locally for a fairer NHS grant – as a percentage of costs it's one of the lowest in England – and together with other organisations, principally Hospice UK, for better funding for the vital services we provide. While primarily focused on our own services, we continue to have regular dialogue with other providers and service commissioners, to ensure opportunities for collaboration for delivery of end-of-life care across South Warwickshire are identified and explored.

While we have set a deficit budget for 2024-25 which will further reduce our reserves, it is our aim to achieve financial sustainability in the medium term. Recent investments in our fundraising team will hopefully yield benefits as we identify more sources of income although competition for grants is fierce. In retail, (subject to

finding suitable sites) we are planning to add 2 new shops and to seek other opportunities to increase income. Our aim is to generate significant increases income and achieve break-even. We recognise this will be difficult in the current economic climate and will regularly review progress taking any necessary actions should deficit reduction not be realised. We are grateful for the ongoing financial support of the communities we serve.

As always, I am grateful to our dedicated staff across all departments who always 'go the extra mile' as does our CEO Tracey Sheriden and her Senior Management Team.

Thanks also go to our volunteers who make a huge difference. We are now implementing a volunteer strategy to make best use of their wide range of valuable skills and experience.

I am thankful to all trustees for their support, hard work and dedication throughout the year. There have been a few changes to the Trustee Board. In December, Richard Barratt stood down having chaired the Finance & Audit Committee for several years and overseen significant improvements to the timeliness, accuracy and quality of financial information. In July, Elizabeth Spencer stood down after 6 years as a trustee including 2 years as chair of the People & Corporate Governance Committee and 3 years as trustee lead for Staff Wellbeing. I thank them both and wish them well.

Finally, in February the hospice reached its 25<sup>th</sup> birthday. A time to recognise everything that has been achieved since 1999 and to thank those who raised the funds to build the hospice. A number of events will be held throughout 2024 to celebrate this milestone including 'Sip Sip Hooray' afternoon tea parties being held by supporters and an anniversary ball in December.

Dr Paul Simmonds  
Chair

## **Purpose and Objects**

### **Purpose**

Our purpose, as set out in our Articles of Association, is:

- To help anyone with a life limiting illness to live in as fulfilled and creative way as possible.
- To offer care that is family centred.
- To enable people to die at home in dignity and comfort if that is their wish.

In setting our strategies and plans, we have referred to the Charity Commission's guidance on public benefit, including PB2 'Public benefit: running a charity'.

The Charities Act 2011 sets out 13 aims which are recognised as charitable purposes, of which The Shakespeare Hospice meets three: the advancement of health, the relief of those in need by ill health or disability, and the advancement of education. All services provided to patients, families and carers are free of charge and available to all who meet the referral criteria.

### **Objects**

The objects of The Shakespeare Hospice are for the public benefit: to promote the relief of sickness and the advancement of health in such ways as the charity shall from time to time think fit, in particular by:

- Establishing, maintaining and conducting a day centre or residential home in the County of Warwickshire, for the reception and care of persons of any age and either sex, without regard to race or creed, who are suffering from any chronic or life limiting illness or from any disability or disease, and by providing medical or other treatment and attention for such persons; and by providing therapies and other services to relieve suffering of the members of the families of such persons and any who provide unpaid care to them;
- Conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from life limiting illness, and to disseminate the results thereof to the public;
- Promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services;
- Providing or assisting or encouraging the provision of spiritual help and guidance for any patients, their families, carers and members of staff.

### **Strategies**

Our strategies to achieve our purpose and objects are:

- To provide a safe space for nursing care, therapy, counselling, support, and friendship;
- To offer practical, experienced nursing care in the home at the end of life in collaboration with the Community and Primary Health Care Teams;
- To support the patient's whole family, and those who matter to them, throughout their journey and into bereavement;
- To seek to understand people's needs, fears and hopes in a non-judgmental way;
- To give appropriate information and support at any stage in their journey for those living with, or affected by, a serious illness;
- To work collaboratively with our partners in health and social care and refer people to other agencies and sources of help where appropriate;
- To provide bespoke facilities for our work with children and young people.

Detail on the activities carried out to implement our strategies in the year is given in the 2023/24 Achievements' section below.

## Measures

To evaluate the extent to which we are achieving our purpose, we use several quantitative and qualitative measures, including:

- The introduction of the Electronic Patient record (EPR) in January 2022, allows us to draw on data to make clinical decisions about our future clinical services, this includes number of new referrals for direct patient care, patients and carers helped, demographic characteristics.
- Patient satisfaction surveys have been reintroduced during 2023.
- Our clinical Governance Committee have oversight of all complaints and compliments relating to patient care.
- A program of Internal and external compliance audits are completed throughout the year, to include CQC compliance.

## 2023/24 Achievements

Quarter two of 2023 saw the launch of The Shakespeare Hospice 5-year strategy. An ambitious strategy that has a focus on 7 strategic pillars, 6 of which are the foundations that support our strategic purpose to deliver excellent clinical nursing and therapeutic care.

Year one mobilisation plans against each strategic pillar was successful, some of our key achievements against plan include:

- Reopening and expanding our day services, including Complementary Therapy Services
- Sharing of good practice at Hospice UK.
- Working collaboratively with other local charities and Health and Social care agencies to deliver clinical care.
- Investment into our children's services and seeing them and their families back on site.
- Continued investment into our retail services.
- The appointment of a Head of People and Governance to drive forward our workforce plans including the introduction of more volunteers.
- The roll out of our health and wellbeing plan to support all staff.
- Tightening of our governance processes and build a robust structure of assurance to manage compliance.
- Continuing to take steps to streamline our processes ensuring that we are sustainable.
- The launch of our new website.
- The development of a new marketing strategy.
- Sharing of our organisational objectives, based on our strategic pillars, mission and values making them meaningful for all staff.
- Understanding our data, to intelligently inform the organisation with decisions.
- Maintenance of the Single Point of Access service for South Warwickshire in partnership with South Warwickshire Foundation Trust and other South Warwickshire Hospices.
- Contribution to the palliative and end of life Coventry and Warwickshire Strategy meetings where we work on behalf of our local population to influence for improved services.
- Making great steps to improve our network IT infrastructure, and a focus on Cyber Security.
- Investing in site renovations.

## **Clinical Services**

The clinical department has continued to strengthen and restore clinical services over the last 12 months, with a specific focus on activity at the main Hospice site whilst maintaining the existing high standards of care and reach within the Hospice at Home service. The opportunity to evaluate, recalibrate, and redesign aspects of our traditional site-based services, enhancing the reach into the community, quality of service provision and patient experience, has been optimised at every opportunity.

We continue to reflect on and consider the multiple learning opportunities taken from the pandemic, whilst monitoring and adapting to national and local system requirements and most importantly, the voice of our service users and local community.

Our Clinical Operations and Quality Lead continues to facilitate and coordinating a portfolio of quality improvement projects/initiatives within the Hospice to ensure standards are maintained across all clinical palliative and end of life care services. This is achieved through establishing and embedding robust monitoring mechanisms and via the continuous review of processes and procedures to facilitate consistent clinical development. They also lead the organisation in the delivery of a comprehensive clinical quality, patient safety and governance programme.

We have embedded our Electronic Patient Records System, (EMIS), which is now utilised across all our clinical services: many advantages have been identified (for our patients and staff alike) by upgrading from manual paper-based notes to an electronic system, enhancing patient experience and quality of care. Embedding EMIS has created the ability to link with our NHS colleagues and ensure timely and responsive joint working approaches, reducing duplication and waste. The last sharing agreement has been scoped and approved to link EMIS with General Practice which is expected to go live by July 2024. We have also developed the ability to extract multiple data sets that not only enables the department to evaluate and improve care, but also supply our Income Generation Team with the data they need when creating compelling business cases and applications for Trusts and Grants applications.

From a system perspective, we continue to be a key voice contributing to the 'Coventry and Warwickshire Hospices Working Together' group. In the last year we have continued to build and develop the professional relationship between all partner care providers to enhance understanding and evolve efficiency; to positively impact the care our patients receive from our services. The Service Specification for Hospice at Home Services, (which harnesses the successful model already developed and offered by The Shakespeare Hospice) continues to improve and develop under the leadership of the Clinical Teams. Our Chief Executive Officer has been successful this year, in securing status as Care Quality Commission (CQC) Registered Manager for the organisation, and we are reviewing our policies and procedures currently to ensure we are compliant with the 'We Statements' in line with the 5 CQC domains (Safe, Effective, Caring, Responsive and Well Led) in anticipation of a potential service inspection visit.

Our skilled and supportive volunteer workforce has also been steadily returning to Day Services, providing support for much needed hospitality care, creative therapy input and administrative support, with numbers being enhanced by a widely advertised social media campaign and successful Volunteer Recruitment (during April 2024).

As we continue to develop and invest in our services further, we will maintain the ambition to grow our staff and our volunteer workforce in line with service requirements and feedback from our current and potential patient caseloads.

## **Looking Forward- Clinical Strategy**

As the complex needs of our communities continue to evolve and change, we recognise how important it is for the Hospice to be proactive and responsive to any new opportunities and challenges that are scoped and identified. Equally we believe that to serve our communities best, strengthening collaboration within our

regional healthcare system and with local partners will be key to supporting the delivery of innovative models of care.

Our Five-Year Strategy (2023 to 2028) supports this approach, and a recent review of progress made towards our year 1 goals, and the launch of our year 2 plans has evidenced the level of success gained during year 1, assuring us that our short/medium aspirations remain ambitious, realistic, and achievable. Our focus for 2024-25 is to continue to identify and support patients with a life limiting condition, and, with the intervention of high-quality care, reduce the risk of them becoming unstable and returning to busy acute hospitals, whilst also ensuring that all those wishing to be cared for in their final months, weeks and days can do so with the confidence, care and compassion required.

**Our key principles to support this going forward are:**

- Continuing to evolve and evaluate our Day Service delivery to ensure that the offer is diverse and inclusive of our populations needs.
- Championing the importance of building therapeutic relationships early via proactive palliative support referrals from our stakeholders.
- Following the launch of our Complementary Therapy service we will grow our volunteer support to offer more therapeutic sessions, with an aim to deliver the service outside of the hospice walls, to include patients own home and The Rigby Unit at Stratford Hospital, to ensure we are reaching people who may not be able to access services within our Hospice building.
- Continuing to adapt and grow our care offer by keeping the patient and those important to them at the centre of all that we do.
- Improving access for adults and children to a range of palliative and end of life care support delivered at the Hospice, and services that we provide in the places our patients call home.
- The continuing commitment to ongoing governance and quality assurance across the clinical department, with a focus on patient experience, evaluation and feedback.
- Extending our reach, meeting the evolving needs of our communities by providing much needed services locally, through collaborative models and co production. Our Companions project: an incentive aimed at matching Hospice Volunteers with isolated people within our community to offer companionship, guidance and friendship and to signpost people to our services when ready, again an ambition within our year 2 clinical strategy.
- We understand and acknowledge that the demand for services across the whole of our health care economy is increasing, against a backdrop of workforce, and financial challenges, emphasised by a continual growth in local and national population. With this in mind, we will continue to focus on building strength and resilience within our workforce and developing our core service offer to ensure clinical quality remains of a high standard.

The development of empowerment-biased sessions within our Day Service plan continues, with a focus on admission prevention: inviting patients into our health and wellbeing day services, to support them with learning new skills and strategies that allow them to remain at home, living well and as independently as practical, managing their condition(s) as optimally as possible. We also aim to support our patients and those important to them to identify when their management plan is becoming unstable, and to ensure that they have insight, support, training and understanding to help them stabilise the situation with the support of our hospice team and the wider community.

We are proud to acknowledge that so much has been achieved so far, and we will maintain this momentum and energy during 2024-25, consolidating our existing practices and identifying new ways of working by strengthening and stabilising the foundations we have established.

The Income Generation 2023/24 report covers the requirements charities must follow as set out in the Charities Act 2016.

## **Income Generation**

### Achieving the requirements of the Fundraising Code:

Reflecting on the past year, the end-of-year accounts includes a narrative of achievements and goals to help plan for the future. The Income Generation team have ensured best practice in their fundraising and that every interaction with our supporters and donors delivers a positive experience.

Some significant project milestones were achieved in 2023/24 which have laid the foundations for sustainable growth. For example, the migration to a cloud-based Customer Relationship Management (CRM) in May 2023 has significantly improved efficiency in the team, donor management, communication tools, payment platforms, and enhanced analytical capabilities which provide valuable insights to help us develop forecasts and data driven decision making.

The CRM has been integrated with our new website, which was launched in July 2023. The new website is more engaging and offers an improved navigation structure for users, enhancing the experience for patients, carers and supporters. The website has enabled more processes to be automated and improved our overall data capture and management.

The budget for 2024/25 includes strategic investment that is anticipated to yield a higher income in the following year. The decision to invest was made by allocating additional resources into key areas that are expected to generate significant returns in the near future, mainly Trust and Grants, Corporate, and Major Gifts. While the immediate impact on income may not be fully realised in the next 12 months, projections indicate a promising outlook for increased income and profitability in the subsequent years. This approach supports our strategy and long-term goal for financial stability.

Our fundraising activities are carried out by an in-house fundraising team employed by the Hospice and volunteers who manage support received through gifts in kind, regular or one-off donations, event participation, community and corporate, in-aid-of fundraising, legacies, and a lottery.

We do not use any third-party Professional Fundraising Organisations to undertake fundraising on our behalf. Volunteers working on behalf of the Hospice operate under the same guidance provided to staff.

The Shakespeare Hospice is registered with the Fundraising Regulator and displays the logo on all communications and printed collateral to show our commitment to deliver excellent fundraising practices.

During the period 2023/24, there were no compliance issues reported to or investigated by the Regulator.

### **Retail activity**

The retail operation is performing well and income has shown a positive variance of 7% vs the previous year actuals.

Retail performance has been strong throughout 2023/24 and has delivered the highest income on record. The retail operation continues to be a success story for the Hospice with a consistent increase in shop income (except for the impact of Covid-19 in 2020 and 2021) as a result of implementing the retail strategy objectives and a dedicated workforce.

The Gift Aid conversion is performing well and has achieved an excellent 48% conversion sign up rate. This increase has been achieved through staff training and with the introduction of the front facing till screens which display key messages.

Future plans include opening two new shops by April 2025. The Retail Strategy for the coming year is to enhance our visual merchandising and brand awareness in shops, create an emotional connection with customers, and to improve the overall shopping experience. We will identify opportunities to expand the ecommerce offer and strengthen our position, presence and reach across all shopping and social media channels.

#### Training and monitoring the Fundraising Codes:

The Fundraising Regulator codes have been implemented across a series of policies and procedures which are issued as part of the induction program for new staff and volunteers, relevant to the area of activity.

Volunteers fundraising on behalf of the Hospice are an extension of the fundraising team who operate under the same policies and guidance. Volunteer Groups and Committees provide full details of their fundraising activities to the Hospice to ensure compliance.

The policy guidance has been applied to departmental Standard Operating Procedures to ensure compliance with related fundraising activities. The Hospice Policy Index table details review dates to support the audit procedure and ensure policies are kept updated with any changes.

The Code of Fundraising Practice guidance is made publicly available on our website on how to stay safe and compliant when you fundraise, and when related to a particular activity, in fundraising materials for anyone fundraising on *behalf of or in aid of* the Hospice and in the Event terms and conditions.

The Shakespeare Hospice will identify at an early stage the element of risk involved in any activity and working with third party providers. The Shakespeare Hospice Due Diligence Policy (acceptance and refusal of Donations) and checklist of activities and associations that could constitute a risk are followed before starting a new partnership.

In the last year, the Acceptance and Refusal of Donations Policy was implemented using the due diligence risk assessment procedure to approve 1 high value individual donations and 3 partnerships with external event providers.

#### Complaints:

During 2023/24 we received 3 retail and 3 fundraising complaints. Our Complaints Policy and Procedure is available on the Hospice Website. All complaints are acknowledged within 2 working days and the outcome of any investigations are completed within 14 days. All complaints are escalated and reviewed by our Senior Management Team (SMT) and reported to their relevant trustee subcommittee bi-monthly. SMT and trustees also review complaints at bi-monthly board meetings, and we report to the Fundraising Regulator on the totality of our complaints annually.

#### Protecting Vulnerable Supporters

The Vulnerable Supporters in Fundraising policy was last updated in January 2023 and is available on the Hospice website. The Shakespeare Hospice understands that people in vulnerable circumstances may need further support before deciding whether to donate. The Hospice recognises that it has an obligation to protect those in vulnerable circumstances. Whenever we suspect that someone we engage with doesn't have the ability to make an informed decision or are vulnerable in that moment in time, we will take steps to immediately end the engagement. This will always be done politely, and without making a request for a donation or any direct

enquiries about the individual's capacity to make a decision or the existence of vulnerable circumstances. To help further mitigate the risks:

- The policy is issued and discussed with new starters as part of the induction checklist
- Guidance on following the code for protecting vulnerable people is included in our fundraising materials
- The workforce is provided with 'difficult conversation training' and how to recognise and protect vulnerable people
- An annual mandatory E-learning for Health Safeguarding and Oliver McGowan training module is undertaken by the workforce and tailored training offered to the Retail team through an approved Safeguarding Scheme delivered by the Charity Retail Association
- The Hospice has a Freedom to speak up: Raising Concerns (Whistleblowing) Policy which includes guidance on how to raise concerns about fundraising practices
- Legitimate Interest Assessments are completed prior to sending on or offline communications. This includes a checklist to ensure communications are not intrusive, do not cause distress and that the content is open and transparent.

## **Financial Review**

### **Outcome for the Year**

2023-24 was another year of considerable investment as the Hospice expanded its services and implemented the new strategy. We ended the year to 31 March 2024 with a deficit of £300k. This was £159k lower than the budgeted deficit but nonetheless reflective of financial challenges in the Hospice Sector as a whole.

The 2024 deficit reflects:

- An overall increase in costs across all areas of the Hospice. Staffing costs increased by 12% which reflects the investment into services and cost of living awards. Total expenditure increased by £308k during the year.
- An overall increase in Income of 9%. Interest on our cash reserves increased by £51k and our Legacy income increased by £123k. Income from fundraising was in line with last year.
- NHS income increased by £31k. CORE funding from the NHS amounted to 12% of total income during the year.
- Our shops continued to perform well with a 7% increase in income.

Staff costs represented approximately 70% of our total costs (71% in 2022/23) and accounted for £197k of the overall increase in expenditure.

### **Reserves**

Trustees are required to consider on an annual basis the level of reserves the hospice needs to hold, as an important part of planning and sound financial management. The Trustees have reviewed and refreshed the reserves policy as set out below.

Our policy is to hold sufficient unrestricted cash reserves to safeguard our medium-term financial viability. It considers the nature of our income streams and forecast expenditure and the need to provide against the uncertainty of income, especially the significant variability of legacy income.

We avoid holding excessive cash reserves: if they rise too high, we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

Given the current political and economic climate, rising costs and other risks, our policy is to hold cash reserves of between six and twelve months forecast annual operating costs.

We recognise a need to maintain financial resilience following a period of uncertainty.

The surplus of reserves held compared to the reserves policy can be applied to furthering the Hospice's long-term strategy and may be invested to generate income and long-term capital growth in support of the Charity's purpose. Amounts held in long term investments are excluded from our cash reserves policy above.

In common with many charities, we have established a Designated Fund to represent the value of unrestricted funds tied up in tangible fixed assets and therefore not readily available for funding day to day Hospice expenditure or future deficits. It is our policy to maintain this Designated Fund and to make transfers between unrestricted funds and the Designated Fund each year to represent the change in the value of tangible fixed assets over the year.

### **Next Year**

Prior to the year end, the Trustees approved an investment focussed deficit budget for 2024/25 reflecting additional investment in our income generation activity, recruiting to vacant posts and new positions and growth in our Hospice services.

In line with recommended practice, the Hospice finances are managed using an agreed budget and a rolling forecast, which is regularly updated as new information becomes available.

The latest forecast indicates that with the current level of predicted income over the coming year, including notified legacies, the Hospice is forecast to make a deficit of £868k to 31 March 2025. This reflects a challenging financial landscape, however, based on the level of reserves currently held, the Trustees believe that The Shakespeare Hospice will continue to be a going concern for the foreseeable future and have approved the accounts on this basis.

### **Investment Policy**

We aim to balance risk and return with our investment decisions.

Our cash funds are held with Barclays Bank and on deposit with a range of financial institutions through the Charities Aid Foundation.

We have invested £0.5m with CCLA Investment Management Limited in a long-term ethical equity-based investment, to provide long term capital growth in support of the Hospice's long-term objectives.

## **Structure, Governance and Management**

### **Constitution**

The Shakespeare Hospice's governing document is its Articles of Association, which was updated this year to better reflect our focus on Equality, Diversity and Inclusion and to provide a mechanism for the Board to extend the Membership to ensure more community engagement at Annual General Meetings.

The Trustees also follow relevant legislation and guidance, including the Charity Governance Code.

The Hospice is registered as a company limited by guarantee, number 3291683. It is also registered with the Charity Commission for England and Wales, number 1064091.

### **Appointment of Trustees**

Where vacancies arise, Trustees are recruited following an advertisement in the local press; applicants who have an existing relationship with the Hospice may also be considered. After submitting a CV, suitable applicants are interviewed by the Chairman and Committee Chairs, whilst the Chief Executive does not form part of the formal interview panel they meet separately with candidates, and feedback as part of the overall process. Recommendation is made to the full Board. Upon appointment, the new Trustee undertakes an induction programme. This includes meetings with the Chair and other Trustees, and with the Chief Executive and other members of the Senior Management Team, as well as a comprehensive reading list designed to help the new Trustee learn about the Hospice and the requirements of the role as quickly as possible.

Our position as set out in the paragraphs below on Diversity in the Workplace apply to the selection and recruitment of Trustees, who are all volunteers.

We currently have 12 Trustees on the Board (2023/24,13), as follows:

Men (5)	(2023/24,6)
Women (7)	(2023/24,7)

Despite the Trustee efforts to recruit to a more diverse board. The board of Trustees currently represented by white British Trustees.

The management of the Hospice, within approved plans and budgets, is delegated by the Board to the Chief Executive. The Senior Management Team consists of the Head of Clinical and Operational Services, the Head of Income Generation, The Head of People Governance, and the Head of Finance, all of whom report directly to the Chief Executive.

### **Staff Remuneration**

Staff remuneration including that of the Chief Executive and senior managers is agreed by the Board as part of the annual budget exercise, taking account of NHS (Agenda for Change) pay scales for clinical staff and the local market for non-clinical staff.

The Hospice monitors its pay practice to ensure that it complies with equal pay for work of equal value legislation and the best principles of equity. All remuneration activity is monitored to ensure that no gender or other bias arises in practice and that a fair approach on remuneration is achieved across the organisation.

### **Diversity and inclusion**

The implementation of EMIS has enabled us to monitor our service data, the implementation of I want great care allows us to gather feedback more easily on patients, carers and families experience. Through this work we will ensure that everyone we support regardless of their individual characteristics, receives an equitable service and in an environment that is free from discrimination of any kind.

The Board Effectiveness Review (2022/23) highlighted the need to revise our Equality, Diversity and Inclusion Policies and Procedures. The Shakespeare Hospice is committed to being a diverse and inclusive charity and continues to be work on an action plan to improve this. A Trustee champion has been appointed to lead on this.

### **Diversity in the workplace**

We welcome a diverse workforce and value difference in our staff and volunteers:

- We recognise that a diverse workforce allows us to provide the best care for people living with a terminal illness.
- We will show respect for all our employees and volunteers, valuing everyone's contribution, regardless of their:
  - age
  - disability
  - gender reassignment
  - marriage, and civil partnership
  - pregnancy and maternity
  - race
  - religion and belief
  - sexual orientation
  - irrelevant offending background
  - responsibility for dependents
  - economic status; or
  - political values
- We are committed to providing equal opportunities for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise and ensure those employment opportunities are available to all. As a result, our workforce will reflect the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training, and career development are based on clear, objective criteria.
- We have implemented the Blue Stream HR system, which now gives us the facility to record and report on diversity information for our staff.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or practices. Our current policy is as follows:

- Equal Opportunity Policy – October 2022
- All staff undertake annual Equality & Diversity training via the Blue Stream system.

## Trustee Meetings

The Board meet bi-monthly during the year. There has been one extraordinary Board meetings within this reporting period and one Board away day, the focus was on financial forecasting and income Generation. The Chief Executive and SMT attend all Board meetings.

Most of the detailed work of the Board is carried out by four committees; the number of meetings in the year is given in brackets:

- Finance & Audit Committee (12)
- Clinical Governance Committee (6)
- Income Strategy Committee (7)
- People and Corporate Governance Committee (6)
- Supplementary to Committees there are Senor Management, Technology and operational group meetings.

## Role of the Trustees

Responsibility for the charity's overall strategy, the management of risk and legal compliance rest with the Board of Trustees. Day-to-day responsibility for the running of the charity is delegated by the Board to the Chief Executive.

In particular, the Trustees consider their role to encompass:

### 1. Setting the strategic direction of the Hospice

This is achieved through an annual cycle of strategic discussion, which has enabled the development of a three-year plan. This leads to annual departmental objectives and implementation plans.

### 2. Approval of plans and budgets

An overall annual plan and budget for the forthcoming financial year is presented to the Board and approved prior to the start of each year.

### 3. Monitoring of performance

Quantitative and qualitative information regarding clinical activity is collected and summarised monthly and submitted to the Clinical Governance Committee and the Board at each of their meetings.

Management accounts, showing our income and expenditure and cash position against budget, are produced by the Head of Finance and Operations every month. These are reviewed at Finance & Audit Committee meetings, circulated to all Directors before every board meeting, and discussed at the board meetings.

The Income Strategy Committee reviews the income generation activities of the Hospice and the People and Corporate Governance Committee provides oversight of management, staff and volunteers issues.

Any complaints are reviewed by the relevant Sub-Committee.

### 4. Monitoring of statutory compliance

The Board receives reports of inspections, from the Clinical Governance Committee and the Care Quality Commission.

## **Risk Management**

Our corporate Risk Register is updated regularly and approved quarterly by the Board. Risk Management is a standard agenda item for all the subcommittee meetings and the Senior Management Team meetings.

There are currently 19 high level Risks of above 12 on the Risk Register.

Our top 2 risk are:

- Financial- Risk to the sustainability of the organisation.
- Income Generation -A significant reduction in income which, in part, may be due to the current economic situation
- All risks above 8 are monitored at the relevant Committee.

## **Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are also Directors of The Shakespeare Hospice for the purposes of company law) are responsible for preparing the Trustees' Report and 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

## **Statement as to Disclosure to our Auditors**

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware.
- The Trustees, having made enquiries of fellow Trustees and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Reference and Administrative Details**

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP
	Charities Aid Foundation 25 King's Hill West Malling Kent ME19 4TA
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY
	Caroline Lee & Associates 11 Marchmount Road Wylde Green Sutton Coldfield B72 1EE
Auditors	Burgis & Bullock 23-25 Waterloo Place Warwick Street Leamington Spa Warwickshire CV32 5LA
Chief Executive Officer	Tracey Sheridan

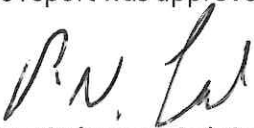
**Trustees:**

(From 1 April 2023 until the date of approval of the annual report, and the committees on which they serve or served)

Dr. Paul Simmonds	Chair
Richard Barrett (Resigned December 2023)	Chairs Finance & Audit
Elizabeth Spencer	Chairs People & Governance, Clinical Governance
Dr Jeremy Shearman	Clinical Governance
Helen Cave	Income Strategy, Finance and Audit
Susan Newcombe	Chairs Income Strategy
Mandy Webb (Resigned Jan 2024 and Reappointed April 2024)	Income Strategy
Ross Taylor	Chairs Finance & Audit, Clinical Governance
Nicola Gotrel	Chairs Clinical Governance, People & Governance
Richard Goodall (Appointed June 2023)	Income Strategy
Anita Watson (Appointed June 2023)	Finance and Audit
Fiona Frizzell (Appointed June 2023)	Clinical Governance, People & Governance
Dr Richard Lambert (Appointed June 2023)	Clinical Governance
Peter Mayes (Appointed July 2024)	Finance and Audit

**Approval**

This report was approved by the Trustees on and signed on their behalf by:



**Dr Paul Simmonds (Chair)**

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
THE SHAKESPEARE HOSPICE**

**Opinion**

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor 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.

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates and assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Based on our understanding of the charity and the sectors it operates in we identified that the principal risks of non-compliance with laws and regulations related to breaches of Charities Act 2011; UK Tax Legislation and Employment Law; Companies Act 2006; Health care regulations; Safeguarding and GDPR regulations; as well as the terms of the charity's governing documents.

We evaluated management incentive and opportunities for fraudulent manipulations of the financial statements and determined the principal risks are related to fraudulent transactions to meet funders requirements or to gain personal benefit for the Trustees or members of management.

Audit procedures performed included:

- Identifying and assessing the design effectiveness of controls in management have in place to prevent and detect fraud.
- Challenging assumptions and judgments made by management in their significant accounting estimates and assessing if these indicate evidence of management bias;
- Reviewing the accounting records for large and unusual journal entries and testing any identified and, in particular, reviewing any large or unusual bank payments and confirming that the rationale for any such transactions were not outside the charity's normal course of activity;
- Reviewing correspondence, minutes and documents for evidence of non-compliance with regulations or legislation;
- Testing a sample of debit entries in the statement of financial activity to check they are bona-fide costs made for the benefit of the charity;
- Discussions with management, including consideration of known or suspected incidences of non-compliance with laws and regulation and fraud.

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 regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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 is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

**Use of our report**

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



Wende Hubbard ( FCCA)  
Senior Statutory Auditor  
For and on behalf of Burgis and Bullock  
**Chartered Accountants**  
**Statutory Auditor**



23-25 Waterloo Place  
Warwick Street  
Leamington Spa  
Warwickshire  
CV32 5LA

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**  
**Statement of Financial Activities (incorporating an income and expenditure account) for the year ending 31 March 2024**

	Note	2024				2023			
		Unrestricted	Unrestricted - Designated	Restricted	Total Funds	Unrestricted	Unrestricted - Designated	Restricted	Total Funds
		£	£	£	£	£	£	£	£
<b>Income:</b>									
Donations and Legacies	2	728,180	-	136,250	864,430	659,555	-	81,691	741,246
Income and charitable activities	3	169,576	-	224,748	394,324	161,562	-	228,404	389,966
Income and other trading activities	4	946,629	-	-	946,629	935,472	-	-	935,472
Investment income	5	74,986	-	-	74,986	24,453	-	-	24,453
Other income	6	-	-	-	-	-	-	-	-
<b>Total Income</b>		<b>1,919,371</b>	-	<b>360,998</b>	<b>2,280,369</b>	<b>1,781,042</b>	-	<b>310,095</b>	<b>2,091,137</b>
<b>Expenditure:</b>									
<b>Costs of raising funds</b>									
Fundraising		516,301	-	-	516,301	422,875	-	-	422,875
Retail		724,682	-	-	724,682	624,294	-	-	624,294
<b>Total costs of raising funds</b>	7	<b>1,240,983</b>	-	-	<b>1,240,983</b>	<b>1,047,169</b>	-	-	<b>1,047,169</b>
<b>Expenditure on charitable activities</b>									
Operation of a hospice	8	1,052,510	-	350,367	1,402,877	902,071	-	386,185	1,288,256
<b>Total Expenditure</b>		<b>2,293,493</b>	-	<b>350,367</b>	<b>2,643,860</b>	<b>1,949,240</b>	-	<b>386,185</b>	<b>2,335,425</b>
<b>Net Income/(expenditure) before gains/(losses) on investments</b>		<b>(374,122)</b>	-	<b>10,631</b>	<b>(363,491)</b>	<b>(168,198)</b>	-	<b>(76,090)</b>	<b>(244,288)</b>
Net gains/ (losses) on investments	25	63,751	-	-	63,751	(9,067)	-	-	(9,067)
<b>Net (expenditure)/income</b>		<b>(310,371)</b>	-	<b>10,631</b>	<b>(299,740)</b>	<b>(177,265)</b>	-	<b>(76,090)</b>	<b>(253,355)</b>
<b>Reconciliation of funds</b>									
Total funds Brought forward		3,410,732	1,063,296	997,492	5,471,520	3,571,960	1,079,333	1,073,582	5,724,875
Designation of funds	18	35,384	(35,384)	-	-	16,037	(16,037)	-	-
<b>Total funds carried forward</b>	19	<b>3,135,745</b>	<b>1,027,912</b>	<b>1,008,123</b>	<b>5,171,780</b>	<b>3,410,732</b>	<b>1,063,296</b>	<b>997,492</b>	<b>5,471,520</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities. The notes on pages 24-43 form part of these accounts.

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**  
**Balance Sheet at 31 March 2024**

	Note	2024 £	2023 £
<b>Fixed assets</b>			
Tangible assets	13	2,027,942	2,051,938
Investments	21	549,503	485,752
Total fixed assets		2,577,445	2,537,690
<b>Current assets</b>			
Stock		9,394	7,758
Property for re-sale		70,000	70,000
Debtors	14	718,661	517,343
Cash at bank and in hand		2,069,041	2,612,781
		2,867,096	3,207,882
<b>Liabilities</b>			
Creditors: amounts falling due within one year	15	272,761	274,052
<b>Net current assets</b>		2,594,335	2,933,830
<b>Total net assets</b>		5,171,780	5,471,520
<b>The funds of the charity</b>			
Unrestricted funds		3,135,745	3,410,732
<b>Unrestricted - Designated funds</b>	18	1,027,912	1,063,296
<b>Total Unrestricted funds</b>		4,163,657	4,474,028
Restricted funds	17	1,008,123	997,492
<b>Total funds</b>	19	5,171,780	5,471,520

Approved by the trustees on 29<sup>th</sup> July 2024 and signed and authorised for issue on their behalf by:



**Paul Simmonds**  
**Director**



**Ross Taylor**  
**Director**

The notes on pages 24-43 form part of these accounts.

Company number: 3291683

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024**  
**Statement of Cash Flows for the year ended 31 March 2024**

	Note	2024 £	2023 £
<b>Cash used in operating activities</b>	22	(546,248)	175,119
<b>Cash flows from investing activities</b>			
Interest		74,986	24,453
Purchase of property, plant and equipment		(72,478)	(38,287)
Investments		-	-
<b>Net cash used in investing activities</b>		2,508	(13,834)
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		(543,740)	161,285
Cash and cash equivalents at start of year		2,612,781	2,451,496
<b>Cash and cash equivalents at the end of the year</b>	23	2,069,041	2,612,781

**The notes on pages 24-43 form part of these accounts.**

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2024

### 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a) Basis of preparation

The financial statements have been prepared in accordance with:

- Charities SORP (FRS 102), i.e. Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Companies Act 2006 and Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### b) Legal status

The Hospice is a private company, incorporated in England, limited by guarantee and has no share capital. In the event of the Hospice being wound up, the liability in respect of the guarantee is limited to £2 per member of the Hospice.

#### c) Going concern

Given the Hospice's favourable fundraising record and the level of year-end reserves, the Trustees consider that the Hospice has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

#### d) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes. Designated funds are unrestricted funds which have been set aside by trustees for a future purpose. Restricted funds are donations where the donor has specified, they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor. The aim and use of each material restricted fund is set out in the notes to the accounts. Investment income, gains and losses are allocated to the appropriate fund.

#### e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. If a donation is subject to fulfilling performance conditions, the income is recognised when it is probable that those conditions will be met.

Income from Gift Aid tax claims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis as the earlier of; the date on which the Hospice is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

#### **f) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Expenditure on raising funds comprises costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities including the cost of goods sold, shop costs, commercial trading and their associated support costs.
- Expenditure on charitable activities includes the costs of providing specialist palliative care and support, community services, and other activities to further the purposes of the Hospice, and their associated support costs.
- Support costs are those that are incurred in support of expenditure on the objects of the Hospice. They consist mainly of governance, the CEO, and Finance.
- Governance costs are incurred in connection with the Hospice's constitutional and statutory requirements. Support costs are allocated to each activity on the basis of staff time or usage. More detail is given in the relevant note below.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **g) Volunteers**

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Trustees' report.

**h) Fixed assets**

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Assets costing less than £1,000 are capitalised when it is deemed appropriate.

Depreciation is provided to write off the cost, less an estimated residual value, of all fixed assets over their expected economic useful lives on a straight-line basis as follows:

Freehold land	Not depreciated
Freehold building and refurbishment	50 years
Leasehold building improvements	Shorter of 6 years or life of lease
Other assets	4 years

The need for impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing the carrying value against the value in use or realisable value of the asset.

**i) Revaluation of tangible fixed assets**

The Hospice has not revalued any of its fixed assets.

**j) Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised gains and losses are combined in the Statement of Financial Activities.

**k) Stock**

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed, because the Trustees consider it impractical to assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost which would outweigh the benefits.

**l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**m) Cash at bank and in hand**

Cash at bank and in hand includes cash and fixed term deposits with less than one year to maturity.

**n) Creditors**

Creditors are recognised where the Hospice has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**o) Pensions**

Employees of the charity are entitled to join a pension scheme. The costs of the scheme are included with the associated staff costs and allocated to the activities of the charity when they fall due.

- A number of employees are in the NHS Superannuation scheme. Although this is a defined benefit scheme, it is a multi-employer scheme for which the Hospice's share of the underlying assets and liabilities cannot be identified. It is therefore accounted for as a defined contribution scheme in accordance with FRS102.
- Other employees are members of a defined contribution scheme.

**p) Operating leases**

Operating leases are recognised over the period in which the lease falls due.

**q) Financial Instruments**

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

## 2 Income from donations and legacies

	2024			2023				
	Unrestricted £	Unrestricted - Designated £	Restricted £	Total £	Unrestricted £	Unrestricted - Designated £	Restricted £	Total £
General donations	384,360	-	63,339	447,699	401,499	-	36,506	438,005
Charitable Trusts	65,500	-	72,911	138,411	102,900	-	45,185	148,085
Legacies	278,320	-	-	278,320	155,156	-	-	155,156
	728,180	-	136,250	864,430	659,555	-	81,691	741,246

The charity benefits greatly from the work of its volunteers, details of which are given in our annual report. In accordance with FRS102 and the Charities SORP the economic contribution of general volunteers is not recognised in these accounts.

At 31st March 2024 the Hospice had been notified of an entitlement to six further legacies. These have not been recognised in the financial statements as the values are uncertain.

## 3 Income from Charitable Activities

2024

2023

	Unrestricted		Unrestricted - Designated		Restricted		Total	
	£	£	£	£	£	£	£	£
NHS core grant	169,576		-			169,576		169,576
NHS Hospice at Home Grant			-		201,748	201,748		201,748
Grants for Young People's Service			-		-	-	26,856	26,856
Warwickshire County Council Winter Funding Grant			-		-	-	7,560	7,560
NHS Capacity Grant			-		23,000	23,000		23,000
<b>Total</b>	<b>169,576</b>		<b>-</b>		<b>224,748</b>	<b>394,324</b>	<b>228,404</b>	<b>389,966</b>



**6 Other Income**

	2024				2023			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
	-	-	-	-	-	-	-	-

The previous year other income is from Local Authority Retail Grants.

**7 Costs of Raising Funds**

	2024				2023			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
<b>Fundraising</b>								
Staff	324,031	-	-	324,031	241,809	-	-	241,809
Hospice events	11,697	-	-	11,697	36,276	-	-	36,276
Promotional Costs	23,660	-	-	23,660	9,696	-	-	9,696
Support Costs	78,099	-	-	78,099	61,140	-	-	61,140
Other	78,814	-	-	78,814	73,954	-	-	73,954
<b>Total</b>	<b>516,301</b>	-	-	<b>516,301</b>	<b>422,875</b>	-	-	<b>422,875</b>

	2024				2023			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
<b>Retail</b>								
Staff	411,115	-	-	411,115	358,867	-	-	358,867
Bought in Goods	28,907	-	-	28,907	15,893	-	-	15,893
Property Costs	155,696	-	-	155,696	145,168	-	-	145,168
Support Costs	52,066	-	-	52,066	40,761	-	-	40,761
Other Costs	76,898	-	-	76,898	63,605	-	-	63,605
Total	724,682	-	-	724,682	624,294	-	-	624,294
<b>Total costs of raising funds</b>	<b>1,240,983</b>	-	-	<b>1,240,983</b>	<b>1,047,169</b>	-	-	<b>1,047,169</b>

## 8 Expenditure on Charitable Activities

	2024			2023		
	Direct Costs £	Support Costs £	Total £	Direct Costs £	Support Costs £	Total £
Day Hospice	251,277	26,208	277,485	212,903	20,623	233,526
Hospice at Home	610,867	286,188	897,055	580,921	223,939	804,860
Young people's Service	150,238	78,099	228,337	188,730	61,140	249,870
<b>Total</b>	<b>1,012,382</b>	<b>390,495</b>	<b>1,402,877</b>	<b>982,554</b>	<b>305,702</b>	<b>1,288,256</b>
Of which:						
Unrestricted			1,052,510			902,071
Restricted			350,367			386,185
			<u>1,402,877</u>			<u>1,288,256</u>

## 9 Analysis of Support costs

2024

	Management and admin £	Governance £	Total £
Fundraising	78,024	75	78,099
Retail	52,016	50	52,066
<b>Costs of Raising</b>	<b>130,040</b>	<b>125</b>	<b>130,165</b>
Day Hospice	26,008	200	26,208
Hospice at Home	286,088	100	286,188
Young people's	78,024	75	78,099
Expenditure on Charitable Activities	390,120	375	390,495
<b>Total</b>	<b>520,160</b>	<b>500</b>	<b>520,660</b>

2023

	Management and admin £	Governance £	Total £
	61,036	104	61,140
	40,691	70	40,761
	<b>101,727</b>	<b>174</b>	<b>101,901</b>
	20,345	278	20,623
	223,800	139	223,939
	61,036	104	61,140
	305,181	521	305,702
	<b>406,908</b>	<b>695</b>	<b>407,603</b>

## Analysis of management and administration costs

2024

	£
Payroll and staff	368,895
IT and other	142,779
Depreciation	8,486
<b>Total</b>	<b>520,160</b>

2023

	£
	269,671
	132,316
	4,921
<b>Total</b>	<b>406,908</b>

## 10 Analysis of the costs of staff, trustees and key management personnel

	2024	2023
	£	£
Wages and salaries	1,626,784	1,449,604
Social security costs	143,508	134,738
Pension costs	84,544	73,121
<b>Total</b>	<b>1,854,836</b>	<b>1,657,463</b>

No member of the Board of Trustees received any emoluments or reimbursed expenses (prior year: nil)

The average monthly head count was 63 (prior year 62).

Total remuneration paid in respect of key management personnel was £299,636 (2022/23:£320,446) which includes employer's National Insurance and Pension contributions. The figure for 2023/24 includes the CEO, Head of Finance, Head of Clinical Services and Operations, Head of People and Governance and Head of Income Generation.

	2024	2023
£60,000 to £69,999	-	2
£70,000 to £79,999	1	-
£90,000 to £99,999	1	-

**11 Net Income**

Net income is stated after charging:

	2024	2023
	£	£
<b>Operating lease rentals:</b>		
Shops	97,549	94,000
Equipment	10,169	11,374
Depreciation and profit on disposal	96,473	88,664
Auditors' remuneration	7,737	10,550

**12 Taxation**

The company is a registered charity and as such is exempt from taxation on its income and gains falling withing section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

**13 Tangible Fixed Assets**

	Freehold property	Fixtures and Fittings	Medical Equipment	Other	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2023	2,914,262	344,878	53,100	66,200	3,378,440
Additions	40,478	25,705	-	6,295	72,478
Disposal	-	(54,404)	(6,602)	(10,386)	(71,392)
<b>At 31 March 2024</b>	<b>2,954,740</b>	<b>316,179</b>	<b>46,498</b>	<b>62,109</b>	<b>3,379,526</b>
<b>Depreciation</b>					
At 1 April 2023	929,702	307,838	45,018	43,944	1,326,502
Charge for the year	55,895	26,206	3,533	10,840	96,474
Eliminated on disposal	-	(54,404)	(6,602)	(10,386)	(71,392)
<b>At 31 March 2024</b>	<b>985,597</b>	<b>279,640</b>	<b>41,949</b>	<b>44,398</b>	<b>1,351,584</b>
<b>Net book value</b>					
At 1 April 2023	1,984,560	37,040	8,082	22,256	2,051,938
At 31 March 2024	1,969,143	36,539	4,549	17,711	2,027,942

**14 Debtors**

	2024 £	2023 £
Prepayments	62,671	50,509
Accrued Income	159,507	179,229
Tax recoverable	146,280	56,392
Other Debtors	350,203	231,213
<b>Total</b>	<b>718,661</b>	<b>517,343</b>

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

	2024 £	2023 £
Trade creditors	25,349	33,675
Taxation and social security	33,658	31,354
Deferred Income	65,929	20,481
Other creditors and accruals	147,825	188,542
<b>Total</b>	<b>272,761</b>	<b>274,052</b>

Deferred Income relates to income received in advance

## 16 Obligations Under leasing Agreements

	2024		2023		Total £
	Land and Buildings £	Plant and Machinery £	Land and Buildings £	Plant and Machinery £	
<b>Expiring</b>					
Within 1 year	97,382	1,834	91,333	4,840	96,173
Between 1 and 5	214,938	2,462	125,688	13,343	139,031
In more than 5 years	30,500	-	2,875	38	2,913
<b>Total</b>	<b>342,820</b>	<b>4,296</b>	<b>219,896</b>	<b>18,221</b>	<b>238,117</b>

## 17 Restricted Funds

	2024			2023			
	Balance at start of year	Income	Expenditure	Balance at start of year	Income	Expenditure	Balance at end of year
	£	£	£	£	£	£	£
Hospice at home	-	273,283	273,283	-	255,812	255,812	-
Day Hospice	-	20,857	20,857	-	6,000	6,000	-
Hospice Counselling room	6,220	-	240	6,460	-	240	6,220
Hospice roof tiles	5,878	-	227	6,105	-	227	5,878
Security	8,097	-	-	8,097	-	-	8,097
NHS refurbishment grant	469,834	-	13,235	483,069	-	13,235	469,834
Infection control	-	-	-	10,622	-	10,622	-
Garden	7,636	-	209	7,845	-	209	7,636
Young people's services	-	-	-	-	5,742	5,742	-
Building the future	499,074	-	12,173	511,247	-	12,173	499,074
Children's bereavement service	753	2,125	2,878	40,137	36,236	75,620	753
Transitional care	-	26,500	26,500	-	6,305	6,305	-
Courtyard Refurbishment	-	38,233	765	-	-	-	-
<b>Total</b>	<b>997,492</b>	<b>360,998</b>	<b>350,367</b>	<b>1,073,582</b>	<b>310,095</b>	<b>386,185</b>	<b>997,492</b>

The Hospice at Home Fund was established in 1998 to fund the Hospice at Home Service.

The Hospice Counselling Room Fund was established in 1998 to provide a counselling room within the Hospice.

The Hospice Roof Tile Fund was established in 1998 to raise money for the Hospice roof.

The Security Fund was established in 2020 to improve security at the Hospice following a break-in.

The NHS Refurbishment Grant Fund was established in 2008 with a grant received to refurbish the Hospice.

The Garden Fund was established in 2009 to landscape and furnish the hospice garden.

The Building the Future Fund was launched in 2014 with an NHS capital grant to raise funds for capital build and young people's services.

The Children's Bereavement Service Funds was established in 2016 to provide counselling and bereavement support for children and young people.

The Day Hospice Fund was established in 2023 to fund the Day Hospice Service.

The Courtyard Refurbishment grant was a gift in kind for the complete renovation of the central courtyard.

### 18 Unrestricted - designated fund

On 21 March 2021, the Trustees elected to create a designated fund. The designated fund represents the value of unrestricted fixed assets used to further the Charity's aims and not readily available for funding hospice expenditure or future deficits.

### 19 Analysis of net assets between funds

	2024				2023			
	Unrestricted Funds £	Unrestricted - Designated £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Unrestricted - Designated £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	1,027,912	1,000,030	2,027,942	-	1,063,296	988,642	2,051,938
Investments	549,503	-	-	549,503	485,752	-	-	485,752
Current assets	2,859,003	-	8,093	2,867,096	3,199,032	-	8,850	3,207,882
Creditors falling due in less than	(272,761)	-	-	(272,761)	(274,052)	-	-	(274,052)
<b>Total</b>	<b>3,135,745</b>	<b>1,027,912</b>	<b>1,008,123</b>	<b>5,171,780</b>	<b>3,410,732</b>	<b>1,063,296</b>	<b>997,492</b>	<b>5,471,520</b>

We are pleased to acknowledge the following support for the services listed. This list does not encompass all our supporters and is limited to those who have donated amounts of £5,000 or above.

We wish to thank all of our supporters for their generosity without which we would be unable to continue to provide our services:

	£
The Sunday Lunch Club	17,000
Warwickshire Golf Sim	5,015
Anonymous	110,000
The Shakespeare Hospice Friends Group	22,530
The Rigby Foundation	38,233
The Albert Hunt Trust	10,000
Rotary Club Of Stratford -upon- Avon	6,500
The Thomas J Horne Memorial Trust	6,000
Baron Davenport's Charity	5,000
The DMF Ellis Charitable Trust	5,000
Elizabeth Creak Charitable Trust	5,000
The 29 <sup>th</sup> May 1961 Charitable Trust	5,000
James Tudor Foundation	10,000
The WPH Charitable Trust	5,000
The Edward and Dorothy Cadbury Trust	5,000
Eveson Trust	5,000
John Salmon Trust	5,000
G J W Turner Trust	10,000

**20 Related party transactions**

During the year, Mandy Webb, a trustee, was engaged by the Hospice to undertake a short term consultancy role. An amount of £8,750 was paid for these services. Mandy Webb resigned from the Board for the duration of the engagement and was reappointed in April 2024.

There were no related party transactions during the financial year ended 31<sup>st</sup> March 2023.

The trustees may undertake fundraising activities for the Hospice from time to time, which will generate fundraising income. Any material amounts will be disclosed in the accounts.

**21 Investments****Listed investments**

	2024 £	2023 £
Market value as at 01 April 2023	485,752	494,819
Additions		-
Unrealised gain/(loss) in year	63,751	(9,067)
<b>Market value as at 31 March 2024</b>	<b>549,503</b>	<b>485,752</b>

100% of the Investment is in the COIF Charities Ethical Investment Fund.

**22 Reconciliation of net movements in funds to net cash flow from operating activities**

	2024 £	2023 £
Net movement in funds	(299,740)	(253,355)
<b>Adjustments:</b>		
Depreciation and loss on disposal	96,474	88,664
Bank interest	(74,986)	(24,453)
(Less)/Add unrealised gain/loss on investment	(63,751)	9,067
(increase)/decrease in stocks	(1,636)	(1,663)
(Increase)/decrease in debtors	(201,318)	296,160
(Decrease)/increase in creditors	(1,291)	60,699
<b>Net cash used in operating activities</b>	<b>(546,248)</b>	<b>175,119</b>

**23 Analysis of cash and cash equivalents**

	2024 £	2023 £
Cash in hand	2,069,041	2,612,781
	<b>2,069,041</b>	<b>2,612,781</b>

## 24 Pension Commitments

### Retirement benefit schemes

The hospice operates three pension schemes for the benefit of its employees. The assets of the pension schemes are held separately from those of the charity in independently administered funds.

#### Scheme one

Certain of the hospice's employees are eligible to join the National Health Service pension scheme. The scheme is a defined benefit multi-employer scheme administered for the benefit of NHS employers, General Practices, and other bodies allowed under the direction of the Secretary of State. The charity is unable to identify its share of the underlying notional assets and liabilities of the scheme, and accordingly has accounted for the scheme as if it was a defined contribution scheme. The employer's contributions to the scheme for the current year were based on a contribution rate of 14.38% of pensionable pay (2023 – 14.38%) with employees contributing at varying rates in accordance with NHS revised contribution rules. The pension cost for the year as included in the Statement of Financial Activities includes contributions payable by the charity to the NHS scheme during the year of £46,398 (2023 - £39,334).

The most recent full actuarial valuation of the NHS pension scheme was as at 31 March 2020, which was undertaken by the government actuary.

The notional deficit of the scheme as per this most recent valuation was £40.9bn.

#### Scheme two and three

A defined contribution pension scheme is operated by the Hospice. The pension cost for the year includes contributions payable by the charity to the scheme of £38,146 (2023 - £33,787).

## 25 Other Gains and Losses

	2024 £	2023 £
Net gain/(loss) on investments	63,751	(9,067)
	<u>63,751</u>	<u>(9,067)</u>

## 26 Financial instruments

	2024 £	2023 £
Carrying amount of financial assets Instruments measured at fair value through profit or loss	549,503	485,752
	<u>549,503</u>	<u>485,752</u>



**THE SHAKESPEARE HOSPICE**

England & Wales - Charity number 1064091

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# Accounts

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**THE SHAKESPEARE HOSPICE**

**ANNUAL REPORT AND ACCOUNTS 2022/23**



**Company Registration No. 3291683**

**Charity Registration No. 1064091**

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## Report of the Trustees for the Year Ending 31 March 2023

The Trustees are pleased to present their annual report and audited financial statements for the year ending 31 March 2023. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

- The Charities Act 2011;
- The Charities (Protection and Social Investment) Act 2016;
- The Companies Act 2006;
- Our Articles of Association;
- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### From the Chair

#### Chair's Statement – 2022/23

After two very challenging Covid-impacted years, I'm very pleased to say that 2022-23 saw The Shakespeare Hospice begin to return to normal.

While still mindful of the risks Covid represents and always taking appropriate and proportionate precautions in line with recommendations from NHS England, we have reopened our refurbished Day Centre at Shottery and are gradually restoring services and enhancing/developing some including our Motor Neuron Disease clinic. Services that were provided virtually through the pandemic, notably transitional care and counselling, are increasingly being delivered face-to-face, which is widely welcomed, although we will continue to offer virtual meetings where appropriate. The Hospice at Home service continues to provide end of life care for people in their own homes as it did throughout the pandemic. All our clinical staff continue to deliver excellent care as evidenced by wonderful feedback received from the families and friends of those cared for.

During 2023-24, we intend to open the Day Centre 4 days per week, as was the case pre-Covid, although this will depend on achieving planned staffing levels which has proved challenging.

While focused on our own services, we continue to have regular dialogue with other providers and service commissioners to ensure opportunities for collaboration for delivery of end-of-life care across South Warwickshire are identified and explored.

The year also saw an increase in the number of events organised and run by our enthusiastic team. In addition to raising funds, events such as the Dragon Boat Races and the Annual Open Day & Fete increase the hospice's profile and visibility across the communities we serve.

For 2022-23, the financial statements show a deficit of £253,355 (2021-22 surplus £883,022). The significant deterioration reflects a £715,223 reduction in legacy income, the end of Covid grant schemes and increased costs largely caused by inflation. Legacy income, by its nature, is difficult to predict and legacies can vary in number and amount year on year.

As we reopen and grow, our costs will inevitably increase and, unless we receive substantial legacy income, we expect to incur deficits for the next few years meaning we will be using our reserves which are finite. The new Strategic Plan 2023-2028 outlines our future expectations. Achieving financial sustainability in the medium term remains the aim of the Board and we are investing in our fundraising team and growing retail operations with a view to generating significant increases in income and achieving break-even. We recognise this will be difficult in the current economic climate and will regularly review progress taking any necessary actions should deficit reduction not be realised. We are grateful for the ongoing financial support of the communities we serve.

During the year a new CEO was appointed. Tracey Sheridan joined in September 2022 and has quickly 'added value' both internally and externally. Our previous long-serving CEO Angie Arnold left after completing a useful handover programme. The Hospice management and staff – clinical, fundraising, finance, administration, and housekeeping - continue to be our greatest asset and the Board thanks them for everything they do.

Another key resource are our 155 volunteers who, post-covid, are returning. 2023-24 will see a new volunteer strategy which will see increased volunteer involvement. The Board thanks them for their valuable contribution.

Finally, there have been a few changes to the Trustee Board. Debbie Smith, Claire Wright and Dr Cristina Ramos stood down and our thanks go to them especially Cristina for her for 7 years of dedicated service as chair of the Clinical Governance Committee. Fiona Allinson, Richard Goodall, Dr Richard Lambert and Anita Watson became trustees in June 2023. They all bring a wide range of valuable skills, knowledge and experience to the Board. I am thankful to all trustees for their support, hard work and dedication throughout the year.

**Dr Paul Simmonds**  
**Chair**

## **Purpose and Objects**

### **Purpose**

Our purpose, as set out in our Articles of Association, is:

- To help anyone with a life limiting illness to live in as fulfilled and creative way as possible.
- To offer care that is family centred;
- To enable people to die at home in dignity and comfort if that is their wish.

In setting our strategies and plans, we have referred to the Charity Commission's guidance on public benefit, including PB2 'Public benefit: running a charity'.

The Charities Act 2011 sets out 13 aims which are recognised as charitable purposes, of which The Shakespeare Hospice meets three: the advancement of health, the relief of those in need by ill health or disability, and the advancement of education. All services provided to patients, families and carers are free of charge and available to all who meet the referral criteria.

### **Objects**

The objects of The Shakespeare Hospice are for the public benefit: to promote the relief of sickness and the advancement of health in such ways as the charity shall from time to time think fit, in particular by:

- Establishing, maintaining and conducting a day centre or residential home in the County of Warwickshire, for the reception and care of persons of any age and either sex, without regard to race or creed, who are suffering from any chronic or life limiting illness or from any disability or disease, and by providing medical or other treatment and attention for such persons; and by providing therapies and other services to relieve suffering of the members of the families of such persons and any who provide unpaid care to them;
- Conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from life limiting illness, and to disseminate the results thereof to the public;
- Promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services;
- Providing or assisting or encouraging the provision of spiritual help and guidance for any patients, their families, carers and members of staff.

## Strategies

Our strategies to achieve our purpose and objects are:

- To provide a safe space for nursing care, therapy, counselling, support, and friendship;
- To offer practical, experienced nursing care in the home at the end of life in collaboration with the Primary Health Care Team;
- To support the patient's whole family, and those who matter to them, throughout their journey and into bereavement;
- To seek to understand people's needs, fears and hopes in a non-judgmental way;
- To give appropriate information and support at any stage in their journey for those living with, or affected by, a serious illness;
- To work collaboratively with our partners in health and social care and refer people to other agencies and sources of help where appropriate;
- To provide bespoke facilities for our work with children and young people.

Detail on the activities carried out to implement our strategies in the year is given in the 2022/23 Achievements' section below.

## Measures

To evaluate the extent to which we are achieving our purpose, we use several quantitative and qualitative measures, including:

- The introduction of the Electronic Patient record (EPR) in January 2022, allows us to draw on data to make clinical decisions about our future clinical services, this includes number of new referrals for direct patient care, patients and carers helped, demographic characteristics;
- Patient satisfaction surveys have been reintroduced during 2023, however, it is early days for reporting. Our clinical Governance Committee have oversight of all complaints and complements relating to patient care;
- A program of Internal and external audits are completed throughout the year, to include CQC compliance.

## 2022/23 Achievements

Following board away days, the board of Trustees agreed considerable Investment to support the restoration of the hospice's clinical services, building on the learning and new ways of working from the pandemic.

As most volunteers were stood down during the pandemic the last quarter of 2022 focused on volunteer recruitment. The role of the volunteer is invaluable to the success and operations of the hospice.

Our key achievements during the year have included:

- Investment into clinical and non-clinical services;
- Investment in our retail premises, improving shop standards, customer experience, engagement and stewardship. Introducing more new goods lines.
- We have revisited our mission, vision, and values, working with our staff and volunteers to ensure that these are at the heart of everything we do and how we treat our patients, families, and each other.
- We have agreed the 2023-28 organisational and clinical strategy, which will be launched Quarter 2 2023/24.
- We have agreed organisational objectives, which will be shared and made meaningful for all staff.
- We have commenced planning for a new website, to be launched July 2023.
- Following the implementation of Electronic Patient Record (EMIS), we now have data intelligence which helps inform the organisation with decisions.
- We have maintained our Pilot Single Point of Access service for South Warwickshire in partnership with South Warwickshire Foundation Trust.
- We are part of a Coventry and Warwickshire Hospices Working Together group which, will review equitable access to palliative care services.

## **Clinical Services**

### **Overview**

The clinical department has been strengthening and restoring services over the last 12 months, with a particular focus on activity at the main Hospice site.

The opportunity to evaluate, modernise and redesign some of our traditional offer, enhancing both the quality-of-service provision and patient experience, has been optimised at every opportunity. We have considered the multiple learning opportunities from the pandemic, whilst listening to national and local system requirements and importantly the voice of our service users and local community.

We have employed a Lead Nurse for Care and Quality Improvement during this period, who is responsible for facilitating and coordinating a portfolio of quality improvement work/initiatives within the Hospice. They will continue to lead the organisation in the delivery of a comprehensive clinical quality, patient safety and governance programme. Their remit will also ensure that the department maintains high quality and standards of all clinical palliative and end of life care services, through robust monitoring mechanisms and continuous review of processes and procedures to facilitate clinical development.

We have embedded our Electronic Patient Records System, EMIS, which is now utilised across all our clinical services. Within the first year we have recognised many advantages to having moved from manual paper-based notes to an electronic method, for our patients and staff alike, enhancing patient experience and quality of care. The system has afforded the ability to link with our NHS colleagues and ensure timely and responsive joint working approaches, reducing duplication and waste. We are able to extract multiple data sets that not only enables the department to evaluate and improve care, but also supports our Income Generation Team with creating compelling business cases and applications for relevant Trusts and Grants applications.

We continue to be a key voice contributing at the 'Coventry and Warwickshire Hospices Working Together' group. In the last year we have jointly developed a Service Specification for Hospice at Home Services, which harnesses the successful model already developed and offered by The Shakespeare Hospice. We are proud to have been identified as a gold standard model of care, that other Hospice providers have opted to replicate, to ensure equity for all future patients and their loved ones.

We had a standard monitoring review with the Care Quality Commission in December 2022, who concluded that they were satisfied with our current performance and will continue to monitor our services as per their schedule. The review covered the key areas of Safe, Caring, Responsive, Effective and Well-Led.

Our skilled and supportive volunteers have also been returning to Day Hospice, providing much needed hospitality care, creative therapy support and administrative support. As we continue to develop our services further so we will continue to grow our staff and our volunteer workforce.

### **Looking Forward- Clinical Strategy**

As the needs of our communities continue to change, we recognise how important it is for the Hospice to be proactive and responsive to any new opportunities and challenges that may be presented. Equally we believe that to serve our communities best, strengthening our collaboration within our local system and with local partners will be key to support the delivery of innovative models of care. Our next Five Year Strategy for 2023 to 2028 supports this approach.

Our focus for 2023/24 is to prevent patients with a life limited illness becoming unstable and returning to busy acute hospitals, whilst also ensuring that all those wishing to be cared for in their final months, weeks and days can do so with the confidence, care and compassion required. Our key principles to support this going forward are:

- Continuing to restore our Day Services offer post pandemic, whilst championing the importance of building relationships early, via proactive palliative support referrals from our stakeholders.
- Continuing to adapt and grow our care offer with both the patient and their loved ones at the centre of all that we do.
- Improving access for adults and children to a range of palliative and end of life care support that we provide at the Hospice, and those services that we provide in our community.
- Enhancing the range of opportunities available to ensure that the offer is diverse and inclusive of our populations needs.
- The continuing commitment to ongoing governance and quality assurance across the clinical department, with a focus upon patient experience and feedback.
- Extending our reach, meeting the evolving needs of our communities by providing more services locally, through collaborative models and co production.

We know that the demand for services across the whole of health and care is increasing, against a backdrop of workforce, financial challenges, and a growth in local population. We will provide a continued focus upon building strength and resilience within our workforce and developing our core offer.

We are keen to work on our admission prevention strategy, inviting patients into our health and wellbeing day hospice services, to work with them on strategies that allow them to remain at home, living well with their condition(s). Working with the patients and their families to identify when their management plan is becoming unstable, and to ensure that they have the tips and techniques to stabilise with the support of our hospice team and the wider community.

We have achieved so much already, and we will go on to further this in 2023/24, consolidating our new ways of working and strengthening and stabilising the foundations we have built.

## **Income Generation**

The Income Generation 2022/23 report covers the requirements charities must follow as set out in the Charities Act 2016.

### **Achieving the requirements of the Fundraising Code:**

The income Generation team strive to ensure good practice of fundraisers and that every interaction with our supporters delivers a positive experience, and that supporter-led engagement is embedded at the heart of all we do.

### **Fundraising activities:**

Our fundraising activities are carried out by an in-house fundraising team employed by the Hospice and volunteers who manage support received through gifts in kind, regular or one-off donations, event participation, community and corporate, in-aid-of fundraising, legacies, and a lottery.

We do not use any third-party Professional Fundraising Organisations to undertake fundraising on our behalf. Volunteers working on behalf of the Hospice operate under the same guidance provided to staff.

The Shakespeare Hospice is registered with the Fundraising Regulator and displays the logo on all communications and printed collateral to show our commitment to deliver excellent fundraising practices.

During the period 2022/23, there were no compliance issues reported to or investigated by the Regulator.

### **Training and monitoring the Fundraising Codes:**

The Fundraising Regulator codes have been implemented across a series of policies and procedures which are issued as part of the induction program for new staff and volunteers, relevant to the area of activity.

Volunteers fundraising on behalf of the Hospice are an extension of the fundraising team who operate under the same policy and guidance. Volunteer Groups provide full details of their fundraising activities to the Hospice to ensure compliance.

The policy guidance has been applied to departmental Standard Operating Procedures to ensure compliance with related fundraising activities. The Hospice Policy Index table details review dates to support the audit procedure and ensure policies are kept updated with any changes.

The Code of Fundraising Practice guidance is made publicly available on our website, and when related to a particular activity, in fundraising materials for anyone fundraising on *behalf of or in aid of* the Hospice and in the Event terms and conditions.

The Shakespeare Hospice will identify at an early stage the element of risk involved in any activity and working with third party providers. The Shakespeare Hospice Due Diligence Policy (acceptance and refusal of Donations) and checklist of activities and associations that could constitute a risk are followed before starting a new partnership.

In the last year, the Acceptance and Refusal of Donations Policy was implemented using the due diligence risk assessment procedure to approve three high value individual donations and four partnerships with Third Party providers.

### **Complaints:**

During 2022-23 we received 6 retail complaints and 2 for fundraising. Our Complaints Policy and Procedure is available on the Hospice Website. All complaints are acknowledged within 2 working days and the outcomes of any investigations are completed within 14 days. All complaints are escalated and reviewed by our Senior Management Team (SMT) and reported to their relevant trustee subcommittee bi-monthly. SMT and trustees also review complaints at bi-monthly board meetings and we report to the Fundraising Regulator on the totality of our complaints.

### **Protecting Vulnerable People:**

The Vulnerable Supporters in Fundraising policy was last reviewed and ratified by the Board of Trustees in November 2022 and is available on the Hospice website, this includes details on how to raise a concern. The Shakespeare Hospice also understands that people in vulnerable circumstances may need further support before deciding whether to donate. The Hospice recognises that it has an obligation to protect those in vulnerable circumstances. Whenever we suspect that someone we engage with doesn't have the ability to make an informed decision or are vulnerable in that moment in time, we will take steps to immediately end the engagement. This will always be done politely, and without making a request for a donation or any direct enquiries about the individual's capacity to make a decision or the existence of vulnerable circumstances.

To help further mitigate the risks:

- The policy is issued and discussed with new starters as part of the induction checklist.
- Guidance on following the code for protecting vulnerable people is included in our supporter fundraising materials.
- The workforce is provided with 'difficult conversation training' and how to recognise and protect vulnerable people.
- An annual mandatory E-learning for Health Safeguarding and Oliver McGowan training module is undertaken by the workforce and tailored training offered to the Retail team through an approved Safeguarding Scheme delivered by the Charity Retail Association.
- The Hospice has a Whistle Blowing Policy which includes guidance on how to raise concerns about fundraising practices.
- Legitimate Interest Assessments are completed prior to sending on or offline communications. This includes a checklist to ensure communications are not intrusive, do not cause distress and that the content is open and transparent.

### **Plans for the future**

We recognise that our local hospitals, primary care colleagues, and community organisations are facing multiple pressures resulting in patients remaining in hospital for longer than is required. Often these patients are in their last days of their life and die there when their preference would be a non-hospital setting. Locally 66% of patients would like to die at home, but only 22% do so. We also know that 39% of people in Coventry and Warwickshire who die do so after being admitted to hospital as an emergency. Their length of stay in hospital is often short. The most common experience is a terminal episode of two days.

Our strategy sets out how we aim to work with our partners to support people to live well during their last stages of their life, to die well, in a place they choose, and those left behind support them to live a fulfilling life after bereavement.

Our 5-year strategy sets out how we intend to achieve this, by finding solutions, being innovative and addressing current economic and workforce challenges.

To build our business and operational function we have identified 6 strategic pillars, which we will use to build the foundations of The Shakespeare Hospice strategy and support our overarching strategic purpose to deliver quality and safe clinical services.

These strategic pillars are:

- Sustainability
- Digital and information
- Integration
- Cost effective and efficient.
- Workforce
- Maximise commercial Revenue.

## Financial Review

### Outcome for the Year

In our 2022 Annual Report we recognised that 2022-23 would be a year of investment in which we would make a deficit, as we focussed on the reopening of our Day Hospice, filled vacant posts and recruited to new positions. We ended the year to 31 March 2023 with a deficit of £253k, which was substantially less than the deficit we had budgeted, but nonetheless a significant reversal from the £883k surplus of 2022.

This is primarily a result of returning to more normal levels of legacy income and the lack of the Covid related income that we received in 2022. The 2023 deficit reflects:

- An overall decrease of £844k in our income: legacy income was £715k lower than in 2021/22, while donations and Charitable Trust income increased by £29k, our income from charitable activities (core NHS Grants, Grants for Young People's Services and training income) decreased by £38k, mainly due to reduced grants for our Young People's Services, offset by increased NHS grants income.
- A continued recovery in retail income which increased by £122k as our shops performed well and an increase in fundraising income of £73k.
- A major reduction in Government and Local Authority support as the country emerged from the severe impact of Covid. The Hospice received £8k of Warwickshire County Council Winter Funding, compared with emergency NHS England Grants of £242k and a Warwickshire County Council Infection Control Grant of £84k and £19k in retail grants in the prior year.
- Receipt of £24k of bank interest, compared to £3k in 2021-22.
- An increase of £309k in expenditure as the Hospice spent a further £162k on its clinical services, £90k in fundraising and £56k in retail. These costs increases are primarily due to recruiting to previously vacant clinical and fundraising posts and in greater investment in staffing of our retail operation.

Staff costs represented approximately 71% of our total costs (69% in 2021/22) and accounted for £262k of the overall increase in expenditure.

### Reserves

Trustees are required to consider on an annual basis the level of reserves the hospice needs to hold, as an important part of planning and sound financial management. The Trustees have reviewed and refreshed the reserves policy as set out below.

Our policy is to hold sufficient unrestricted cash reserves to safeguard our medium-term financial viability. It considers the nature of our income streams and forecast expenditure and the need to provide against the uncertainty of income, especially the significant variability of legacy income.

We avoid holding excessive cash reserves: if they rise too high, we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

Given the current political and economic climate, rising costs and other risks, our policy is to hold cash reserves of between six and twelve months forecast annual operating costs.

We recognise a need to maintain financial resilience following a period of uncertainty.

The surplus of reserves held compared to the reserves policy can be applied to furthering the Hospice's long-term strategy and may be invested to generate income and long-term capital growth in support of the Charity's purpose. Amounts held in long term investments are excluded from our cash reserves policy above.

In common with many charities, we have established a Designated Fund to represent the value of unrestricted funds tied up in tangible fixed assets and therefore not readily available for funding day to day Hospice expenditure or future deficits. It is our policy to maintain this Designated Fund and to make transfers between unrestricted funds and the Designated Fund each year to represent the change in the value of tangible fixed assets over the year.

### **Next Year**

Prior to the year end, the Trustees approved an investment focussed deficit budget for 2023/24 reflecting additional investment in our income generation activity, recruiting to vacant posts and new positions and growth in our Hospice services.

In line with recommended practice, the Hospice finances are managed using an agreed budget and a rolling forecast, which is regularly updated as new information becomes available.

The latest forecast indicates that with the current level of predicted income over the coming year, including notified legacies, the Hospice is forecast to make a deficit of £522,595 to 31 July 2024. However, based on the level of reserves currently held, the Trustees believe that The Shakespeare Hospice will continue to be a going concern for the foreseeable future and have approved the accounts on this basis.

### **Investment Policy**

We aim to balance risk and return with our investment decisions.

Our cash funds are held with Barclays Bank and on deposit with a range of financial institutions through the Charities Aid Foundation.

We have invested £0.5m with CCLA Investment Management Limited in a long-term ethical equity-based investment, to provide long term capital growth in support of the Hospice's long term objectives.

## **Structure, Governance and Management**

### **Constitution**

The Shakespeare Hospice's governing document is its Articles of Association, which was updated in 2018. The Trustees also follow relevant legislation and guidance, including the Charity Governance Code.

The Hospice is registered as a company limited by guarantee, number 3291683. It is also registered with the Charity Commission for England and Wales, number 1064091.

### **Appointment of Trustees**

Where vacancies arise, Trustees are recruited following an advertisement in the local press; applicants who have an existing relationship with the Hospice may also be considered. After submitting a CV, suitable applicants are interviewed by the Chairman and Committee Chairs, whilst the Chief Executive does not form part of the formal interview panel they meet separately with candidates, and feedback as part of the overall process. Recommendation is made to the full Board. Upon appointment, the new Trustee undertakes an induction programme. This includes meetings with the Chair and other Trustees, and with the Chief Executive and other members of the Senior Management Team, as well as a comprehensive reading list designed to help the new Trustee learn about the Hospice and the requirements of the role as quickly as possible.

Our position as set out in the paragraphs below on Diversity in the Workplace apply to the selection and recruitment of Trustees, who are all volunteers.

We currently have 13 Trustees on the Board (2022/23,14), as follows:

Men (6)	(2022/23,4)
Women (7)	(2022/23,7)

Despite the Trustee efforts to recruit to a more diverse board. The board of Trustees currently represented by white British Trustees.

The management of the Hospice, within approved plans and budgets, is delegated by the Board to the Chief Executive. The Senior Management Team consists of the Head of Clinical Services, the Head of Income Generation, and the Head of Finance & Operations, all of whom report directly to the Chief Executive.

### **Staff Remuneration**

Staff remuneration including that of the Chief Executive and senior managers is agreed by the Board as part of the annual budget exercise, taking account of NHS (Agenda for Change) pay scales for clinical staff and the local market for non-clinical staff.

The Hospice monitors its pay practice to ensure that it complies with equal pay for work of equal value legislation and the best principles of equity. All remuneration activity is monitored to ensure that no gender or other bias arises in practice and that a fair approach on remuneration is achieved across the organisation.

### **Diversity and inclusion**

The implementation of EMIS will enable us to monitor our service users gathering feedback more easily on patients, carers and families experience. Through this work we will ensure that everyone we support regardless of their individual characteristics, receives an equitable service and in an environment that is free from discrimination of any kind.

The Board Effectiveness Review (2022/23) highlighted the need to revise our Equality, Diversity and Inclusion Policies and Procedures. The Shakespeare Hospice is committed to being a diverse and inclusive charity and will be working on an action plan to improve this. A Trustee champion has been appointed to lead on this.

## Diversity in the workplace

We welcome a diverse workforce and value difference in our staff and volunteers:

- We recognise that a diverse workforce allows us to provide the best care for people living with a terminal illness.
- We will show respect for all our employees and volunteers, valuing everyone's contribution, regardless of their:
  - age
  - disability
  - gender reassignment
  - marriage, and civil partnership
  - pregnancy and maternity
  - race
  - religion and belief
  - sex
  - sexual orientation
  - irrelevant offending background
  - responsibility for dependents
  - economic status; or
  - political values
- We are committed to providing equal opportunities for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise, and ensure those employment opportunities are available to all. As a result, our workforce will be a reflection of the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training and career development are based on clear, objective criteria.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or practices. Our current policy is as follows:

- Equal Opportunity Policy – October 2022
- All staff via eLearning for Health undertake annual Equality & Diversity training.

## Trustee Meetings

The Board meet bi-monthly during the year. In addition, the Board had 2 extraordinary meetings and an away day with the Senior Management Team focusing on our restoration plan, strategic objectives and financial forecasting. The Chief Executive and SMT attend all Board meetings.

Most of the detailed work of the Board is carried out by four committees; the number of meetings in the year is given in brackets:

- Finance & Audit Committee (12)
- Clinical Governance Committee (6)
- Income Strategy Committee (7)
- People and Corporate Governance Committee (6)

## **Role of the Trustees**

Responsibility for the charity's overall strategy, the management of risk and legal compliance rest with the Board of Trustees. Day-to-day responsibility for the running of the charity is delegated by the Board to the Chief Executive.

In particular, the Trustees consider their role to encompass:

### **1. Setting the strategic direction of the Hospice**

This is achieved through an annual cycle of strategic discussion, which has enabled the development of a three-year plan. This leads to annual departmental objectives and implementation plans.

### **2. Approval of plans and budgets**

An overall annual plan and budget for the forthcoming financial year is presented to the Board and approved prior to the start of each year.

### **3. Monitoring of performance**

Quantitative and qualitative information regarding clinical activity is collected and summarised monthly and submitted to the Clinical Governance Committee and the Board at each of their meetings.

Management accounts, showing our income and expenditure and cash position against budget, are produced by the Head of Finance and Operations every month. These are reviewed at Finance & Audit Committee meetings, circulated to all Directors before every board meeting, and discussed at the board meetings.

The Income Strategy Committee reviews the income generation activities of the Hospice and the HR Committee provides oversight of management, staff and volunteers issues.

Any complaints are reviewed by the relevant Sub-Committee.

### **4. Monitoring of statutory compliance**

The Board receives reports of inspections, from the Clinical Governance Committee and the Care Quality Commission.

## **Risk Management**

Our corporate Risk Register is updated regularly and approved twice yearly by the Board. Risk Management is a standard agenda item for the Board subcommittee meetings and the SMT meetings.

Going forward our key risks are considered to be;

- A significant reduction in income which, in part, may be due to the current economic situation.
- Ensuring a Covid-safe environment for patients, staff, and volunteers.
- Workforce – i.e. loss of or inability to recruit key personnel. Maintaining contingencies pending sickness absence due to Covid infection.
- Safeguarding - The relevant policies and procedures (including whistleblowing) have all been reviewed and training for staff and volunteers is in place. The Board of Trustees includes a safeguarding lead.

The Trustees have reviewed the major risks to the organisation and have established processes and procedures to manage those risks.

## **Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are also Directors of The Shakespeare Hospice for the purposes of company law) are responsible for preparing the Trustees' Report and 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

### **Statement as to Disclosure to our Auditors**

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware.
- The Trustees, having made enquiries of fellow Trustees and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## Reference and Administrative Details

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP
	Charities Aid Foundation 25 King's Hill West Malling Kent ME19 4TA
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY
	Caroline Lee & Associates 11 Marchmount Road Wylde Green Sutton Coldfield B72 1EE
Auditors	Burgis & Bullock 23-25 Waterloo Place Warwick Street Leamington Spa Warwickshire CV32 5LA
Chief Executive Officer	Tracey Sheridan

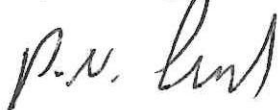
**Trustees:**

(From 1 April 2022 until the date of approval of the annual report, and the committees on which they serve or served)

Dr Paul Simmonds (appointed Chair Jan 22)	Finance & Audit, People & Corporate Governance, Income Strategy
Dr Cristina Ramos (resigned March 2022)	Chair Clinical Governance
Richard Barrett	Chair Finance & Audit
Debbie Smith (resigned September 2022)	Clinical Governance
Elizabeth Spencer	Chairs People & Corporate Governance, Clinical Governance
Dr Jeremy Shearman	Clinical Governance
Helen Cave	Chair Income Strategy, Finance and Audit
Susan Newcombe	Income Strategy
Claire Wright (resigned 31.05.22)	Income Strategy
Mandy Webb	Income Strategy
Ross Taylor	Finance & Audit, Clinical Governance
Nicola Gotrel	Chairs Clinical Governance, People & Corporate Governance
Richard Goodall (Appointed June 2023)	Income Strategy
Anita Watson (Appointed June 2023)	Finance and Audit
Fiona Allinson (Appointed June 2023)	Clinical Governance, People & Corporate Governance
Dr Richard Lambert (Appointed June 2023)	Clinical Governance

**Approval**

This report was approved by the Trustees on and signed on their behalf by:



**Paul Simmonds (Chair)**

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SHAKESPEARE HOSPICE

### Opinion

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor 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.

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates and assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Based on our understanding of the charity and the sectors it operates in we identified that the principal risks of non-compliance with laws and regulations related to breaches of Charities Act 2011; UK Tax Legislation and Employment Law; Companies Act 2006; Health care regulations; Safeguarding and GDPR regulations; as well as the terms of the charity's governing documents.

We evaluated management incentive and opportunities for fraudulent manipulations of the financial statements and determined the principal risks are related to fraudulent transactions to meet funders requirements or to gain personal benefit for the Trustees or members of management.

Audit procedures performed included:

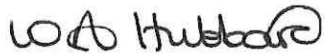
- Identifying and assessing the design effectiveness of controls in management have in place to prevent and detect fraud.
- Challenging assumptions and judgments made by management in their significant accounting estimates and assessing if these indicate evidence of management bias;
- Reviewing the accounting records for large and unusual journal entries and testing any identified and, in particular, reviewing any large or unusual bank payments and confirming that the rationale for any such transactions were not outside the charity's normal course of activity;
- Reviewing correspondence, minutes and documents for evidence of non-compliance with regulations or legislation;
- Testing a sample of debit entries in the statement of financial activity to check they are bona-fide costs made for the benefit of the charity;
- Discussions with management, including consideration of known or suspected incidences of non-compliance with laws and regulation and fraud.

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 regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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 is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

**Use of our report**

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



Wende Hubbard (FCCA)  
Senior Statutory Auditor  
For and on behalf of Burgis and Bullock  
**Chartered Accountants**  
**Statutory Auditor**

14<sup>th</sup> August 2023...

23-25 Waterloo Place  
Warwick Street  
Leamington Spa  
Warwickshire  
CV32 5LA

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**  
**Statement of Financial Activities (incorporating an income and expenditure account) for the year ending 31 March 2023**

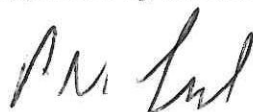
Note	2023			2022					
	Unrestricted	Unrestricted - Designated	Restricted	Total Funds	Unrestricted	Unrestricted - Designated	Restricted	Total Funds	
	£	£	£	£	£	£	£	£	
<b>Income:</b>									
Donations and Legacies	2	659,555	-	81,691	741,246	1,327,871	-	99,670	1,427,541
Income and charitable activities	3	161,562	-	228,404	389,966	145,344	-	600,678	746,022
Income and other trading activities	4	935,472	-	-	935,472	739,694	-	-	739,694
Investment income	5	24,453	-	-	24,453	2,787	-	-	2,787
Other income	6	-	-	-	-	18,668	-	-	18,668
<b>Total Income</b>		<b>1,781,042</b>	-	<b>310,095</b>	<b>2,091,137</b>	<b>2,234,364</b>	-	<b>700,348</b>	<b>2,934,712</b>
<b>Expenditure:</b>									
<b>Costs of raising funds</b>									
Fundraising		422,875	-	-	422,875	332,281	-	-	332,281
Retail		624,294	-	-	624,294	567,900	-	-	567,900
<b>Total costs of raising funds</b>	7	<b>1,047,169</b>	-	-	<b>1,047,169</b>	<b>900,181</b>	-	-	<b>900,181</b>
<b>Expenditure on charitable activities</b>									
Operation of a hospice	8	902,071	-	386,185	1,288,256	308,628	-	817,700	1,126,328
<b>Total Expenditure</b>		<b>1,949,240</b>	-	<b>386,185</b>	<b>2,335,425</b>	<b>1,208,809</b>	-	<b>817,700</b>	<b>2,026,509</b>
<b>Net income/(expenditure) before gains/(losses) on investments</b>		<b>(168,198)</b>	-	<b>(76,090)</b>	<b>(244,288)</b>	<b>1,025,555</b>	-	<b>(117,352)</b>	<b>908,203</b>
Net (losses) on investments	25	(9,067)	-	-	(9,067)	(25,181)	-	-	(25,181)
<b>Net (expenditure)/income</b>		<b>(177,265)</b>	-	<b>(76,090)</b>	<b>(253,355)</b>	<b>1,000,374</b>	-	<b>(117,352)</b>	<b>883,022</b>
<b>Reconciliation of funds</b>									
Total funds Brought forward		3,571,960	1,079,333	1,073,582	5,724,875	2,606,664	1,044,255	1,190,934	4,841,853
Designation of funds	18	16,037	(16,037)	-	-	(35,078)	35,078	-	-
<b>Total funds carried forward</b>	19	<b>3,410,732</b>	<b>1,063,296</b>	<b>997,492</b>	<b>5,471,520</b>	<b>3,571,960</b>	<b>1,079,333</b>	<b>1,073,582</b>	<b>5,724,875</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities. The notes on pages 23-41 form part of these accounts.

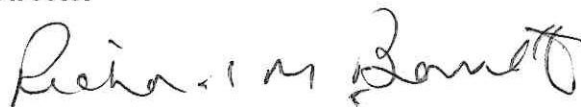
**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**  
**Balance Sheet at 31 March 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	13	2,051,938	2,102,315
Investments	21	485,752	494,819
Total fixed assets		2,537,690	2,597,134
<b>Current assets</b>			
Stock		7,758	6,095
Property for re-sale		70,000	70,000
Debtors	14	517,343	813,503
Cash at bank and in hand		2,612,781	2,451,496
		3,207,882	3,341,094
<b>Liabilities</b>			
Creditors: amounts falling due within one year	15	274,052	213,353
<b>Net current assets</b>		2,933,830	3,127,741
<b>Total net assets</b>		5,471,520	5,724,875
<b>The funds of the charity</b>			
Unrestricted funds		3,410,732	3,571,960
<b>Unrestricted - Designated funds</b>	18	1,063,296	1,079,333
<b>Total Unrestricted funds</b>		4,474,028	4,651,293
Restricted funds	17	997,492	1,073,582
<b>Total funds</b>	19	5,471,520	5,724,875

Approved by the trustees on 14th August 2023 and signed and authorised for issue on their behalf by:



**Paul Simmonds**  
Director



**Richard Barrett**  
Director

The notes on pages 23-41 form part of these accounts.

Company number: 3291683

**ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023**  
**Statement of Cash Flows for the year ended 31 March 2023**

	Note	2023 £	2022 £
<b>Cash used in operating activities</b>	22	175,119	400,003
<b>Cash flows from investing activities</b>			
Interest		24,453	2,787
Purchase of property, plant and equipment		(38,287)	(84,112)
Investments		-	(500,000)
<b>Net cash used in investing activities</b>		(13,834)	(581,325)
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		161,285	(181,322)
Cash and cash equivalents at start of year		2,451,496	2,632,818
<b>Cash and cash equivalents at the end of the year</b>	23	2,612,781	2,451,496

The notes on pages 23-41 form part of these accounts.

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

### 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a) Basis of preparation

The financial statements have been prepared in accordance with:

- Charities SORP (FRS 102), i.e. Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Companies Act 2006 and Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### b) Legal status

The Hospice is a private company, incorporated in England, limited by guarantee and has no share capital. In the event of the Hospice being wound up, the liability in respect of the guarantee is limited to £2 per member of the Hospice.

#### c) Going concern

Given the Hospice's favourable fundraising record and the level of year-end reserves, the Trustees consider that the Hospice has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

#### d) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes. Designated funds are unrestricted funds which have been set aside by trustees for a future purpose. Restricted funds are donations where the donor has specified, they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor. The aim and use of each material restricted fund is set out in the notes to the accounts. Investment income, gains and losses are allocated to the appropriate fund.

#### e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. If a donation is subject to fulfilling performance conditions, the income is recognised when it is probable that those conditions will be met.

Income from Gift Aid tax claims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis as the earlier of; the date on which the Hospice is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

#### **f) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities including the cost of goods sold, shop costs, commercial trading and their associated support costs.
- *Expenditure on charitable activities* includes the costs of providing specialist palliative care and support, community services, and other activities to further the purposes of the Hospice, and their associated support costs.
- *Support costs* are those that are incurred in support of expenditure on the objects of the Hospice. They consist mainly of governance, the CEO, and Finance.
- Governance costs are incurred in connection with the Hospice's constitutional and statutory requirements. Support costs are allocated to each activity on the basis of staff time or usage. More detail is given in the relevant note below.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **g) Volunteers**

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Trustees' report.

**h) Fixed assets**

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Assets costing less than £1,000 are capitalised when it is deemed appropriate.

Depreciation is provided to write off the cost, less an estimated residual value, of all fixed assets over their expected economic useful lives on a straight-line basis as follows:

Freehold land	Not depreciated
Freehold building and refurbishment	50 years
Leasehold building improvements	Shorter of 6 years or life of lease
Other assets	4 years

The need for impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing the carrying value against the value in use or realisable value of the asset.

**i) Revaluation of tangible fixed assets**

The Hospice has not revalued any of its fixed assets.

**j) Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised gains and losses are combined in the Statement of Financial Activities.

**k) Stock**

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed, because the Trustees consider it impractical to assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost which would outweigh the benefits.

**l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**m) Cash at bank and in hand**

Cash at bank and in hand includes cash and fixed term deposits with less than one year to maturity.

**n) Creditors**

Creditors are recognised where the Hospice has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

**o) Pensions**

Employees of the charity are entitled to join a pension scheme. The costs of the scheme are included with the associated staff costs and allocated to the activities of the charity when they fall due.

- A number of employees are in the NHS Superannuation scheme. Although this is a defined benefit scheme, it is a multi-employer scheme for which the Hospice's share of the underlying assets and liabilities cannot be identified. It is therefore accounted for as a defined contribution scheme in accordance with FRS102.
- Other employees are members of a defined contribution scheme.

**p) Operating leases**

Operating leases are recognised over the period in which the lease falls due.

**q) Financial Instruments**

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

## 2 Income from donations and legacies

	2023			2022			
	Unrestricted £	Unrestricted - Designated £	Restricted £	Total £	Unrestricted - Designated £	Restricted £	Total £
General donations	401,499	-	36,506	438,005	-	25,670	397,662
Charitable Trusts	102,900	-	45,185	148,085	-	74,000	159,500
Legacies	155,156	-	-	155,156	-	-	870,379
	659,555	-	81,691	741,246	-	99,670	1,427,541

The charity benefits greatly from the work of its volunteers, details of which are given in our annual report. In accordance with FRS102 and the Charities SORP the economic contribution of general volunteers is not recognised in these accounts.

At 31st March 2023 the Hospice had been notified of an entitlement to five further legacies. These have not been recognised in the financial statements as the values are uncertain.

## 3 Income from Charitable Activities

2023

2022

	Unrestricted		Unrestricted - Designated		Restricted		Total	
	£	£	£	£	£	£	£	£
NHS core grant	161,562	-	-	-	-	145,344	161,562	145,344
NHS Hospice at Home Grant	-	-	-	193,988	193,988	-	193,988	190,745
Grants for Young People's Service	-	-	-	26,856	26,856	-	26,856	84,208
Warwickshire County Council Winter Funding Grant	-	-	-	7,560	7,560	-	7,560	-
Warwickshire County Council Adult Social Care Infection Control Fund Grant	-	-	-	-	-	-	-	83,895
NHS England Grant	-	-	-	-	-	-	-	241,830
<b>Total</b>	<b>161,562</b>	<b>-</b>	<b>-</b>	<b>228,404</b>	<b>389,966</b>	<b>145,344</b>	<b>389,966</b>	<b>746,022</b>



**6 Other Income**

	2023			2022				
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
	-	-	-	-	18,668	-	-	18,668

The previous year other income is from Local Authority Retail Grants.

**7 Costs of Raising Funds**

	2023			2022				
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
<b>Fundraising</b>								
Staff	241,809	-	-	241,809	194,256	-	-	194,256
Hospice events	36,276	-	-	36,276	17,818	-	-	17,818
Promotional Costs	9,696	-	-	9,696	9,807	-	-	9,807
Support Costs	61,140	-	-	61,140	61,409	-	-	61,409
Other	73,954	-	-	73,954	48,991	-	-	48,991
<b>Total</b>	<b>422,875</b>	-	-	<b>422,875</b>	<b>332,281</b>	-	-	<b>332,281</b>
<b>Retail</b>								
Staff	358,867	-	-	358,867	305,203	-	-	305,203
Bought in Goods	15,893	-	-	15,893	15,939	-	-	15,939
Property Costs	145,168	-	-	145,168	151,434	-	-	151,434
Support Costs	40,761	-	-	40,761	40,938	-	-	40,938
Other Costs	63,605	-	-	63,605	54,386	-	-	54,386
<b>Total</b>	<b>624,294</b>	-	-	<b>624,294</b>	<b>567,900</b>	-	-	<b>567,900</b>
<b>Total costs of raising funds</b>	<b>1,047,169</b>	-	-	<b>1,047,169</b>	<b>900,181</b>	-	-	<b>900,181</b>

## 8 Expenditure on Charitable Activities

	2023		2022		Total
	Direct Costs £	Support Costs £	Direct Costs £	Support Costs £	
Day Hospice	212,903	20,623	217,720	23,579	241,299
Hospice at Home	580,921	223,939	462,549	222,054	684,603
Young people's Service	188,730	61,140	139,018	61,408	200,426
<b>Total</b>	<b>982,554</b>	<b>305,702</b>	<b>819,287</b>	<b>307,041</b>	<b>1,126,328</b>
Of which:					£
Unrestricted					308,628
Restricted					817,700
					<u>1,126,328</u>

## 9 Analysis of Support costs

	2023		2022	
	Management and admin £	Governance £	Management and admin £	Governance £
Fundraising	61,036	104	60,076	1,333
Retail	40,691	70	40,050	888
<b>Costs of Raising</b>	<b>101,727</b>	<b>174</b>	<b>100,126</b>	<b>2,221</b>
Day Hospice	20,345	278	20,025	3,554
Hospice at Home	223,800	139	220,277	1,777
Young people's	61,036	104	60,076	1,332
Expenditure on Charitable Activities	305,181	521	300,378	6,663
<b>Total</b>	<b>406,908</b>	<b>695</b>	<b>400,504</b>	<b>8,884</b>
				<b>102,347</b>
				23,579
				222,054
				61,408
				307,041
				409,388

## Analysis of management and administration costs

	2023	2022
Payroll and staff	£ 269,671	£ 289,172
IT and other	122,385	98,677
Share of hospice	9,931	7,814
Depreciation	4,921	4,841
<b>Total</b>	<b>406,908</b>	<b>400,504</b>

### 10 Analysis of the costs of staff, trustees and key management personnel

	2023	2022
	£	£
Wages and salaries	1,449,604	1,220,986
Social security costs	134,738	105,388
Pension costs	73,121	68,708
<b>Total</b>	<b>1,657,463</b>	<b>1,395,082</b>

No member of the Board of Trustees received any emoluments or reimbursed expenses (prior year: nil)

The average monthly head count was 62 (prior year 56).

Total remuneration paid in respect of key management personnel was £ 320,446 (2021/22:£290,384) which includes employer's National Insurance and Pension contributions. The figure for 2022/23 includes the CEO, Head of Finance and Operations, Head of Clinical Services and Head of Income Generation.

	2023	2022
£60,000 to £69,999	2	2
£100,000 to £110,000	-	1

**11 Net Income**

Net income is stated after charging :	<b>2023</b>	<b>2022</b>
	£	£
<b>Operating lease rentals:</b>		
Shops	94,000	96,154
Equipment	11,374	20,479
Depreciation and profit on disposal	88,664	77,827
Auditors' remuneration	10,550	10,000

**12 Taxation**

The company is a registered charity and as such is exempt from taxation on its income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

**13 Tangible Fixed Assets**

	Freehold property	Fixtures and Fittings	Medical Equipment	Other	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2022	2,914,262	327,061	49,036	49,794	3,340,153
Additions	-	17,817	4,064	16,406	38,287
Disposal	-	-	-	-	-
<b>At 31 March 2023</b>	<b>2,914,262</b>	<b>344,878</b>	<b>53,100</b>	<b>66,200</b>	<b>3,378,440</b>
<b>Depreciation</b>					
At 1 April 2022	874,617	288,058	41,485	33,678	1,237,838
Charge for the year	55,085	19,780	3,533	10,266	88,664
Eliminated on disposal	-	-	-	-	-
<b>At 31 March 2023</b>	<b>929,702</b>	<b>307,838</b>	<b>45,018</b>	<b>43,944</b>	<b>1,326,502</b>
<b>Net book value</b>					
At 1 April 2022	2,039,645	39,003	7,551	16,116	2,102,315
At 31 March 2023	1,984,560	37,040	8,082	22,256	2,051,938

**14 Debtors**

	2023 £	2022 £
Prepayments	50,509	42,108
Accrued Income	179,229	457,594
Tax recoverable	56,392	60,862
Other Debtors	231,213	252,939
<b>Total</b>	<b>517,343</b>	<b>813,503</b>

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

	2023 £	2022 £
Trade creditors	33,675	42,982
Taxation and social security	31,354	29,522
Deferred Income	20,481	24,509
Other creditors and accruals	188,542	116,340
<b>Total</b>	<b>274,052</b>	<b>213,353</b>

Deferred Income relates to income received in advance

## 16 Obligations Under leasing Agreements

	2023		2022	
	Land and Buildings £	Plant and Machinery £	Land and Buildings £	Plant and Machinery £
<b>Expiring</b>				
Within 1 year	91,333	4,840	94,500	11,766
Between 1 and 5	125,688	13,343	138,688	17,939
In more than 5 years	2,875	38	-	532
<b>Total</b>	219,896	18,221	233,188	30,237
				<b>Total</b>
				£ 263,425

## 17 Restricted Funds

	2023			2022			
	Balance at start of year	Income	Expenditure	Balance at start of year	Income	Expenditure	Balance at end of year
	£	£	£	£	£	£	£
Hospice at home	-	255,812	255,812	67,105	267,139	334,244	-
Day Hospice	-	6,000	6,000	-	-	-	-
Hospice Counselling room	6,460	-	240	6,700	-	240	6,460
Hospice roof tiles	6,105	-	227	6,332	-	227	6,105
Security	8,097	-	-	8,097	-	-	8,097
Clinical Training	-	-	-	-	450	450	-
NHS refurbishment grant	483,069	-	13,235	496,304	-	13,235	483,069
NHS England Grant	-	-	-	-	241,830	241,830	-
Infection control	10,622	-	10,622	74,682	83,895	147,955	10,622
Garden	7,845	-	209	8,054	-	209	7,845
Young people's services	-	5,742	5,742	240	7,825	8,065	-
Building the future	511,247	-	12,173	523,420	-	12,173	511,247
Children's bereavement service	40,137	36,236	75,620	-	84,209	44,072	40,137
Transitional care	-	6,305	6,305	-	15,000	15,000	-
<b>Total</b>	<b>1,073,582</b>	<b>310,095</b>	<b>386,185</b>	<b>1,190,934</b>	<b>700,348</b>	<b>817,700</b>	<b>1,073,582</b>

The Hospice at Home Fund was established in 1998 to fund the Hospice at Home Service.

The Hospice Counselling Room Fund was established in 1998 to provide a counselling room within the Hospice.

The Hospice Roof Tile Fund was established in 1998 to raise money for the Hospice roof.

The Security Fund was established in 2020 to improve security at the Hospice following a break-in.

The NHS Refurbishment Grant Fund was established in 2008 with a grant received to refurbish the Hospice.

The NHSE grant fund was set up in 2021 when the NHSE awarded funding to allow the hospice to make available bed capacity and community support. This funding has been extended to 31st March 2022.

The Infection control fund was set up in 2021 to be used for infection control measures.

The Garden Fund was established in 2009 to landscape and furnish the hospice garden.

The Young People's Services Fund was established in 2014 to support the needs of children and young people.

The Building the Future Fund was launched in 2014 with an NHS capital grant to raise funds for capital build and young people's services.

The Children's Bereavement Service Funds was established in 2016 to provide counselling and bereavement support for children and young people.

The Clinical Room Fund was set up in 2017 to assist with funding the fitting of a clinical room.

The Day Hospice Fund was established in 2023 to fund the Day Hospice Service.

### 18 Unrestricted - designated fund

On 21 March 2021, the Trustees elected to create a designated fund. The Designated Fund represents the value of unrestricted fixed assets use to further the Charity's aims and not readily available for funding hospice expenditure or future deficits.

### 19 Analysis of net assets between funds

	2023				2022			
	Unrestricted Funds £	Unrestricted - Designated Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Unrestricted - Designated Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	1,063,296	988,642	2,051,938		1,079,333	1,022,982	2,102,315
Investments	485,752	-	-	485,752	494,819	-	-	494,819
Current assets	3,199,032	-	8,850	3,207,882	3,288,497	-	52,597	3,341,094
Creditors falling due in less than one year	(274,052)	-	-	(274,052)	(211,356)	-	(1,997)	(213,353)
<b>Total</b>	<b>3,410,732</b>	<b>1,063,296</b>	<b>997,492</b>	<b>5,471,520</b>	<b>3,571,960</b>	<b>1,079,333</b>	<b>1,073,582</b>	<b>5,724,875</b>

We are pleased to acknowledge the following support for the services listed. This list does not encompass all our supporters and is limited to those who have donated amounts of £5,000 or above.

We wish to thank all of our supporters for their generosity without which we would be unable to continue to provide our services:

	£
Stratford-upon-Avon Town Trust	35,000
BBC Children in Need	26,357
The John and Mary Ann Foundation	25,000
The Shakespeare Hospice Friends Group	21,006
The Rigby Foundation	20,000
The Albert Hunt Trust	20,000
Seamus & Carol Halton	15,000
Heide Doherty	10,000
The John and Mary Ann Foundation	10,000
WM Morrison Supermarkets plc Charitable Trust	10,000
Stratford-upon-Avon Golf Club	9,380
Rotary Club Of Stratford-upon-Avon	7,831
NFU Mutual Insurance Society Limited	6,700
The Thomas J Horne Memorial Trust	6,379
Baron Davenport's Charity	6,000
The DMF Ellis Charitable Trust	5,000
The February Foundation	5,000

## 20

### Related party transactions

There were no related party transactions during the financial year ended 31st March 2023 or in the prior year.

**21 Investments****Listed investments**

	2023 £	2022 £
Market value as at 01 April 2022	494,819	-
Additions	-	500,000
Unrealised loss in year	(9,067)	(5,181)
<b>Market value as at 31 March</b>	<b>485,752</b>	<b>494,819</b>

100% of the Investment is in the COIF Charities Ethical Investment Fund.

**22 Reconciliation of net movements in funds to net cash flow from operating activities**

	2023 £	2022 £
Net movement in funds	(253,355)	883,022
<b>Adjustments:</b>		
Depreciation and loss on	88,664	79,244
Bank interest	(24,453)	(2,787)
Add unrealised loss on investments	9,067	25,181
Decrease/(increase) in stocks	(1,663)	-
(Increase)/decrease in debtors	296,160	(639,368)
(Decrease)/increase in creditors	60,699	54,711
<b>Net cash used in operating activities</b>	<b>175,119</b>	<b>400,003</b>

**23 Analysis of cash and cash equivalents**

	2023 £	2022 £
Cash in hand	2,612,781	2,451,496
	<b>2,612,781</b>	<b>2,451,496</b>

## 24 Pension Commitments

### Retirement benefit schemes

The hospice operates three pension schemes for the benefit of its employees. The assets of the pension schemes are held separately from those of the charity in independently administered funds.

#### Scheme one

Certain of the hospice's employees are eligible to join the National Health Service pension scheme. The scheme is a defined benefit multi-employer scheme administered for the benefit of NHS employers, General Practices, and other bodies allowed under the direction of the Secretary of State. The charity is unable to identify its share of the underlying notional assets and liabilities of the scheme, and accordingly has accounted for the scheme as if it was a defined contribution scheme. The employer's contributions to the scheme for the current year were based on a contribution rate of 14.38% of pensionable pay (2022 - 14.38%) with employees contributing at varying rates in accordance with NHS revised contribution rules. The pension cost for the year as included in the Statement of Financial Activities includes contributions payable by the charity to the NHS scheme during the year of £39,334 (2022 - £42,450).

The most recent full actuarial valuation of the NHS pension scheme was as at 31 March 2016, which was undertaken by the government actuary.

The notional deficit of the scheme as per this most recent valuation was £19.4bn.

#### Scheme two and three

A defined contribution pension scheme is operated by the Hospice. The pension cost for the year includes contributions payable by the charity to the scheme of £33,787 (2022 - £26,258).

## 25 Other Gains and Losses

	2023 £	2022 £
Net loss on investments	9,067	5,181
Reduction in value of property for re-sale	-	20,000
	<u>9,067</u>	<u>25,181</u>

## 26 Financial instruments

	2023 £	2022 £
Carrying amount of financial assets Instruments measured at fair value through profit or loss	<u>485,752</u>	<u>494,819</u>
	<u>485,752</u>	<u>494,819</u>

**THE SHAKESPEARE HOSPICE**

England & Wales - Charity number 1064091

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# Accounts

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**THE SHAKESPEARE HOSPICE**  
**ANNUAL REPORT AND ACCOUNTS 2021/22**



**Company Registration No. 3291683**  
**Charity Registration No. 1064091**

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## Report of the Trustees for the Year Ending 31 March 2022

The Trustees are pleased to present their annual report and audited financial statements for the year ending 31 March 2022. This meets the requirements for a Directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

- The Charities Act 2011;
- The Companies Act 2006;
- Our Articles of Association;
- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### **From the Chair**

This year has again been impacted by the Coronavirus Pandemic which has proved so challenging to everyone. I'm pleased to say that the Hospice management and staff continued to rise to the challenges and, by adhering to the ever-changing rules and regulations, their dedication, resilience and flexibility ensured Covid was kept at bay while our key services continued to be delivered efficiently and effectively. While covid will continue to be present in our lives for the foreseeable future, as its prevalence reduces the Hospice will gradually return to offering all the services it did before the pandemic struck. The newly refurbished Day Centre is subject to a phased re-opening and will be playing its vital role in the communities we serve.

For 2021-22, Hospice financial statements show a surplus of £883,022 (2020-21 £1,449,429) which includes significant legacy income and some Covid-related grants which have facilitated the refurbishment programme.

The economic environment has changed significantly over the last few months and inflationary pressures will inevitably reduce economic growth and make fundraising increasingly challenging which could negatively impact financial performance. We are also involved in ongoing work with other providers and service commissioners to develop a collaborative model for the future delivery of end-of-life care across South Warwickshire. We are now entering the final year of our Strategic Plan and work is beginning on developing the next plan which will reflect these challenges and opportunities.

The management and staff of the Hospice continue to be our greatest asset and I thank them for everything they do.

While volunteer involvement has, due to Covid restrictions, been limited this year, I thank them for their contribution and look forward to increasing their involvement as activities resume.

We have seen a few changes to the Trustee Board during the year with 5 Trustees, including the previous Chair, standing down and 5 appointed. My thanks go to all Trustees, past and present, for their hard work and dedication throughout the year.

Finally, special thanks to our CEO, Angie, who left the Hospice at the end of May. Her 13 years have seen many changes. Her leadership saw the development of several new services, notably bereavement and young people's services and a tripling of service users. Angie leaves the Hospice in a significantly stronger position than when she joined. On behalf of everyone connected with the Hospice, I wish her every success in whatever she chooses to do next.

## **Paul Simmonds** **Chair**

### **Purpose**

Our purpose, as set out in our Articles of Association, is:

- To help anyone with a life limiting illness to live in as fulfilled and creative way as possible;
- To offer care that is family centred;
- To enable people to die at home in dignity and comfort, if that is their wish.

In setting our strategies and plans, we have referred to the Charity Commission's guidance on public benefit, including PB2 'Public benefit: running a charity'.

The Charities Act 2011 sets out 13 aims which are recognised as charitable purposes, of which The Shakespeare Hospice meets three: the advancement of health, the relief of those in need by ill health or disability, and the advancement of education. All services provided to patients, families and carers are free of charge and available to all who meet the referral criteria.

### **Objects**

*The objects of The Shakespeare Hospice are for the public benefit: to promote the relief of sickness and the advancement of health in such ways as the charity shall from time to time think fit, in particular by:*

- *Establishing, maintaining and conducting a day centre or residential home in the County of Warwickshire, for the reception and care of persons of any age and either sex, without regard to race or creed, who are suffering from any chronic or life limiting illness or from any disability or disease, and by providing medical or other treatment and attention for such persons; and by providing therapies and other services to relieve suffering of the members of the families of such persons and any who provide unpaid care to them;*
- *Conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from life limiting illness, and to disseminate the results thereof to the public;*
- *Promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services;*
- *Providing or assisting or encouraging the provision of spiritual help and guidance for any patients, their families, carers and members of staff.*

## **Strategies**

Our strategies to achieve our purpose and objects are:

- To provide a safe space for respite, nursing care, therapy, counselling, support and friendship;
- To offer practical, experienced nursing care in the home at the end of life in collaboration with the Primary Health Care Team;
- To support the patient's whole family, and those who matter to them, throughout their journey and into bereavement;
- To seek to understand people's needs, fears and hopes in a non-judgmental way;
- To give appropriate information and support at any stage in their journey for those living with, or affected by, a serious illness;
- To work collaboratively with our partners in health and social care and refer people to other agencies and sources of help where appropriate;
- To provide bespoke facilities for our work with children and young people.

Detail on the activities carried out to implement our strategies in the year is given in the 2021/22 Achievements' section below.

## **Measures**

To evaluate the extent to which we are achieving our purpose, we use a number of quantitative and qualitative measures, including:

- The number of new referrals, patients and carers helped, and sessions provided;
- Service user experience feedback and oversight by the Clinical Governance Committee members;
- The review of clinical outcomes;
- Internal audits;
- Audits by external organisations, including the Care Quality Commission.

## **Activities**

### **Summary**

Our principal activities to further our purpose are:

- To provide specialist palliative care for adults with a life limiting illness and enabling them to make choices about the care they receive and where they wish to receive it;
- To offer care that is family-centred;
- To enable people to die at home with dignity and in comfort;
- To provide supportive care for bereaved children and young carers;
- To provide respite care for 16-24 year olds with a life-limiting illness.

## **2021/22 Achievements**

The Hospice has continued to operate successfully during another challenging year facing the Covid Pandemic. Patient activity, with the exception of some bereavement care, continued as virtual support services for patients and their families, although the Hospice at Home team continued to support patients in their own home.

Most volunteers continued to be stood down with the exception of some of our fundraising groups, who have raised much needed funds at this challenging time. During this period the staff who had been furloughed returned to work and all Hospice shops were reopened.

Our key achievements during the year have included;

- We have maintained Covid safe practices across the organisation to safeguard our staff, volunteers and patients.
- We have continued to maintain all patient services whether face to face or virtual.
- All of our working environments have undergone continuous infection control risk assessments as we have adapted to new guidance received.
- Our Day Hospice has undergone a total refurbishment and has been modernised with new furniture and accessories, in anticipation of welcoming our patients back onsite at Shottery during 2022.
- We have implemented the EMIS patient database, which will enable us to communicate more effectively with NHS colleagues.
- We have maintained our Pilot Single Point of Access service for South Warwickshire in partnership with South Warwickshire Foundation Trust.
- We are part of a Coventry and Warwickshire Hospices Working Together group which, will review equitable access to palliative care services.
- Our managers have received Mental Health Awareness training and a wellbeing article is circulated on a monthly basis within the usual update for staff and volunteers.
- We undertook a Birdsong staff survey, and an action plan will be developed to improve communications across the organisation.
- Online trading has recommenced and is growing successfully.
- We implemented a Board Effectiveness review during the year which resulted in the formulation of an action plan.

## **Clinical Services**

2021/22 continued to be a challenging year for the Hospices' clinical services, with a number of restrictions in place and the emergence of the new Omicron (Coronavirus) variant.

The unpredictable nature of the pandemic continued to demand that clinical services remained agile and responsive, safeguarding the most vulnerable and those in need within our community.

Group sessions held at the Shottery Day Hospice site remained closed during the year, in the best interests of our community's safety and in accordance with both local and national guidance. Instead services were reconfigured and the modality of provision adjusted, to ensure that no patient went without the care and support that they required.

Our teams have continued to diversify their approach delivering care through a hybrid approach of virtual support, home visits and for our younger people support and activities within schools and local outdoor community facilities.

## **Adult Community Care Services ACCS (Day Hospice and Hospice at Home)**

The Hospice at Home and Day Hospice teams have continued to work closely together and the benefits of this model have been increasingly noted. Patients and their loved ones have received care at home with a blended approach of virtual and physical visits, in accordance with the individuals' changing requirements.

During 2021/22 the ACCS team actively visited 444 patients (2020/21, 501), performing a total of 1,859 face to face visits. In addition, the service has also provided extended informal support and care to those patients' families and support networks. Of the 444 patients, 333 were new referrals during the period (2020/21, 284).

Overall, the team provided 9,397 support contacts to patients, their carers and loved ones through both face to face and virtual means

73% of individuals referred had a primary cancer diagnosis, the most common being cancer of the digestive system followed by cancers of the respiratory system. 27% of those referred had a non-cancer diagnosis, with the most common being neurological conditions, such as Motor Neurone Disease.

Geographically the five General Practice areas with the highest number of patients cared for by the Team were as follows:

- ❖ 40% with a Stratford GP
- ❖ 12% with a Kenilworth GP
- ❖ 9% with an Alcester GP
- ❖ 7% with a Wellesbourne, Shipston-on-Stour or Kineton GP and
- ❖ 7% with a Bidford-On-Avon GP.

75% of the total caseload was comprised of referrals from the above top five GP practices.

During 2021/22 245 patients died whilst being cared for by the ACCS team (2020/21, 240), 92% of all deaths were in the patients chosen place of death (whether this be at home, in a Hospice In Patient Unit bed, a community hospital or elsewhere). This is consistent with the previous year and a reassuring achievement given that prior to 2020 the average had been 85% - 88%. As the pandemic has continued so more patients are choosing to remain at home to die rather than anywhere else.

### **Adult Counselling and Bereavement Support Service**

Adult Counselling services have continued to provide all consultations remotely during the reporting period.

There were 132 clients supported during 2021/22, (2020/21, 126), of which 98 were new referrals, (2020/21, 92). Of these referrals 55% of clients were accessing pre bereavement support and 45% post bereavement support.

As public restrictions began to ease and travel and activities increased so the Counselling team noted a reduction in clients availability with regular weekly attendance to all sessions. An understandable consequence as opportunities to reconnect with loved ones was afforded! A total of 643 virtual one to one consultations were provided during the period.

69% of clients were female (2020/21, 72%) and 31% were male (2020/21, 28%), whilst uptake via age groups remained equally spread as per the previous year.

### **Children's and Families Support Service**

The Children's and Families Support Service received 81 referrals during 2021/22 (2020/21,55), with 36% of young people accessing pre bereavement support and 64% accessing post bereavement support.

The service continues to support young people in the school environment, at home and virtually, based upon the younger persons choice. 1,627 support contacts were made during the period of which 38% were able to be offered as face to face, despite the constraints of the pandemic. The remaining 62% of sessions were provided through virtual means, with 17% being via telephone or online.

Of those face to face sessions provided, 69% were within the school environment. 2021/22 has afforded the opportunity for the team to build and strengthen relationships within schools, in turn supporting the provision of therapeutic input in the school setting, where appropriate. The team have been working in over 20 schools during this period.

For many children school is a safe environment; meeting the Hospice team during the school day affords an ease of access and less disruption and reliance upon parents/carers to bring them to the Hospice. For others the Hospice setting is considered a less intrusive and more private environment, away from familiar contacts and individuals that could be inquisitive and curious. For these younger people the service has been able to offer Covid Secure sessions from within the bespoke Children's Hub facilities; 27% of individuals specifically welcomed this opportunity.

It is the intention to continue to work more closely with schools and to continue to build strong relationships, but equally so it is recognised that 2022/23 will hopefully see more younger people once again accessing support directly at the Hospice site.

### **Transitional Care Services**

Transitional care have, until early 2022 been providing remote support only. These young people's life limiting health conditions are unique and complex, meaning that due to their brittle nature the risk of contracting Coronavirus had required that they strictly isolate during the pandemic. The support from the Transitional Care team had subsequently needed to be virtual unless a crisis had arisen.

Once again the support provided to carers during the ongoing pandemic has been crucial and the team have invested heavily in ensuring that they have been able to maximise every opportunity to do this.

With vaccination rates increasing and restrictions easing in the New Year the team were delighted to be able to provide some face to face support in individuals homes and the community setting once again.

The Transitional Care Team have been involved with 17 patients (2020/21,16), transitioning from paediatric to adult care services during the period, providing 345 support sessions through a range of both virtual and face to face modes, dependent upon the individuals needs and situation at the time.

### **Many Opportunities**

Despite the ongoing pressures, 2021/22 has also presented the clinical department with a number of opportunities.

A short term Single Point of Access (SPA) set up in Spring 2020, for an initial six months has been commissioned and further extended by South Warwickshire Foundation Trust (SWFT). The service is delivered by the Hospice on behalf of all South Warwickshire Hospice at Home providers, for timely and safe discharge planning from Warwick Hospital and more recently has also begun to facilitate community admission avoidance referrals. Moving into 2022/23 this service is recognised as a cornerstone for the success of future collaborative working between the 'Coventry and Warwickshire Hospices Working Together' programme.

A successful Grant application saw the employment of a Young Persons Counsellor (as a pilot concept) working as part of the Children's and Families Support Service, for an initial twelve months. A collaborative project, working with SWFT, the project aims to identify and support families in need earlier in their journeys and to also educate staff within Warwick Hospital to feel equipped and confident to hold difficult conversations, when identifying the need for 'family support'.

At the start of 2022 a new Clinical Database was introduced across all of our Hospice clinical services – a project in design for two years. The introduction of the EMIS system (which is utilised by all General Practice Surgeries and Community NHS Teams in South Warwickshire) has improved the quality and efficiency of our Teams direct patient care significantly. Equally, the richness of the data captured will support the Hospice to evidence the growing future demands for Hospice care. The next twelve months will be a period of embedding and developing the application of the system within our services, so as to further benefit our patients and the care provided. The many benefits that the introduction of EMIS has already afforded to both the clinical teams and those cared for, has far outweighed early expectations and provides great possibilities for the future. We will continue to work closer with our partners, towards achieving a true Integrated Care Records System, supporting quality care and exceptional standards.

Going forward we will also continue to review our strategic approach according to local need. In particular working in collaboration with our health and social care colleagues, to review patient pathways and care coordination, whilst also looking further at our bereavement services.

## **Voluntary Services**

All volunteers were stood down at the onset of the Pandemic in 2020. As some fundraising and retail activities have resumed our volunteers have returned to support us, following the relevant risk assessments and compliance measures which were maintained in order to enable a safe working environment. We have taken this opportunity to review our voluntary services and plan to rebuild our volunteer workforce.

## **Income Generation**

The Income Generation 2021/22 report covers the requirements charities must follow as set out in the Charities Act 2016.

We continue to ensure that every interaction with our supporters delivers a positive experience, and that supporter-led engagement is embedded at the heart of all we do.

We are registered with the Fundraising Preference Service to enable individuals to opt out from receiving fundraising or marketing communications from us. We haven't received any suppression requests from this service in 2021/22. The team have completed an audit of all supporter touch points to ensure, where applicable, a consent statement with opt-in marketing preferences is up-to-date and provided at the point data subject information is captured for all on and off-line communications.

In the last year, the Acceptance and Refusal of Donations Policy was implemented and approved for two high value individual donations using the due diligence risk assessment procedure.

Our fundraising activities continued to be limited throughout 2021/22 due to the ongoing Covid-19 restrictions. We received support through gifts in kind, regular or one-off donations, event participation, community and corporate in aid of fundraising, legacies, and a lottery. Currently, we do not use any external professional fundraising organisations to undertake public fundraising on our behalf.

As a result of Covid-19 pandemic, it was a pivotal time to review and develop the hospice e-commerce operation. The Hospice invested in a new Online Shop for new goods and increased the sale of donated goods through online shopping platforms, with the objective to achieve the best price possible for a donated item and to increase our reach in a global marketplace.

In July 2022, we held our 21<sup>st</sup> Anniversary Ball which was postponed in 2020.

We will monitor all income streams carefully, being mindful of the ongoing economic situation.

## **Complaints**

Our website outlines how a member of the public or service user can make a complaint. We received 4 complaints in the 2021/22 financial year (2020/21, 1) which related to our fundraising and retail activities. These complaints were successfully resolved. No complaints were received during the year relating to data management or safeguarding.

We acknowledge a complaint within 2 days and respond with an outcome of the investigation within 14 days. Complaints are dealt with in line with our Fundraising Complaints Policy. All complaints are escalated as appropriate, and reviewed by our Senior Management Team (SMT) and reported to their relevant Trustee sub committees monthly. SMT and Trustees also review complaints at bi-monthly board meetings, and we report to the Fundraising Regulator on the totality of our complaints.

We have published our Vulnerable Person's Policy on our website and have issued training and guidance to all staff and volunteers. In addition to our Policy, we have an agreed operating procedure to protect vulnerable people and this sets out how someone can raise concerns or report incidents. Our Whistleblowing Policy was reviewed during 2021. Our fundraisers (staff, volunteers, and third parties) are familiar with the Policy and procedure to ensure we protect vulnerable people and the reputation of the Hospice.

### **Plans for the Future**

We are looking forward to fully welcoming back our patients and families on our Shottery site, when safe to do so. A phased re-opening is in progress whilst we monitor the ongoing implications of Covid.

We will continue to ensure that Covid safe practices are maintained within the Hospice to ensure the wellbeing and safety of our staff, volunteers and patients.

Our objectives for the future are aligned to our Strategic Plan 2020 – 2023. Our Strategy is reviewed at our twice-yearly Board Away Days and our operational plans are reviewed regularly at our subcommittee and SMT meetings.

Our plans for 2022/23 will include;

- A formal review and refresh of our Strategic Plan (Currently 20-23).
- Continuing to seek opportunities to work collaboratively with other Health & Social Care providers to benefit our patients and families.
- Rebuilding of the volunteer workforce.
- Implementation of the Board Effectiveness Action Plan.

### **Financial Review**

#### **Outcome for the Year**

At the end of another challenging year dominated by the impact of COVID 19 upon our operations and income generation, we are pleased to report a surplus of £883k for the year. This is primarily a result of another very good year for legacies in which we received £870k of legacy income. Without this legacy income, the Hospice would have had a surplus of £13k. This result reflects:

- An overall decrease of £360k in our income: legacy income was £287k lower than the record level in 2020/21, while donations decreased by £163k, our income from charitable activities (core NHS Grants, Grants for Young People's Services and training income) increased by £59k.
- A partial recovery in retail income which increased by £515k as our shops were open for substantially more of the year than in 2020/21 and an increase in fundraising income of £39k.
- Continuation of Government support though at a lower level than in 2020/21. The Hospice received emergency NHS England Grants of £242k (£466k in 2020/21), a Warwickshire County Council Infection Control Grant of £84k, a similar amount to the prior year.

- An increase of £182k in expenditure as the Hospice began to fill vacancies left unfilled during 2020/21 and retail costs increased as our shops commenced trading again.

Staff costs represented approximately 69% of our total costs (60% in 2020/21) and accounted for £89k of the overall increase in expenditure.

### **Reserves**

Trustees are required to consider on an annual basis the minimum level of reserves the hospice needs to hold, as an important part of planning and sound financial management. The Trustees have reviewed and refreshed the reserves policy as set out below.

Our policy is to hold sufficient unrestricted cash reserves to safeguard our medium-term financial viability. It takes into account the nature of our income streams and forecast expenditure and the need to provide against the uncertainty of income, especially the significant variability of legacy income

We avoid holding excessive cash reserves: if they rise too high, we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

Given the current political and economic climate, rising costs and other risks, our policy is to hold cash reserves of at least twelve months forecast annual operating costs. We recognise a need to maintain financial resilience following a period of uncertainty and disruption due to COVID19.

The surplus of reserves held compared to the reserves policy can be applied to furthering the Hospice's long term strategy and may be invested as a means to generate income and long term capital growth in support of the Charity's purpose. Amounts held in long term investments are excluded from our cash reserves policy above.

In common with many charities, we have established a Designated Fund to represent the value of unrestricted funds tied up in tangible fixed assets and therefore not readily available for funding day to day Hospice expenditure or future deficits. It is our policy to maintain this Designated Fund and to make transfers between unrestricted funds and the Designated Fund each year to represent the change in the value of tangible fixed assets over the year.

### **Next Year**

Prior to the year end, the Trustees approved an investment focussed budget for 2022/23 reflecting investment in filling vacant posts, recruiting to new positions, the reopening of our Day Hospice and a realistic level of fundraising income.

In line with recommended practice, the Hospice finances are managed using an agreed budget and a rolling forecast, which is regularly updated as new information becomes available.

The latest forecast indicates that with the current level of predicted income over the coming year, including notified legacies, the Hospice is forecast to make a deficit of £662k to 31 July 2023. However, based on the higher level of reserves currently held, the Trustees believe that The Shakespeare Hospice will continue to be a going concern for the foreseeable future and have approved the accounts on this basis.

## **Investment Policy**

Our cash funds are held with Barclays Bank and on deposit with a range of financial institutions through the Charities Aid Foundation.

We have invested £0.5m with CCLA Investment Management Limited in a long term ethical equity based investment, to provide long term capital growth in support of the Hospice's long term objectives.

## **Structure, Governance and Management**

### **Constitution**

The Shakespeare Hospice's governing document is its Articles of Association, which was updated in 2018. The Trustees also follow relevant legislation and guidance, including the Charity Governance Code.

The Hospice is registered as a company limited by guarantee, number 3291683. It is also registered with the Charity Commission for England and Wales, number 1064091.

### **Appointment of Trustees**

Where vacancies arise, Trustees are recruited following an advertisement in the local press; applicants who have an existing relationship with the Hospice may also be considered. After submitting a CV, suitable applicants are interviewed by the Chair, another Trustee and the Chief Executive, following which a recommendation is made to the full Board. Upon appointment, the new Trustee undertakes an induction programme. This includes meetings with the Chair and other Trustees, and with the Chief Executive and other members of the Senior Management Team, as well as a comprehensive reading list designed to help the new Trustee learn about the Hospice and the requirements of the role as quickly as possible.

Our position as set out in the paragraphs below on Diversity in the Workplace apply to the selection and recruitment of Trustees, who are all volunteers.

We currently have 11 Trustees on the Board (2020/21,14), as follows:

Men (4) (2020/21,5)

Women (7) (2020/21,9)

There were no BME Trustees represented on the Board during the year.

The management of the Hospice, within approved plans and budgets, is delegated by the Board to the Chief Executive. The Senior Management Team consists of the Head of Clinical Services, the Head of Income Generation, and the Head of Finance & Operations, all of whom, report directly to the Chief Executive.

## **Staff Remuneration**

Staff remuneration including that of the Chief Executive and senior managers is agreed by the Board as part of the annual budget exercise, taking account of NHS (Agenda for Change) pay scales for clinical staff and the local market for non-clinical staff.

The Hospice monitors its pay practice to ensure that it complies with equal pay for work of equal value legislation and the best principles of equity. All remuneration activity is monitored to ensure that no gender or other bias arises in practice and that a fair approach on remuneration is achieved across the organisation.

## **Diversity and inclusion**

The implementation of EMIS will enable us to more easily monitor our service users gathering feedback on patients, carers and families experience. Through this work we will ensure that everyone we support regardless of their individual characteristics, receives an equitable service and in an environment that is free from discrimination of any kind.

The Board Effectiveness Review (2021/22) highlighted the need to revise our Equality, Diversity and Inclusion Policies and Procedures. The Shakespeare Hospice is committed to being a diverse and inclusive charity and will be working on an action plan to improve this. A Trustee champion has been appointed to lead on this.

## **Diversity in the workplace**

We welcome a diverse workforce and value difference in our staff and volunteers:

- We recognise that a diverse workforce allows us to provide the best care for people living with a terminal illness.
- We will show respect for all our employees and volunteers, valuing each individual's contribution, regardless of their:
  - age
  - disability
  - gender reassignment
  - marriage, and civil partnership
  - pregnancy and maternity
  - race
  - religion and belief
  - sex
  - sexual orientation
  - irrelevant offending background
  - responsibility for dependents
  - economic status; or
  - political values.
- We are committed to providing equal opportunities for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise, and ensure those employment opportunities are available to all. As a result, our workforce will be a reflection of the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information

accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training and career development are based on clear, objective criteria.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or practices. Our current policy is as follows:

- Equal Opportunity Policy – HR021- December 2017
- All staff via eLearning for Health undertake annual Equality & Diversity training.

### **Trustee Meetings**

The Board met monthly during the year. In addition, the Board had 2 planning days with the Senior Management Team focusing on our strategic objectives, governance issues and risk management. The Chief Executive and SMT attend all Board meetings.

Most of the detailed work of the Board is carried out by five committees; the number of meetings in the year is given in brackets:

- Finance & Audit Committee (12 )
- Clinical Governance Committee (5)
- Income Strategy Committee (11 )
- HR Committee (5)

### **Role of the Trustees**

Responsibility for the charity's overall strategy, the management of risk and legal compliance rest with the Board of Trustees. Day-to-day responsibility for the running of the charity is delegated by the Board to the Chief Executive.

In particular, the Trustees consider their role to encompass:

#### 1. Setting the strategic direction of the Hospice

This is achieved through an annual cycle of strategic discussion, which has enabled the development of a three-year plan. This leads to annual departmental objectives and implementation plans.

#### 2. Approval of plans and budgets

An overall annual plan and budget for the forthcoming financial year is presented to the Board and approved prior to the start of each year.

#### 3. Monitoring of performance

Quantitative and qualitative information regarding clinical activity is collected and summarised on a monthly basis and submitted to the Clinical Governance Committee and the Board at each of their meetings.

Management accounts, showing our income and expenditure and cash position against budget, are produced by the Head of Finance and Operations every month. These are reviewed at Finance & Audit Committee meetings, circulated to all Directors before every board meeting, and discussed at the board meetings.

The Income Strategy Committee reviews the income generation activities of the Hospice and the HR Committee provides oversight of management, staff and volunteers issues.

Any complaints are reviewed by the relevant Sub-Committee.

#### 4. Monitoring of statutory compliance

The Board receives reports of inspections, from the Clinical Governance Committee and the Care Quality Commission.

### **Risk Management**

Our corporate Risk Register is updated regularly and approved twice yearly by the Board. Risk Management is a standard agenda item on the Board subcommittee meetings and the SMT meetings.

Going forward our key risks are considered to be;

- A significant reduction in income which, in part, may be due to the current economic situation.
- Ensuring a Covid-safe environment for patients, staff and volunteers.
- Workforce – i.e. loss of or inability to recruit key personnel. Maintaining contingencies pending sickness absence due to Covid infection.
- Safeguarding - The relevant policies and procedures (including whistleblowing) have all been reviewed and training for staff and volunteers is in place. The Board of Trustees includes a safeguarding lead.

The Trustees have reviewed the major risks to the organisation and have established processes and procedures to manage those risks.

### **Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are also Directors of The Shakespeare Hospice for the purposes of company law) are responsible for preparing the Trustees' Report and 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);

- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

#### **Statement as to Disclosure to our Auditors**

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware;
- The Trustees, having made enquiries of fellow Trustees and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Reference and Administrative Details**

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP  Charities Aid Foundation 25 King's Hill West Malling Kent ME19 4TA
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY  Caroline Lee & Associates 11 Marchmount Road Wylde Green Sutton Coldfield B72 1EE
Auditors	Burgis & Bullock 8 Elm Court Arden Street Stratford upon Avon CV37 6PA
Chief Executive	Angie Arnold

Trustees:

(from 1 April 2021 until the date of approval of the annual report, and the committees on which they serve or served)

Fiona Murphy (resigned 16.11.21)	Chair's, Income Strategy, HR
Dr Cristina Ramos	Chair's, Clinical Governance
Gill Thomas (resigned 24.09.21)	Income Strategy
Kathryn Williams (resigned 20.07.21)	Clinical Governance
Charles Horton (resigned 24.09.21)	Finance & Audit
Richard Barrett	Chair's, Finance & Audit
Debbie Smith	Clinical Governance
Elizabeth Spencer	Clinical Governance, HR
Dr Jeremy Shearman	Clinical Governance
Bill Acres (resigned 29.03.22)	Chair's, Income Strategy
Dr Paul Simmonds (appointed Chair Jan 22)	Chair's, Finance & Audit, HR, Income Strategy
Helen Cave	Income Strategy, Finance and Audit
Susan Newcombe (appointed 18.05.21)	Income Strategy
Claire Wright (appointed 18.05.21, resigned 31.05.22)	Income Strategy
Mandy Webb (appointed 18.05.21)	Income Strategy
Ross Taylor (appointed 17.08.21)	Finance & Audit
Nicola Gotrel (appointed 16.11.21)	Clinical, HR

**Approval**

This report was approved by the Trustees on and signed on their behalf by:



**Paul Simmonds (Chair)**

25 July 2022

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SHAKESPEARE HOSPICE

### Opinion

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our

knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- The information given in the Trustees' report (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Directors' report from the requirement to prepare a strategic report.

### **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement (set out on page 14), the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

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.

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates and assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Based on our understanding of the charity and the sectors it operates in we identified that the principal risks of non-compliance with laws and regulations related to breaches of Charities Act 2011; UK Tax Legislation and Employment Law; Companies Act 2006; Health care regulations; Safeguarding and GDPR regulations; as well as the terms of the charity's governing documents.

We evaluated management incentive and opportunities for fraudulent manipulations of the financial statements and determined the principal risks are related to fraudulent transactions to meet funders requirements or to gain personal benefit for the Trustees or members of management.

Audit procedures performed included:

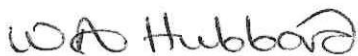
- Identifying and assessing the design effectiveness of controls in management have in place to prevent and detect fraud.
- Challenging assumptions and judgments made by management in their significant accounting estimates and assessing if these indicate evidence of management bias;
- Reviewing the accounting records for large and unusual journal entries and testing any identified and, in particular, reviewing any large or unusual bank payments and confirming that the rationale for any such transactions were not outside the charity's normal course of activity;
- Reviewing correspondence, minutes and documents for evidence of non-compliance with regulations or legislation;
- Testing a sample of debit entries in the statement of financial activity to check they are bona-fide costs made for the benefit of the charitable company;
- Discussions with management, including consideration of known or suspected incidences of non-compliance with laws and regulation and fraud.

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 regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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 is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### Use of our report

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



Wende Hubbard ( FCCA)  
Senior Statutory Auditor  
For and on behalf of Burgis and Bullock  
**Chartered Accountants**  
**Statutory Auditor**



8 Elm Court  
Arden Street  
Stratford upon Avon  
CV37 6PA

## Accounts for the Year Ended 31 March 2022

### Statement of Financial Activities (incorporating an income and expenditure account) for the year ending 31 March 2022

Income:	Note	2022				2021			
		Unrestricted	Unrestricted - Designated	Restricted	Total Funds	Unrestricted	Unrestricted - Designated	Restricted	Total Funds
		£	£	£	£	£	£	£	£
Donations and Legacies	2	1,327,871	-	99,670	1,427,541	1,787,694	-	89,659	1,877,353
Income and charitable activities	3	145,344	-	600,678	746,022	109,779	-	806,660	916,439
Income and other trading activities	4	739,694	-	-	739,694	188,342	-	-	188,342
Investment income	5	2,787	-	-	2,787	48	-	-	48
Other income	6	18,668	-	-	18,668	312,053	-	-	312,053
		-	-	-	-	-	-	-	-
<b>Total Income</b>		<b>2,234,364</b>	<b>-</b>	<b>700,348</b>	<b>2,934,712</b>	<b>2,397,916</b>	<b>-</b>	<b>896,319</b>	<b>3,294,235</b>
<b>Expenditure:</b>									
<b>Costs of raising funds</b>									
Fundraising		332,281	-	-	332,281	273,596	-	-	273,596
Retail		567,900	-	-	567,900	500,063	-	-	500,063
		-	-	-	-	-	-	-	-
<b>Total costs of raising funds</b>	7	<b>900,181</b>	<b>-</b>	<b>-</b>	<b>900,181</b>	<b>773,659</b>	<b>-</b>	<b>-</b>	<b>773,659</b>
<b>Expenditure on charitable activities</b>									
Operation of a hospice	8	308,628	-	817,700	1,126,328	284,430	-	786,717	1,071,147
		-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>1,208,809</b>	<b>-</b>	<b>817,700</b>	<b>2,026,509</b>	<b>1,058,089</b>	<b>-</b>	<b>1,844,806</b>	
<b>Net Income/(expenditure) before gains/(losses) on investments</b>		<b>1,025,555</b>	<b>-</b>	<b>(117,352)</b>	<b>908,203</b>	<b>1,339,827</b>	<b>-</b>	<b>109,602</b>	<b>1,449,429</b>
Net (losses) on investments	25	(25,181)	-	-	(25,181)	-	-	-	-
		-	-	-	-	-	-	-	-
<b>Net income/(expenditure)</b>		<b>1,000,374</b>	<b>-</b>	<b>(117,352)</b>	<b>883,022</b>	<b>1,339,827</b>	<b>-</b>	<b>109,602</b>	<b>1,449,429</b>
<b>Reconciliation of funds</b>									
Total funds Brought forward		2,606,664	1,044,255	1,190,934	4,841,853	2,311,092	-	1,081,332	3,392,424
Designation of funds	18	(35,078)	35,078	-	-	(1,044,255)	1,044,255	-	-
		-	-	-	-	-	-	-	-
<b>Total funds carried forward</b>	19	<b>3,571,960</b>	<b>1,079,333</b>	<b>1,073,582</b>	<b>5,724,875</b>	<b>2,606,664</b>	<b>1,044,255</b>	<b>1,190,934</b>	<b>4,841,853</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities

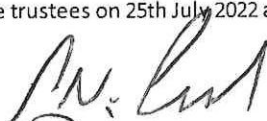
The notes on pages 25-37 form part of these accounts.

**Balance Sheet at 31 March 2022**

	Note	<u>2022</u>	<u>2021 as restated</u>
		£	£
<b>Fixed assets</b>			
Tangible assets	13	2,102,315	2,097,447
Investments	21	<u>494,819</u>	<u>-</u>
<b>Total fixed assets</b>		<u><b>2,597,134</b></u>	<u><b>2,097,447</b></u>
<b>Current assets</b>			
Stock		6,095	6,095
Property for re-sale	26	70,000	90,000
Debtors	14	813,503	174,135
Cash at bank and in hand		2,451,496	2,632,818
		<u>3,341,094</u>	<u>2,903,048</u>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	15	213,353	158,642
<b>Net current assets</b>		<u><b>3,127,741</b></u>	<u><b>2,744,406</b></u>
<b>Total net assets</b>		<u><u><b>5,724,875</b></u></u>	<u><u><b>4,841,853</b></u></u>
<b>The funds of the charity</b>			
Unrestricted funds		3,571,960	2,606,664
Unrestricted - Designated funds	18	<u>1,079,333</u>	<u>1,044,255</u>
Total Unrestricted funds		4,651,293	3,650,919
Restricted funds	17	1,073,582	1,190,934
<b>Total funds</b>	19	<u><u><b>5,724,875</b></u></u>	<u><u><b>4,841,853</b></u></u>

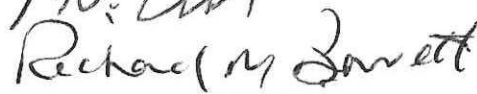
Approved by the trustees on 25th July 2022 and signed and authorised for issue on their behalf by:

Paul Simmonds



Director

Richard Barrett



Director

The notes on pages 25-37 form part of these accounts.

Company number: 3291683

## Statement of Cash Flows for the year ended 31 March 2022

	Note	<u>2022</u>	<u>2021</u>
		£	£
Cash used in operating activities	22	<u>400,003</u>	<u>1,309,550</u>
<b>Cash flows from investing activities</b>			
Interest		2,787	-
Purchase of property, plant and equipment		(84,112)	(31,100)
Investments		(500,000)	-
<b>Net cash used in investing activities</b>		<u>(581,325)</u>	<u>(31,100)</u>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		<u>(181,322)</u>	<u>1,278,450</u>
cash and cash equivalents at start of year		2,632,818	1,354,368
<b>Cash and cash equivalents at the end of the year</b>	23	<u><u>2,451,496</u></u>	<u><u>2,632,818</u></u>

The notes on pages 25-37 form part of these accounts.

## Notes to the Accounts for the Year Ended 31 March 2022

### 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a) Basis of preparation

The financial statements have been prepared in accordance with:

- Charities SORP (FRS 102), i.e. Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Companies Act 2006 and Charities Act 2011.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### b) Legal status

The Hospice is a private company, incorporated in England, limited by guarantee and has no share capital. In the event of the Hospice being wound up, the liability in respect of the guarantee is limited to £2 per member of the Hospice.

#### c) Going concern

Given the Hospice's favourable fundraising record and the level of year-end reserves, the Trustees consider that the Hospice has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

#### d) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes. Designated funds are unrestricted funds which have been set aside by trustees for a future purpose. Restricted funds are donations where the donor has specified, they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor. The aim and use of each material restricted fund is set out in the notes to the accounts. Investment income, gains and losses are allocated to the appropriate fund.

e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. If a donation is subject to fulfilling performance conditions, the income is recognised when it is probable that those conditions will be met.

Income from Gift Aid tax claims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis as the earlier of; the date on which the Hospice is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities including the cost of goods sold, shop costs, commercial trading and their associated support costs.
- *Expenditure on charitable activities* includes the costs of providing specialist palliative care and support, community services, and other activities to further the purposes of the Hospice, and their associated support costs.
- *Support costs* are those that are incurred in support of expenditure on the objects of the Hospice. They consist mainly of governance, the CEO, and Finance.

Governance costs are incurred in connection with the Hospice's constitutional and statutory requirements. Support costs are allocated to each activity on the basis of staff time or usage. More detail is given in the relevant note below.

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Trustees' report.

h) Fixed assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Assets costing less than £1,000 are capitalised when it is deemed appropriate.

Depreciation is provided to write off the cost, less an estimated residual value, of all fixed assets over their expected economic useful lives on a straight-line basis as follows:

Freehold land	Not depreciated
Freehold building and refurbishment	50 years
Leasehold building improvements	Shorter of 6 years or life of lease
Other assets	4 years

The need for impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing the carrying value against the value in use or realisable value of the asset.

i) Revaluation of tangible fixed assets

The Hospice has not revalued any of its fixed assets.

j) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year.

Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised gains and losses are combined in the Statement of Financial Activities.

k) Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed, because the Trustees consider it impractical to assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost which would outweigh the benefits.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes cash and fixed term deposits with less than one year to maturity.

n) Creditors

Creditors are recognised where the Hospice has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Pensions

Employees of the charity are entitled to join a pension scheme. The costs of the scheme are included with the associated staff costs and allocated to the activities of the charity when they fall due.

- A number of employees are in the NHS Superannuation scheme. Although this is a defined benefit scheme, it is a multi-employer scheme for which the Hospice's share of the underlying assets and liabilities cannot be identified. It is therefore accounted for as a defined contribution scheme in accordance with FRS102.

- Other employees are members of a defined contribution scheme.

p) Operating leases

Operating leases are recognised over the period in which the lease falls due.

q) Financial Instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2 Income from donations and legacies

	2022				2021			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
General donations	371,992	-	25,670	397,662	442,654	-	29,202	471,856
Charitable Trusts	85,500	-	74,000	159,500	188,345	-	60,457	248,802
Legacies	870,379	-	-	870,379	1,156,695	-	-	1,156,695
	<u>1,327,871</u>	<u>-</u>	<u>99,670</u>	<u>1,427,541</u>	<u>1,787,694</u>	<u>-</u>	<u>89,659</u>	<u>1,877,353</u>

The charity benefits greatly from the work of its volunteers, details of which are given in our annual report. In accordance with FRS102 and the Charities SORP the economic contribution of general volunteers is not recognised in these accounts.

At 31st March 2022 the Hospice had been notified of two further potential legacies. No provision for these has been made in the accounts as the amounts are not known.

3 Income from Charitable Activities

	2022				2021			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
NHS core grant	145,344	-	-	145,344	107,264	-	-	107,264
NHS Hospice at Home Grant	-	-	190,745	190,745	-	-	207,646	207,646
Grants for Young People's Service	-	-	84,208	84,208	-	-	46,899	46,899
Training income	-	-	-	-	2,515	-	-	2,515
Warwickshire County Council Adult Social Care Infection Control Fund Grant	-	-	83,895	83,895	-	-	85,943	85,943
NHS England Grant	-	-	241,830	241,830	-	-	466,172	466,172
<b>Total</b>	<u>145,344</u>	<u>-</u>	<u>600,678</u>	<u>746,022</u>	<u>109,779</u>	<u>-</u>	<u>806,660</u>	<u>916,439</u>

4 Income from Other Trading Activities

	Current Year				Prior Year			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
Fundraising	46,672	-	-	46,672	8,034	-	-	8,034
Lottery	7,856	-	-	7,856	10,065	-	-	10,065
Retail	685,166	-	-	685,166	170,243	-	-	170,243
<b>Total income from shops</b>	<u>739,694</u>	<u>-</u>	<u>-</u>	<u>739,694</u>	<u>188,342</u>	<u>-</u>	<u>-</u>	<u>188,342</u>

Retail income was derived primarily from our 6 shops (prior year 7).

5 Investment Income

	Current Year				Prior Year			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
Bank interest	2,787	-	-	2,787	48.00	-	-	48.00

6 Other Income

	2022				2021			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
	18,668	-	-	18,668	312,053	-	-	312,053

The current year other income is from Local Authority Retail Grants.

The prior year other income consists primarily of the Coronavirus Job Retention Scheme (£118k) and Local Authority Retail Grants (£194k).

7 Costs of Raising Funds

	2022				2021			
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Unrestricted - Designated	Restricted	Total
	£	£	£	£	£	£	£	£
<b>Fundraising</b>								
Staff	194,256	-	-	194,256	155,631	-	-	155,631
Hospice events	17,818	-	-	17,818	3,067	-	-	3,067
Promotional Costs	9,807	-	-	9,807	5,454	-	-	5,454
Support Costs	61,409	-	-	61,409	55,078	-	-	55,078
Other	48,991	-	-	48,991	54,366	-	-	54,366
<b>Total</b>	<b>332,281</b>	<b>-</b>	<b>-</b>	<b>332,281</b>	<b>273,596</b>	<b>-</b>	<b>-</b>	<b>273,596</b>
<b>Retail</b>								
Staff	305,203	-	-	305,203	248,940	-	-	248,940
Bought in Goods	15,939	-	-	15,939	7,130	-	-	7,130
Property Costs	151,434	-	-	151,434	150,442	-	-	150,442
Support Costs	40,938	-	-	40,938	36,719	-	-	36,719
Other Costs	54,386	-	-	54,386	56,832	-	-	56,832
<b>Total</b>	<b>567,900</b>	<b>-</b>	<b>-</b>	<b>567,900</b>	<b>500,063</b>	<b>-</b>	<b>-</b>	<b>500,063</b>
<b>Total costs of raising funds</b>	<b>900,181</b>	<b>-</b>	<b>-</b>	<b>900,181</b>	<b>773,659</b>	<b>-</b>	<b>-</b>	<b>773,659</b>

8 Expenditure on Charitable Activities

	Current Year			Prior Year		
	Direct Costs	Support Costs	Total	Direct Costs	Support Costs	Total
	£	£	£	£	£	£
Day Hospice	217,720	23,579	241,299	141,106	28,567	169,673
Hospice at Home	462,549	222,054	684,603	493,763	191,745	685,508
Young people's Service	139,018	61,408	200,426	160,888	55,078	215,966
<b>Total</b>	<b>819,287</b>	<b>307,041</b>	<b>1,126,328</b>	<b>795,757</b>	<b>275,390</b>	<b>1,071,147</b>
Of which:			£			£
Unrestricted			308,628			284,430
Unrestricted - Designated			-			-
Restricted			817,700			786,717
			<u>1,126,328</u>			<u>1,071,147</u>

## 9 Analysis of Support costs

	2022			2021		
	Management and admin	Governance	Total	Management and admin	Governance	Total
	£	£	£	£	£	£
Fundraising	60,076	1,333	61,409	53,054	2,024	55,078
Retail	40,050	888	40,938	35,369	1,350	36,719
<b>Costs of Raising Funds</b>	<b>100,126</b>	<b>2,221</b>	<b>102,347</b>	<b>88,423</b>	<b>3,374</b>	<b>91,797</b>
Day Hospice	20,025	3,554	23,579	23,168	5,399	28,567
Hospice at Home	220,277	1,777	222,054	189,046	2,699	191,745
Young people's service	60,076	1,332	61,408	53,054	2,024	55,078
<b>Expenditure on Charitable Activities</b>	<b>300,378</b>	<b>6,663</b>	<b>307,041</b>	<b>265,268</b>	<b>10,122</b>	<b>275,390</b>
<b>Total</b>	<b>400,504</b>	<b>8,884</b>	<b>409,388</b>	<b>353,691</b>	<b>13,496</b>	<b>367,187</b>

The majority of support costs are allocated on an estimate of management time, floorspace and use of assets.

### Analysis of management and administration costs

	2022 £	2021 £
Payroll and staff related	289,172	248,333
IT and other overheads	98,677	91,693
Share of hospice premises costs	7,814	8,819
Depreciation	4,841	4,846
<b>Total</b>	<b>400,504</b>	<b>353,691</b>

## 10 Analysis of the costs of staff, trustees and key management personnel

	2022 £	2021 £
Wages and salaries	1,220,986	1,148,773
Social security costs	105,388	92,266
Pension costs	68,708	65,278
<b>Total</b>	<b>1,395,082</b>	<b>1,306,317</b>

No member of the Board of Trustees received any amoluments or reimbursed expenses (prior year: nil)

The average monthly head count was 56 (prior year 56)

Total remuneration paid in respect of key management personnel was £ 290,384 (2020/21: £310,371) which includes employer's National Insurance and Pension contributions. The figure for 2021/22 includes the CEO, Head of Finance and Operations, Head of Clinical Services and Head of Income Generation.

The number of employees whose total employee benefits, including pension contributions, exceeded £60,000, was:

	2022	2021
£60,000 to £69,999	2	1
£100,000 to £110,000	1	1

## 11 Net Income

Net income is stated after charging :		<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
<b>Operating lease rentals:</b>			
	Shops	96,154	116,023
	Equipment	20,479	13,880
Depreciation and profit on disposal	Owned Assets	77,827	85,469
Auditors' remuneration		<u>10,000</u>	<u>12,000</u>

## 12 Taxation

The company is a registered charity and as such is exempt from taxation on its income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

## 13 Tangible Fixed Assets

		Freehold property £	Fixtures and Fittings £	Medical Equipment £	Other £	Total £
<b>Cost</b>						
	01/04/2021	2,858,058	319,040	38,968	44,266	3,260,332
	Additions	56,204	8,021	10,068	9,819	84,112
	Disposal	-	-	-	(4,291)	(4,291)
	<b>31/03/2022</b>	<u>2,914,262</u>	<u>327,061</u>	<u>49,036</u>	<u>49,794</u>	<u>3,340,153</u>
<b>Depreciation</b>						
	01/04/2022	820,047	271,503	38,069	33,266	1,162,885
	Charge for the year	54,570	16,555	3,416	4,703	79,244
	Eliminated on disposal	-	-	-	(4,291)	(4,291)
	<b>31/03/2022</b>	<u>874,617</u>	<u>288,058</u>	<u>41,485</u>	<u>33,678</u>	<u>1,237,838</u>
<b>Net book value</b>						
	01/04/2021	<u>2,038,011</u>	<u>47,537</u>	<u>899</u>	<u>11,000</u>	<u>2,097,447</u>
	<b>31/03/2022</b>	<u>2,039,645</u>	<u>39,003</u>	<u>7,551</u>	<u>16,116</u>	<u>2,102,315</u>

## 14 Debtors

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Prepayments	42,108	50,652
Accrued Income	457,594	1,998
Tax recoverable	60,862	14,352
Other Debtors	<u>252,939</u>	<u>107,133</u>
<b>Total</b>	<u>813,503</u>	<u>174,135</u>

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

	2022	2021
	£	£
Trade creditors	42,982	26,845
Taxation and social security	29,522	-
Deferred Income	24,509	20,573
Other creditors and accruals	<u>116,340</u>	<u>111,224</u>
<b>Total</b>	<b><u>213,353</u></b>	<b><u>158,642</u></b>

Deferred Income relates to income received in advance

**16 Obligations Under leasing Agreements**

	2022			2021		
	Land and Buildings	Plant and Machinery	Total	Land and Buildings	Plant and Machinery	Total
	£	£	£	£	£	£
<b>Expiring</b>						
Within 1 year	94,500	11,766	106,266	105,007	13,880	118,887
Between 1 and 5 years	138,688	17,939	156,627	238,229	2,459	240,688
In more than 5 years	-	532	532	-	-	-
<b>Total</b>	<b><u>233,188</u></b>	<b><u>30,237</u></b>	<b><u>263,425</u></b>	<b><u>343,236</u></b>	<b><u>16,339</u></b>	<b><u>359,575</u></b>

17 Restricted Funds

	2022			2021			
	Balance at start of year £	Income £	Expenditure £	Balance at start of year £	Income £	Expenditure £	balance at end of year £
Hospice at home	67,105	267,139	334,244	-	286,441	219,336	67,105
Hospice Counselling room	6,700	-	240	6,940	250	490	6,700
Hospice roof tiles	6,332	-	227	6,560	-	228	6,332
Security	8,097	-	-	12,010	-	3,913	8,097
Clinical Training	-	450	450	-	-	-	-
NHS refurbishment grant	496,304	-	13,235	509,538	-	13,234	496,304
NHS England Grant	-	241,830	241,830	-	466,172	466,172	-
Infection control	74,682	83,895	147,955	-	85,943	11,261	74,682
Garden	8,054	-	209	8,262	60	268	8,054
Furniture, fittings and Equipment	-	-	-	316	0	316	-
Young people's services	240	7,825	8,065	1,144	3,514	4,418	240
Building the future	523,420	-	12,173	535,594	-	12,174	523,420
Children's bereavement service	-	84,209	44,072	-	47,439	47,439	-
Clinical room	-	-	-	968	-	968	-
Transitional care	-	15,000	15,000	-	6,500	6,500	-
<b>Total</b>	<b>1,190,934</b>	<b>700,348</b>	<b>817,700</b>	<b>1,081,332</b>	<b>896,319</b>	<b>786,717</b>	<b>1,190,934</b>

The Hospice at Home Fund was established in 1998 to fund the Hospice at Home Service.

The Hospice Counselling Room Fund was established in 1998 to provide a counselling room within the Hospice.

The Hospice Roof Tile Fund was established in 1998 to raise money for the Hospice roof.

The Security Fund was established in 2020 to improve security at the Hospice following a break-in

The NHS Refurbishment Grant Fund was established in 2008 with a grant received to refurbish the Hospice.

The NHSE grant fund was set up in 2021 when the NHSE awarded funding to allow the hospice to make available bed capacity and community support. This funding has been extended to 31st March 2022.

The infection control fund was set up in 2021 to be used for infection control measures.

The Garden Fund was established in 2009 to landscape and furnish the hospice garden.

The Young People's Services Fund was established in 2014 to support the needs of children and young people.

The Building the Future Fund was launched in 2014 with an NHS capital grant to raise funds for capital build and young people's services.

The Children's Bereavement Service Funds was established in 2016 to provide counselling and bereavement support for children and young people.

The Clinical Room Fund was set up in 2017 to assist with funding the fitting of a clinical room.

### 18 Unrestricted - designated fund

On 31 March 2021, the Trustees elected to create a designated fund. The Designated Fund represents the value of unrestricted fixed assets used to further the Charity's aims and not readily available for funding hospice expenditure or future deficits.

### 19 Analysis of net assets between funds

	2022			2021				
	Unrestricted Funds	Unrestricted - Designated	Restricted Funds	Total Funds	Unrestricted Funds	Unrestricted - Designated	Restricted Funds	Total Funds
	£	£	£	£	£	£	£	£
Tangible fixed assets	-	1,079,333	1,022,982	2,102,315		1,044,255	1,053,192	2,097,447
Investments	494,819	-	-	494,819				
Current assets	3,288,497	-	52,597	3,341,094			137,742	2,903,048
Creditors falling due in less than one year	(211,356)	-	(1,997)	(213,353)				(158,642)
<b>Total</b>	<b>3,571,960</b>	<b>1,079,333</b>	<b>1,073,582</b>	<b>5,724,875</b>		<b>1,044,255</b>	<b>1,190,934</b>	<b>4,841,853</b>

We are pleased to acknowledge the following support for the services listed. This list does not encompass all our supporters and is limited to those who have donated amounts of £10,000 or above.

We wish to thank all of our supporters for their generosity without which we would be unable to continue to provide our services:

	£	
Stratford-upon-Avon Town Trust	Hospice at Home	25,000
BBC Children in Need	Children's Bereavement	34,851
The G J W Turner Trust	Core	10,000
The Rigby Foundation	Hospice at Home	20,000
The Albert Hunt Trust	Core	10,000
The Hospital Saturday Fund	Transitional Care	10,000
The Higgs Charity	Core	20,000
Stratford Upon Avon Convalescent Home	Stratford patients	10,000
Warwick County Council	Children's Bereavement	49,356
Seamus and Carol Halton	Core	50,000

## 20 Related party transactions

There were no related party transactions during the financial year ended 31st March 2022 or in the prior year.

## 21 Investments

	Listed investments	
	2022	2021
	£	£
Market value as at 01 April 2021	-	-
Additions	500,000	-
Unrealised loss in year	(5,181)	-
Market value as at 31 March 2022	<u>494,819</u>	<u>-</u>

100% of the Investment is in the COIF Charities Ethical Investment Fund

All investments are carried at their fair value.

The historical cost of the listed investments was £500,000 at the year end (2021 - £nil).

## 22 Reconciliation of net movements in funds to net cash flow from operating activities

	2022	2021
	£	£
Net movement in funds	883,022	1,449,429
Adjustments:		
Depreciation and loss on disposal	79,244	85,469
Bank interest	(2,787)	-
Add unrealised loss on investments	25,181	-
Decrease/(increase) in stocks	-	1,385
(Increase)/decrease in debtors	(639,368)	(68,563)
(Decrease)/increase in creditors	54,711	(68,170)
Investment property gifted to Hospice	-	(90,000)
Net cash used in operating activities	<u>400,003</u>	<u>1,309,550</u>

## 23 Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	2,451,496	2,632,818
	<u>2,451,496</u>	<u>2,632,818</u>

## 24 Pension Commitments

### Retirement benefit schemes

The hospice operates three pension schemes for the benefit of its employees. The assets of the pension schemes are held separately from those of the charity in independently administered funds.

#### Scheme one

Certain of the hospice's employees are eligible to join the National Health Service pension scheme. The scheme is a defined benefit multi-employer scheme administered for the benefit of NHS employers, General Practices, and other bodies allowed under the direction of the Secretary of State. The charity is unable to identify its share of the underlying notional assets and liabilities of the scheme, and accordingly has accounted for the scheme as if it was a defined contribution scheme. The employer's contributions to the scheme for the current year were based on a contribution rate of 14.38% of pensionable pay (2021 – 14.38%) with employees contributing at varying rates in accordance with NHS revised contribution rules. The pension cost for the year as included in the Statement of Financial Activities includes contributions payable by the charity to the NHS scheme during the year of £42,450 (2021 - £41,031).

The most recent full actuarial valuation of the NHS pension scheme was as at 31 March 2016, which was undertaken by the government actuary. The notional deficit of the scheme as per this most recent valuation was £19.4bn.

#### Scheme two and three

A defined contribution pension scheme is operated by the Hospice. The pension cost for the year includes contributions payable by the charity to the scheme of £26,258 (2021 - £24,247).

## 25 Other Gains and Losses

	2022	2021
	£	£
Net losses on investments	5,181	-
Reduction in value of property for re-sale	20,000	-
	25,181	-
	25,181	-

## 26 Prior Period Adjustment

The Financial statements for the year ended 31st March 2022 included an Investment Property valued at £90,000.

This Property was part of a legacy and was placed on the market soon after ownership passed to the Hospice. In light of this, the property has been re-classified as a current asset in the balance sheet.

## 27 Financial instruments

	2022	2021
	£	£
Carrying amount of financial assets		
Instruments measured at fair value		
through profit or loss	494,819	-
	494,819	-
	494,819	-

**THE SHAKESPEARE HOSPICE**

England & Wales - Charity number 1064091

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# Accounts

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**THE SHAKESPEARE HOSPICE**  
**ANNUAL REPORT AND ACCOUNTS 2020/21**



**Company Registration No. 3291683**

**Charity Registration No. 1064091**

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## Report of the Trustees for the Year Ending 31 March 2021

The Trustees are pleased to present their annual report and audited financial statements for the year ending 31 March 2021. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

- The Charities Act 2011;
- The Companies Act 2006;
- Our Articles of Association;
- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### From the Chair

This year has been unlike any other in our history – we have faced unprecedented challenges due to the impact of the Coronavirus Pandemic. The Hospice had to very rapidly respond to those challenges to ensure that we could continue to support those who needed our help the most. With every part of our services being impacted, the team did an amazing job of mobilising quickly and implementing changes to all aspects of our operations; significant changes were required to the delivery of our clinical services, our Hospice shops had to close during the lockdown periods and fundraising went totally online. All events were cancelled including those planned to mark the Hospice's 21<sup>st</sup> Anniversary year in 2020.

Most non clinical staff were furloughed for periods and volunteers were stood down – a totally different way of working. Despite the challenges and the extraordinary pressure that we were under, we were able to continue to provide our much needed services to our community, albeit under different models of care to ensure covid safety.

Despite the challenges faced during the year we are pleased to report a surplus of £1.449m at the year end which includes a significant amount in respect of legacies and also emergency grants which were received. We are incredibly grateful to all those who have continued to support us during the year with donations and through their wills.

The new three year Strategic Plan which was agreed by the Board in 2019 provided a framework for our activities during the year. The Board started to review this Plan during the year in the light of the continuing impact of the Coronavirus and also against a changing external environment for health and social care. We will continue to monitor all developments carefully and look for opportunities to extend our reach further. We will also continue to review our operations and ensure that we remain cost efficient.

We recruited three new Trustees during the year, and I would like to thank all Trustees who have continued to give their time voluntarily over the year and have helped to steer the Hospice through the most challenging year in our history. Thanks also to all the wonderful staff at the Hospice who have risen to the many and varied challenges they have faced this year and also to our volunteers and supporters. Without the support of all these people we would not be able to offer the amazing care and support we provide to the local community.

## Purpose

Our purpose, as set out in our Articles of Association, is:

- To help anyone with a life limiting illness to live in as fulfilled and creative way as possible;
- To offer care that is family centred;
- To enable people to die at home in dignity and comfort, if that is their wish.

In setting our strategies and plans, we have referred to the Charity Commission's guidance on public benefit, including PB2 'Public benefit: running a charity'.

The Charities Act 2011 sets out 13 aims which are recognised as charitable purposes, of which The Shakespeare Hospice meets three: the advancement of health, the relief of those in need by ill health or disability, and the advancement of education. All services provided to patients, families and carers are free of charge and available to all who meet the referral criteria.

## Objects

*The objects of The Shakespeare Hospice are for the public benefit: to promote the relief of sickness and the advancement of health in such ways as the charity shall from time to time think fit, in particular by:*

- *Establishing, maintaining and conducting a day centre or residential home in the County of Warwickshire, for the reception and care of persons of any age and either sex, without regard to race or creed, who are suffering from any chronic or life limiting illness or from any disability or disease, and by providing medical or other treatment and attention for such persons; and by providing therapies and other services to relieve suffering of the members of the families of such persons and any who provide unpaid care to them;*
- *Conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from life limiting illness, and to disseminate the results thereof to the public;*
- *Promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services;*
- *Providing or assisting or encouraging the provision of spiritual help and guidance for any patients, their families, carers and members of staff.*

## **Strategies**

Our strategies to achieve our purpose and objects are:

- To provide a safe space for respite, nursing care, therapy, counselling, support and friendship;
- To offer practical, experienced nursing care in the home at the end of life in collaboration with the Primary Health Care Team;
- To support the patient's whole family, and those who matter to them, throughout their journey and into bereavement;
- To seek to understand people's needs, fears and hopes in a non-judgmental way;
- To give appropriate information and support at any stage in their journey for those living with, or affected by, a serious illness;
- To work collaboratively with our partners in health and social care and refer people to other agencies and sources of help where appropriate;
- To provide bespoke facilities for our work with children and young people.

Detail on the activities carried out to implement our strategies in the year is given in the 2020/21 Achievements' section below.

## **Measures**

To evaluate the extent to which we are achieving our purpose, we use a number of quantitative and qualitative measures, including:

- The number of new referrals, patients and carers helped, and sessions provided;
- Service user experience feedback and oversight by the Clinical Governance Committee members;
- The review of clinical outcomes;
- Internal audits;
- Audits by external organisations, including the Care Quality Commission.

## **Activities**

### **Summary**

Our principal activities to further our purpose are:

- To provide specialist palliative care for adults with a life limiting illness and enabling them to make choices about the care they receive and where they wish to receive it;
- To offer care that is family-centred;
- To enable people to die at home with dignity and in comfort;
- To provide supportive care for bereaved children and young carers;
- To provide respite care for 16-24 year olds with a life-limiting illness.

## 2020/21 Achievements

During the year:

- We have survived the most challenging period the Hospice has ever faced, the impact of the Coronavirus Pandemic;

The Hospice launched a successful appeal at the onset of the Pandemic and received financial support from NHS England, the Job Retention Scheme, and Warwickshire County Council. The organisational restructure and redundancies during 2020 resulted in significant payroll / costs savings to our clinical and support services and income generation. The following was actioned;

All onsite patient activity was suspended with remote and virtual support services for patients and their families replacing face to face contact where appropriate.

The Day Hospice and Hospice at Home Team were merged to ensure we could meet the needs of our patients in their own home during this challenging period.

All volunteers were stood down and most non clinical staff were furloughed. All Hospice shops were closed during the lockdown periods. All fundraising events were cancelled, in particular those that were planned to celebrate the Hospice's 21<sup>st</sup> Anniversary year in 2020.

This swift action ensured that all of our patients, their families, our staff and volunteers, were kept as safe as possible as we ensured compliance with Government Guidelines.

- During this period, we have maintained all patient services, adapting our models of care to ensure covid safety.
- We have developed a new Single Point of Access service for South Warwickshire liaising with the NHS and other palliative care providers to facilitate a package of care for those who wish to return home when approaching end of their life.
- We are working with South Warwickshire Foundation Trust to implement the EMIS patient database.
- We have reviewed our Income Generation Strategy and commenced online trading as a priority.
- We have implemented digital and remote working across the organisation which will continue to evolve. This will drive accurate data reporting and efficiencies which will ultimately enable us to help more people.
- All of our working environments have undergone continual Infection Control risk assessments as new guidance has been received and have maintained safe working practices throughout, with staff wearing PPE as appropriate in the clinical and retail areas.
- We have commenced a staff well being and mental health awareness programme, which includes the appointment of a Trustee "champion" for health and well-being.

## **Clinical Services**

2020/21 has not been a typical year for the Hospice. The global pandemic has meant that such services have had to be reactive, fast paced, and agile, so as to be responsive to the ongoing demands.

Clinical Services at the Hospice have been subjected to extraordinary pressure therefore significant changes to usual service delivery has been essential.

Day Hospice has been unable to provide care at the Shottery Hospice base, meaning that face to face sessions on site for nursing consultations, Diversional Therapy, Complementary Therapy or Chaplaincy/Spiritual Care have not taken place.

It has been necessary for the Hospice at Home and Day Hospice services to work closely together to provide an overall 'Adult Community Care Service (ACCS)'.

The Transitional Care Service has dovetailed alongside the newly formed ACCS and both the Adult Counselling and the Children's and Families Support Services (CAFFS) have also been required to move all activity to virtual delivery methods, or at school facilities if appropriate and fully risk assessed.

The reconfiguration of services during this reporting period has meant that comparative data against previous years as unattainable; a 'like for like' service model no longer exists. Instead, the data available will serve to demonstrate and provide evidence for the restoration and remodelling of clinical services going into 2021/22 and beyond.

### **Adult Community Care Services ACCS (Day Hospice and Hospice at Home)**

With the traditional Day Hospice team unable to provide face to face support, the ACCS team rapidly mobilised. By April 2020 the traditional Day Hospice and Hospice at Home services had strengthened their offer by operating as one team, ensuring that any individual in need, within our community, was in receipt of appropriate support through safe and appropriate means. The combined caseload was RAG rated in accordance with Covid-19 restrictions.

During 2020/21 the ACCS cared for 501 patients. In addition, the service also provided extended informal support and care to those patients' families and support networks. Of these 501 patients, 284 were new referrals during the period.

The largest proportion of females were within the 25-to-64-years of age category (17% of total referrals) and for males this was the 75-to-84-year category (20% of referrals).

Approximately two thirds (62%) of all patients cared for by the Hospice team during the period had a cancer diagnosis. Digestive system cancers (predominantly oesophageal and gastric) being the most significant of the cancer groupings. Of the remaining third of patients who encountered non cancer diagnosis the most prevalent condition were neurological diseases including Motor Neurone Disease and Parkinsons Disease.

As highlighted, the pandemic required that our clinical services rapidly deployed a virtual support offer, for all those patients not in receipt of face to face physical contact – predominantly those who were stable but required palliative support. In total 5225 virtual support sessions were provided and 1203 face to face contacts were made.

During 2020/21 240 patients died whilst being cared for by the ACCS team, 92% of all deaths were in the patients chosen place of death (whether this be at home, in an IPU bed, a community hospital or elsewhere). This is notably the highest achievement rate in recent years, whereby previously the

average has been 85% - 88%. Of these deaths 81% specified that it was their preference to die at home, the pandemic has meant that more and more patients are choosing to remain at home to die rather than anywhere else, with reasons cited as 'wanting to be able to remain connected with family members, wanting to avoid contracting Coronavirus and not wishing to burden overstretched hospitals'.

An internal Single Point of Access (SPA) was introduced during the early stages of the pandemic, which by April 2020 was extended further to offer a SPA service on behalf of all South Warwickshire Hospice at Home providers, for timely and safe discharge planning from Warwick Hospital, as requested by South Warwickshire Foundation Trust (SWFT). This service has since been commissioned on a short term basis by SWFT.

Throughout the pandemic Hospice clinicians have continued to work closely with the NHS. One of the many benefits resulting from the pandemic, has been the enhanced and continuously improving relationships/communication with many key professional stakeholders, particularly our NHS colleagues.

### **Transitional Care Services**

The Transitional Care Team have been involved with 16 patients, transitioning from paediatric to adult care services during the period.

These patients' life limiting health conditions are unique and complex, meaning that due to their brittle nature the risk of contracting Coronavirus has required that they strictly isolate during the pandemic. The support from the Transitional Care team has subsequently needed to be virtual, unless a crisis has arisen. The Transitional Care Team have kept in regular contact with these young adults and their families, ensuring that individual choice and preference has been accommodated wherever possible. Parent/Carer support has, as to be expected, been crucial and in demand during the pandemic. The Transitional Care Team have provided 225 virtual sessions for Transitional Care patients and their families/loved ones.

Taking into account the reduced physical and practical opportunities afforded to the Transitional Care Team and patients during the pandemic, the opportunity to dovetail the service alongside the ACCS during 2020/21 was taken. This has enabled the team to provide additional capacity and support during the pandemic.

### **Adult Counselling and Bereavement Support Service**

There were 126 clients supported during 2020/21, of which 92 were new referrals and an equal proportion of pre and post bereavement clients.

72% of clients were female and 28% were male, whilst uptake via age groups was equally spread.

The relationship types, for those individuals receiving counselling were:

- 41% were the patients' spouse.
- 29% were patients themselves.
- 21% were the patients' children.

The counselling team provided 842 consultations during the period, all of which were virtual sessions.

Over this reporting period the average number of sessions received by an individual was 15, this takes into account those receiving pre bereavement support, which on occasion can involve additional sessions. During the period 64 patients were discharged.

## **Children's and Families Support Service**

During the reporting period the service has supported 171 individuals. This includes children, their carers and professionals (most often teaching staff). 55 new referrals were received.

Typically, schools have been the most common referral source, but 2020/21 witnessed a change, with family members becoming the highest referring group. This is thought to be as a direct result of the restrictions placed upon schools during the pandemic and the need to be closed during the first and third lockdowns. The team were involved with 20 different schools during 2020/21.

Of the referrals received 70% were for post bereavement support and the remaining 30% for pre bereavement support.

There was an equal split between girls and boys receiving support. 50% of children were aged between 5 and 10 years old, 42% between 11 and 15 years old and 8% aged between 16 and 18 years old.

The nature of the pandemic has demanded that the service and staff be very responsive and flexible to each child's individual needs, moving between virtual videoconferencing 1:1 sessions and face to face sessions within schools, as restrictions have allowed.

The CAFFS service introduced videoconferencing solutions rapidly at the start of the pandemic. The safety and security of our younger people is always paramount, and a rigorous process was employed to ensure that the team met these essential elements with confidence.

During 2020/21 the team provided 213 online 1-1 sessions (videoconferencing); 169 face to face sessions (within schools); 336 telephone support calls and 565 support and information sharing emails.

## **Voluntary Services**

All volunteers were stood down at the onset of the Pandemic in 2020. As fundraising and retail activities have recommenced, our volunteers have returned to support us with these activities following the relevant risk assessments and compliance measures which were put in place to enable a safe working environment. Volunteers working in the clinical areas will also undertake risk assessments and relevant training to ensure Covid safe operations prior to returning to the Hospice.

In line with all other services our voluntary services will be subject to a strategic review this year to ensure we are building a volunteer workforce aligned to our strategic objectives.

All work experience placements were cancelled during the year and we will be hoping to reinstate this service when safe to do so.

## **Income Generation**

### **Fundraising**

We continue to ensure fundraising practices remain compliant, respectful, open, and honest, ensuring that a positive supporter experience is at the heart of all we do. All Hospice supporters can be assured that we are registered with the Fundraising Regulator and comply with the regulatory standards and codes of practice. The Head of Income Generation provides training and guidance to all the fundraising

team and volunteers, including clear guidance on the fundraising regulator codes in event terms and conditions and for all members of the public raising funds 'in aid of' and/or 'on behalf of' the Hospice. This report covers the requirements charities must follow as set out in the Charities Act 2016.

Our fundraising activities predominantly encourage support through gifts in kind, regular or one off donations, event participation, community and corporate in aid of fundraising, legacies, and a lottery. We do not use any external professional fundraising organisation's to undertake public fundraising on our behalf.

We carefully select third party payment providers and platforms to ensure they comply with the General Data Protection Regulation (GDPR) 2018, and where data sharing is required, a data sharing agreement is in place.

We are registered with the Fundraising Preference Service to enable individuals to opt out from receiving fundraising or marketing communications from us. We had no requests from this service in 2020-21. A consent statement with opt-in marketing preferences is provided where data subject information is captured on all on and off-line communications.

In the last year, the Acceptance and Refusal of Donations Policy was implemented for three high value individual donations using the due diligence risk assessment procedure. Checks are also extended to corporate partnerships, third party suppliers, or event management companies which resulted in one corporate partnership being rejected and one new third party partnership approved.

The majority of our public fundraising activities and events were cancelled or postponed due to the COVID-19 pandemic. Our ability to plan continues to be challenging with the uncertainty of restrictions due to the pandemic. We launched an appeal in March 2020 and secured local and national media coverage, developed online fundraising platforms and created virtual fundraising events. We refocused and prioritised the objectives outlined in our 3 year (2020-2023) Income Generation Strategy to develop and grow a sustainable and long-term income from regular giving, in-memory, legacies, and through ecommerce.

## **Retail**

In view of the current climate and predictions for the foreseeable future, charity retail ecommerce will play an increasingly larger part in the future of our Hospice retail income and it has been a pivotal time to review and develop our online offer. Our eBay shop has been used predominantly for higher price second-hand quality goods sourced from donations and we have also maintained an active stock presence on Amazon using a third-party platform, Kitebooks for collectable online book sales. In December 2020, we set up a central online Hospice shop portal for the first time to sell Christmas new goods and in March 2020, we launched a new online shop selling greeting cards with a personalised delivery service through a Shopify platform.

## **Complaints**

Our website outlines how to make a complaint for members of the public and service users. We received 1 complaint in the 2020/21 financial year which was related to our retail activities. This complaint was successfully resolved. There were no complaints received relating to data management or safeguarding.

We acknowledged the complaint within 2 days and responded with an outcome of the investigation within 14 days. Complaints are dealt with in line with our Fundraising Complaints Policy. All complaints are escalated and reviewed by our Senior Management Team (SMT) and reported to their relevant trustee sub committees monthly. SMT and trustees also review complaints at bi-monthly board meetings, and we report to the Fundraising Regulator on the totality of our complaints.

We have published our Vulnerable Person's Policy on our website and have issued training and guidance to all staff and volunteers. In addition to our Policy, we have an agreed operating procedure to protect vulnerable people and this sets out how someone can raise concerns or report incidents. Our Whistleblowing Policy was reviewed during 2020. Our fundraisers (staff, volunteers, and third parties) are familiar with the Policy and procedure to ensure we protect vulnerable people and the reputation of the Hospice.

We are registered with the Fundraising Preference Service to enable individuals to opt out from receiving fundraising or marketing communications from us. We had no requests from this service in 2020/21. A consent statement with opt-in marketing preferences is provided where data subject information is captured on all on and off-line communications.

### **Plans for the Future**

During these uniquely challenging times, we have reflected and learnt a lot, and anticipate many opportunities for the future. Our ultimate challenge will be to face the rising demand for our services and associated increased costs, whilst being able to innovate and collaborate to ensure financial sustainability.

Our plans for 2021/22 are detailed in our strategic plan 2020-2023 and although they have been slightly adapted to take account of the impact of the pandemic, they remain aligned to our overall strategic objectives. Operational plans will be regularly reviewed and adjusted according to the pandemic situation and any further lockdowns. In particular we will be:

- Remodelling some of our clinical services
- Refurbishing our clinical area to ensure it is fit for purpose
- Reviewing our voluntary services
- Continuing our digital transformation
- Implementing our revised Income Generation Strategy which includes an emphasis on regular giving and online trading.
- Seeking opportunities to collaborate appropriately with other organisations for the benefit of our beneficiaries.
- Implementing a Board Effectiveness review during the year and anticipate the outcome towards the end of the year.
- Implementing a greater awareness of staff health & wellbeing across the organisation.

## Financial Review

### Outcome for the Year

At the end of a year unlike any other in the Hospice's history, we are pleased to report a surplus of £1.449m for the year. This is primarily a result of an exceptional year for legacies in which we received £1.157m of legacy income, the highest ever amount. Without legacy income, the Hospice would have generated a surplus of £292k. This result reflects:

- An overall £508k increase in income: legacy income was £279k greater than in 2019/20, while donations increased by £32k, our income from charitable activities (core NHS Grants, Grants for Young People's Services and training income) increased by £12k. Offsetting the increases is a £56k fall in fundraising income (due to the COVID 19 pandemic preventing fundraising events) and a substantial £616k reduction in retail income, reflecting the closure of all our stores during long periods of the year due to COVID 19. Compensating for this loss of income the Hospice received emergency NHS England Grants of £466k, a Warwickshire County Council Infection Control Grant of £86k, Local Authority Retail grants of £194k and reimbursement of salary costs of £118k through the Coronavirus Job Retention Scheme.
- A £335k reduction in expenditure as the Hospice initiated a cost reduction programme, left vacancies unfilled and retail costs fell through the closure of our shops for much of the year.

Staff costs represented approximately 70% of our total costs (70% in 2020) and accounted for £175k of the overall reduction in expenditure as we sought to reduce our costs.

### Reserves

Trustees are required to consider on an annual basis the level of reserves the hospice needs to hold, as an important part of planning and sound financial management. The Trustees have reviewed and refreshed the reserves policy as set out below.

Our policy is to hold sufficient unrestricted cash reserves to safeguard our medium-term financial viability. It takes into account the nature of our income streams and forecast expenditure and the need to provide against the uncertainty of income, especially the significant variability of legacy income.

We avoid holding excessive cash reserves: if they rise too high, we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

Our policy is to hold cash reserves of between six and nine months forecast annual operating costs, equivalent to £1.1m to £1.65m at 31 March 2021.

The surplus of reserves held compared to the reserves policy can be applied to furthering the Hospice's long term strategy and may be invested as a means to generate income and long term capital growth in support of the Charity's purpose. Amounts held in long term investments are excluded from our cash reserves policy above.

At the end of 2020/21 we held approximately fourteen months cash reserves. In light of the COVID 19 pandemic, the level of uncertainty of our income streams and how service models may develop in future, we consider it prudent to hold a higher level of reserves at this time.

We have established a Designated Fund to represent the value of unrestricted funds tied up in tangible fixed assets and therefore not readily available for funding day to day hospice expenditure or future deficits. Our policy is to maintain this Designated Fund and to make transfers between unrestricted funds

and the Designated Fund each year to represent the change in the value of tangible fixed assets over the year. Accordingly, at the year end, the Trustees transferred £1.044m of unrestricted funds to the newly created Designated Fund, leaving other unrestricted funds carried forward of approximately £2.607m.

### **Next Year**

Prior to the year end, the Trustees approved a budget for 2021/22 which reflected reinvestment in filling vacant posts and a realistic level of fundraising income.

In line with recommended practice, the Hospice finances are managed using an agreed budget and a twelve month rolling forecast, which is regularly updated as new information becomes available.

The latest forecast indicates that with the current level of predicted income over the coming year, including notified legacies, the Hospice is forecast to break-even over the period to 31 August 2022. Based on this and the higher level of reserves currently held, the Trustees believe that The Shakespeare Hospice will continue to be a going concern for the foreseeable future and have approved the accounts on this basis.

### **Investment Policy**

Our funds are currently held with Barclays Bank and on deposit with a range of financial institutions through the Charities Aid Foundation.

In line with our updated reserves policy, trustees have agreed to invest a modest amount into a long term ethically managed investment fund with CCLA Investment Management Limited, to provide long term capital growth in support of the Hospice's long term objectives.

### **Risks**

Our main financial risk is an unexpected reduction in our income. This is described in the Risk Management section below.

### **Structure, Governance and Management**

#### **Constitution**

The Shakespeare Hospice's governing document is its Articles of Association, which was updated in 2018. The Trustees also follow relevant legislation and guidance, including the Charity Governance Code.

The Hospice is registered as a company limited by guarantee, number 3291683. It is also registered with the Charity Commission for England and Wales, number 1064091.

#### **Appointment of Trustees**

Where vacancies arise, Trustees are recruited following an advertisement in the local press; applicants who have an existing relationship with the Hospice may also be considered. After submitting a CV, suitable applicants are interviewed by the Chair, another Trustee and the Chief Executive, following which a recommendation is made to the full Board. Upon appointment, the new Trustee undertakes an induction programme. This includes meetings with the Chair and other Trustees, and with the Chief Executive and other members of the Senior Management Team, as well as a comprehensive reading

list designed to help the new Trustee learn about the Hospice and the requirements of the role as quickly as possible.

Our position as set out in the paragraphs below on Diversity in the Workplace apply to the selection and recruitment of Trustees, who are all volunteers.

We currently have 14 Trustees on the Board, as follows:

Men (5)

Women (9)

There were no BME Trustees represented on the Board during the year.

The management of the Hospice, within approved plans and budgets, is delegated by the Board to the Chief Executive. The Senior Management Team consists of the Head of Clinical Services, the Head of Income Generation, and the Head of Finance & Operations, all of whom, report directly to the Chief Executive.

### **Staff Remuneration**

Staff remuneration, including that of the Chief Executive and senior managers, is agreed by the Board, normally as part of the annual budget exercise, taking account of NHS pay scales for clinical staff, and the local market for non-clinical staff. The non-clinical staff pay scales and incremental points have been reviewed during 2020/21.

The Hospice monitors its pay practice to ensure that it complies with equal pay for work of equal value legislation and the best principles of equity. All remuneration activity is monitored to ensure that no gender or other bias arises in practice and that a fair approach on remuneration is achieved across the organisation.

### **Diversity and inclusion**

The Shakespeare Hospice is committed to being a diverse and inclusive charity that is accessible to all. We are working to do this in a number of important ways.

We are creating diversity and inclusion plans to deliver equality of access, quality of care and outcomes to diverse communities.

We will also be monitoring who is using our services and gathering feedback on how terminally ill people, families and carers experience our care so that we can measure the effectiveness of our diversity and inclusion initiatives.

Through this work we will ensure that everyone we support, regardless of their personal characteristics or condition, receives an equitable service in an environment that is free from discrimination of any kind.

## **Diversity in the workplace**

We welcome a diverse workforce and value difference in our staff and volunteers:

- We recognise that a diverse workforce allows us to provide the best care for people living with a terminal illness.
- We will show respect for all our employees and volunteers, valuing each individual's contribution, regardless of their:
  - age
  - disability
  - gender reassignment
  - marriage, and civil partnership
  - pregnancy and maternity
  - race
  - religion and belief
  - sex
  - sexual orientation
  - irrelevant offending background
  - responsibility for dependents
  - economic status; or
  - political values.
- We are committed to providing equal opportunities for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise, and ensure those employment opportunities are available to all. As a result, our workforce will be a reflection of the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training and career development are based on clear, objective criteria.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or practices. Our current policy is as follows:

- Equal Opportunity Policy – HR021- December 2017
- All staff via eLearning for Health undertake annual Equality & Diversity training.

## **Trustee Meetings**

The Board met monthly during the year. In addition, the Board had 2 planning days with the Senior Management Team focusing on our strategic objectives, governance issues and risk management. The Chief Executive and SMT attend all Board meetings.

Most of the detailed work of the Board is carried out by five committees; the number of meetings in the year is given in brackets:

- Chair's Committee (5)
- Finance & Audit Committee (12)
- Clinical Governance Committee (6)
- Income Strategy Committee (12)
- HR Committee (5)

## **Role of the Trustees**

Responsibility for the charity's overall strategy, the management of risk and legal compliance rest with the Board of Trustees. Day-to-day responsibility for the running of the charity is delegated by the Board to the Chief Executive.

In particular, the Trustees consider their role to encompass:

### 1. Setting the strategic direction of the Hospice

This is achieved through an annual cycle of strategic discussion, which has enabled the development of a three-year plan. This leads to annual departmental objectives and implementation plans.

### 2. Approval of plans and budgets

An overall annual plan and budget for the forthcoming financial year is presented to the Board and approved prior to the start of each year.

### 3. Monitoring of performance

Quantitative and qualitative information regarding clinical activity is collected and summarised on a monthly basis and submitted to the Clinical Governance Committee and the Board at each of their meetings.

Management accounts, showing our income and expenditure and cash position against budget, are produced by the Head of Finance every month. These are reviewed at Finance & Audit Committee meetings, circulated to all directors before every board meeting, and discussed at the board meetings.

Any complaints are reviewed by the Chair's Committee.

### 4. Monitoring of statutory compliance

The Board receives reports of inspections, from the Clinical Governance Committee and the Care Quality Commission.

### 5. Risk Management

## **Risk Management**

This year our Risk Management policy has been reviewed and the corporate risk register updated. This is reviewed annually by Board and bimonthly by the sub committees. Risk Management is a standard agenda item on Board, sub committee and SMT meetings.

A comprehensive range of risks has been identified. Our key risks are considered to be:

- A significant reduction in income:

This year our voluntary income reduced significantly due to the impact of the pandemic. We are heavily dependent on our fundraising and retail activities, as NHS grants contribute only 11% of our total income. To mitigate this risk, both the Income Strategy Committee and the Finance and Audit Committee review actual and forecast performance against budget at their regular meetings; potential issues are identified and plans to make good any shortfall are put in place. Our reserves policy, described in the Financial Review above, is designed, in part, to protect us against the short-term impact of an unplanned reduction in income and has been reviewed this year due to the impact of the pandemic.

- Loss of, or inability to recruit, key personnel

Within a small organisation, an unplanned vacancy or the inability to recruit key personnel can pose a significant threat to our ability to deliver services or raise funds. As a result of the pandemic and a change in working practices, we are reviewing our recruitment and retention strategies to include a review of our volunteer workforce and future requirements.

- Safeguarding

The relevant policies and procedures (including whistleblowing) have all been reviewed and training for staff and volunteers is in place. A Trustee safeguarding lead has been appointed.

### **Trustees' Responsibilities in Relation to the Financial Statements**

The Trustees (who are also directors of The Shakespeare Hospice for the purposes of company law) are responsible for preparing the Trustees' Report and 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 accounts for each year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

**Statement as to Disclosure to our Auditors**

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware;
- The Trustees, having made enquiries of fellow Trustees and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Reference and Administrative Details**

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY  Caroline Lee & Associates 11 Marchmount Road Wylde Green Sutton Coldfield B72 1EE
Auditors	H L Barnes Barclays Bank Chambers Stratford-upon-Avon Warwickshire CV37 6AH
Chief Executive	Angie Arnold

Trustees:

(from 1 April 2020 until the date of approval of the annual report, and the committees on which they serve or served)

Fiona Murphy	Chair's, Income Strategy, HR
Dr Cristina Ramos	Chair's, Clinical Governance
Gill Thomas	Income Strategy
Kathryn Williams (resigned 20.07.21)	Clinical Governance
James Richards (resigned 17.11.20)	Income Strategy
Charles Horton	Finance & Audit
Richard Barrett	Chair's, Finance & Audit
Debbie Smith	Clinical Governance
Elizabeth Spencer	Clinical Governance, HR
Dr Jeremy Shearman	Clinical Governance
Bill Acres	Chair's, Income Strategy
Dr Paul Simmonds	Chair's, Finance & Audit, HR
Helen Cave (appointed 18.08.20)	Income Strategy
Susan Newcombe (appointed 18.05.21)	Income Strategy
Claire Wright (appointed 18.05.21)	Income Strategy
Mandy Webb (appointed 18.05.21)	Income Strategy

**Approval**

This report was approved by the Trustees on and signed on their behalf by:



**Fiona Murphy (Chair)**

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SHAKESPEARE HOSPICE

### Opinion

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and 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 charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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, inadvertently or collectively, may cast significant doubt on the charitable company'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 in the Report of the Trustees, other than the financial statements and our Report of the Auditors 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. We have nothing to report in this regard.

#### **Opinion 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Auditors' 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 a Report of the Auditors 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Discussion with the Board and management involved in the Risk and Compliance functions of the charitable company, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud. Evaluation and testing of the Board and senior management's controls, designed to prevent and detect irregularities. Assessment of management's investigation into any such reported matters and enquiry of those responsible for investigating suspected or alleged fraudulent activity within the company.

Reviewing relevant correspondence between the Board, management, and staff.

Designing audit procedures to incorporate unpredictability around the nature, timing, or extent of our testing. The audit procedures include, but are not limited to, identifying and testing journal entries based on risk criteria, identifying and testing transactions entered into outside the normal course of the charitable company's business, and ensuring all transactions and journals have been approved by management with the appropriate authority to do so.

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 regulation. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Report of the Auditors to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Report of the Auditors. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Use of our report**

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



Robert Bowen BA (Hons) FCA (Senior Statutory Auditor)  
for and on behalf of H L Barnes, Statutory Auditors  
Barclays Bank Chambers  
Stratford upon Avon  
Warwickshire  
CV37 6AH  
16<sup>th</sup> August 2021

## Accounts for the Year Ended 31 March 2021

### Statement of Financial Activities (incorporating an income and expenditure account) for the year ending 31 March 2021

Income:	Note	Current Year				Prior Year		
		Unrestricted	Unrestricted - Designated	Restricted	Total Funds	Unrestricted	Restricted	Total Funds
		£	£	£	£	£	£	£
Donations and Legacies	2	1,787,694	-	89,659	1,877,353	1,349,750	216,442	1,566,192
Income and charitable activities	3	109,779	-	806,660	916,439	144,989	206,962	351,951
Income and other trading activities	4	188,342	-	-	188,342	859,964	-	859,964
Investment income	5	48	-	-	48	-	-	-
Other income	6	312,053	-	-	312,053	7,863	-	7,863
<b>Total Income</b>		<b>2,397,916</b>	<b>-</b>	<b>896,319</b>	<b>3,294,235</b>	<b>2,362,566</b>	<b>423,404</b>	<b>2,785,970</b>
<b>Expenditure:</b>								
<b>Costs of raising funds</b>								
Fundraising		273,596	-	-	273,596	374,014	-	374,014
Retail		500,063	-	-	500,063	618,788	-	618,788
<b>Total costs of raising funds</b>	7	<b>773,659</b>	<b>-</b>	<b>-</b>	<b>773,659</b>	<b>992,802</b>	<b>-</b>	<b>992,802</b>
<b>Expenditure on charitable activities</b>								
Operation of a hospice	8	284,430	-	786,717	1,071,147	747,391	439,265	1,186,656
<b>Total Expenditure</b>		<b>1,058,089</b>	<b>-</b>	<b>786,717</b>	<b>1,844,806</b>	<b>1,740,193</b>	<b>439,265</b>	<b>2,179,458</b>
<b>Net Income/(expenditure) and net movement in funds for the year</b>		<b>1,339,827</b>	<b>-</b>	<b>109,602</b>	<b>1,449,429</b>	<b>622,373</b>	<b>(15,861)</b>	<b>606,512</b>
<b>Reconciliation of funds</b>								
Total funds Brought forward		2,311,092	-	1,081,332	3,392,424	1,688,719	1,097,193	2,785,912
Designation of funds	18	(1,044,255)	1,044,255	-	-	-	-	-
<b>Total funds carried forward</b>		<b>2,606,664</b>	<b>1,044,255</b>	<b>1,190,934</b>	<b>4,841,853</b>	<b>2,311,092</b>	<b>1,081,332</b>	<b>3,392,424</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities

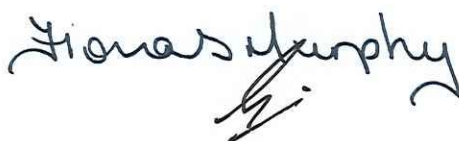
The notes on pages 26 - 38 form part of these accounts.

## Balance Sheet at 31 March 2021

	Note	<u>Current year</u> £	<u>Prior Year</u> £
<b>Fixed assets</b>			
Tangible assets	13	2,187,447	2,151,816
<b>Total fixed assets</b>		<u>2,187,447</u>	<u>2,151,816</u>
<b>Current assets</b>			
Stock		6,095	7,480
Debtors	14	174,135	105,572
Cash at bank and in hand		2,632,818	1,354,368
		<u>2,813,048</u>	<u>1,467,420</u>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	15	158,642	226,812
<b>Net current assets</b>		<u>2,654,406</u>	<u>1,240,608</u>
<b>Total net assets</b>		<u>4,841,853</u>	<u>3,392,424</u>
<b>The funds of the charity</b>			
Unrestricted funds		2,606,664	2,311,092
Unrestricted - Designated funds		1,044,255	-
Restricted funds	17	1,190,934	1,081,332
<b>Total funds</b>	19	<u>4,841,853</u>	<u>3,392,424</u>

Approved by the trustees on 16 August 2021 and signed and authorised for issue on their behalf by:

Fiona Murphy



Director

Charles Horton

Director

The notes on pages 26-38 form part of these accounts.

## Statement of Cash Flows for the year ended 31 March 2021

	Note	<u>Current Year</u>	<u>Prior Year</u>
		£	£
Cash used in operating activities	21	<u>1,309,550</u>	<u>810,518</u>
<b>Cash flows from investing activities</b>			
Interest		-	-
Purchase of property, plant and equipment		(31,100)	(43,727)
<b>Net cash used in investing activities</b>		<u>(31,100)</u>	<u>(43,727)</u>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		<u>1,278,450</u>	<u>766,791</u>
cash and cash equivalents at start of year		1,354,368	587,577
<b>Cash and cash equivalents at the end of the year</b>	22	<u><u>2,632,818</u></u>	<u><u>1,354,368</u></u>

The notes on pages 26-38 form part of these accounts.

## Notes to the Accounts for the Year Ended 31 March 2021

### 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a) Basis of preparation

The financial statements have been prepared in accordance with:

- Charities SORP (FRS 102), ie Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2015);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Companies Act 2006.

The Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### b) Legal status

The Hospice is a company limited by guarantee and has no share capital. In the event of the Hospice being wound up, the liability in respect of the guarantee is limited to £2 per member of the Hospice.

#### c) Going concern

Given the Hospice's favourable fundraising record and the level of year-end reserves, the Trustees consider that the Hospice has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

#### d) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes. Restricted funds are donations where the donor has specified, they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor. The aim and use of each material restricted fund is set out in the accounting policy notes. Investment income, gains and losses are allocated to the appropriate fund.

#### e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. If a donation is subject to fulfilling performance conditions, the income is recognised when it is probable that those conditions will be met.

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Legacies are recognised when there is a high probability that they will be paid, and the amount can be measured with a reasonable degree of accuracy.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities including the cost of goods sold, shop costs, commercial trading and their associated support costs.
- *Expenditure on charitable activities* includes the costs of providing specialist palliative care and support, community services, and other activities to further the purposes of the Hospice, and their associated support costs.
- *Support costs* are those that are incurred in support of expenditure on the objects of the Hospice. They consist mainly of governance, the CEO, and Finance.

Governance costs are incurred in connection with the Hospice's constitutional and statutory requirements. Support costs are allocated to each activity on the basis of staff time or usage. More detail is given in the relevant note below.

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution are provided in the Trustees' report.

h) Fixed assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Assets costing less than £1,000 are capitalised when it is deemed appropriate.

Depreciation is provided to write off the cost, less an estimated residual value, of all fixed assets over their expected economic useful lives on a straight-line basis as follows:

Freehold land	Not depreciated
Freehold building and refurbishment	50 years
Leasehold building improvements	Shorter of 6 years or life of lease
Other assets	4 years

The need for impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing the carrying value against the value in use or realisable value of the asset.

i) Revaluation of tangible fixed assets

The Hospice has not revalued any of its fixed assets.

j) Investments

The Hospice's investments consist entirely of deposits with major UK banks.

k) Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed, because the Trustees consider it impractical to assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost which would outweigh the benefits.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes cash and fixed term deposits with less than one year to maturity.

n) Creditors

Creditors are recognised where the Hospice has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Pensions

Where requested, the Hospice makes contributions toward an employee's pension fund:

- A number of employees are in the NHS Superannuation scheme. Although this is a defined benefit scheme, it is a multi-employer scheme for which the Hospice's share of the underlying assets and liabilities cannot be identified. It is therefore accounted for as a defined contribution scheme in accordance with FRS102.
- Other employees are members of a defined contribution scheme.

The Hospice's contributions to these schemes are charged to the Statement of Financial Activities when due.

p) Operating leases

Operating leases are recognised over the period in which the lease falls due.

## 2 Income from donations and legacies

	Current Year				Prior Year		
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£	£
Donations	630,999	-	89,659	720,658	472,655	215,442	688,097
Legacies	1,156,695	-	-	1,156,695	877,095	1,000	878,095
	<b>1,787,694</b>	<b>-</b>	<b>89,659</b>	<b>1,877,353</b>	<b>1,349,750</b>	<b>216,442</b>	<b>1,566,192</b>

The charity benefits greatly from the work of its volunteers, details of which are given in our annual report. In accordance with FRS102 and the Charities SORP the economic contribution of general volunteers is not recognised in these accounts.

## 3 Income from Charitable Activities

	Current Year				Prior Year		
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£	£
NHS core grant	107,264	-	-	107,264	70,264	-	70,264
NHS Hospice at Home Grant	-	-	207,646	207,646	-	184,896	184,896
NHS Additional Support Grant	-	-	-	-	73,000	-	73,000
Grants for Young People's Service	-	-	46,899	46,899	-	22,066	22,066
Training income	2,515	-	-	2,515	1,725	-	1,725
Warwickshire County Council Adult Social Care Infection Control Fund Grant	-	-	85,943	85,943	-	-	-
NHS England Grant	-	-	466,172	466,172	-	-	-
<b>Total</b>	<b>109,779</b>	<b>-</b>	<b>806,660</b>	<b>916,439</b>	<b>144,989</b>	<b>206,962</b>	<b>351,951</b>

## 4 Income from Other Trading Activities

	Current Year				Prior Year		
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£	£
Fundraising	8,034	-	-	8,034	63,147	-	63,147
Lottery	10,065	-	-	10,065	11,017	-	11,017
Retail	170,243	-	-	170,243	785,800	-	785,800
<b>Total income from shops</b>	<b>188,342</b>	<b>-</b>	<b>-</b>	<b>188,342</b>	<b>859,964</b>	<b>-</b>	<b>859,964</b>

Retail income was derived primarily from our 7 shops (prior year 7).

## 5 Investment Income

	Current Year				Prior Year		
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£	£
Bank interest	48	-	-	48	-	-	-

## 6 Other Income

Current Year				Prior Year		
Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Restricted	Total
£	£	£	£	£	£	£
312,053	-	-	312,053	7,863	-	7,863

The current year other income is from The Coronavirus Job Retention Scheme (£118k), Local Authority Retail Grants (£194k), and catering income. The prior year other income consists primarily of catering income and income derived from the sale of assets.

## 7 Costs of Raising Funds

	Current Year				Prior Year		
	Unrestricted	Unrestricted - Designated	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£	£
<b>Fundraising</b>							
Staff	155,631	-	-	155,631	223,447	-	223,447
Hospice events	3,067	-	-	3,067	30,974	-	30,974
Promotional Costs	5,454	-	-	5,454	19,244	-	19,244
Support Costs	55,078	-	-	55,078	57,598	-	57,598
Other	54,366	-	-	54,366	42,751	-	42,751
<b>Total</b>	<b>273,596</b>	<b>-</b>	<b>-</b>	<b>273,596</b>	<b>374,014</b>	<b>-</b>	<b>374,014</b>
<b>Retail</b>							
Staff	248,940	-	-	248,940	283,038	-	283,038
Bought in Goods	7,130	-	-	7,130	20,157	-	20,157
Property Costs	150,442	-	-	150,442	207,394	-	207,394
Support Costs	36,719	-	-	36,719	38,399	-	38,399
Other Costs	56,832	-	-	56,832	69,800	-	69,800
<b>Total</b>	<b>500,063</b>	<b>-</b>	<b>-</b>	<b>500,063</b>	<b>618,788</b>	<b>-</b>	<b>618,788</b>
<b>Total costs of raising funds</b>	<b>773,659</b>	<b>-</b>	<b>-</b>	<b>773,659</b>	<b>992,802</b>	<b>-</b>	<b>992,802</b>

## 8 Expenditure on Charitable Activities

	Current Year			Prior Year		
	Direct Costs	Support Costs	Total	Direct Costs	Support Costs	Total
	£	£	£	£	£	£
Day Hospice	141,106	28,567	169,673	410,382	153,594	563,976
Hospice at Home	493,763	191,745	685,508	307,047	76,797	383,844
Young people's Service	160,888	55,078	215,966	181,237	57,599	238,836
<b>Total</b>	<b>795,757</b>	<b>275,390</b>	<b>1,071,147</b>	<b>898,666</b>	<b>287,990</b>	<b>1,186,656</b>
Of which:			£			£
Unrestricted			284,430			747,391
Unrestricted - Designated			-			-
Restricted			786,717			439,265
			<u>1,071,147</u>			<u>1,186,656</u>

## 9 Analysis of Support costs

	Current Year			Prior Year		
	Management and admin	Governance	Total	Management and admin	Governance	Total
	£	£	£	£	£	£
Fundraising	53,054	2,024	55,078	55,226	2,372	57,598
Retail	35,369	1,350	36,719	36,817	1,582	38,399
<b>Costs of Raising Funds</b>	<b>88,423</b>	<b>3,374</b>	<b>91,797</b>	<b>92,043</b>	<b>3,954</b>	<b>95,997</b>
Day Hospice	23,168	5,399	28,567	147,267	6,327	153,594
Hospice at Home	189,046	2,699	191,745	73,634	3,163	76,797
Young people's service	53,054	2,024	55,078	55,226	2,373	57,599
<b>Expenditure on Charitable Activities</b>	<b>265,268</b>	<b>10,122</b>	<b>275,390</b>	<b>276,127</b>	<b>11,863</b>	<b>287,990</b>
<b>Total</b>	<b>353,691</b>	<b>13,496</b>	<b>367,187</b>	<b>368,170</b>	<b>15,817</b>	<b>383,987</b>

The majority of support costs are allocated on an estimate of management time, floorspace and use of assets.

### Analysis of management and administration costs

	Current year	Prior year
	£	£
Payroll and staff related	248,333	279,435
IT and other overheads	91,693	70,701
Share of hospice premises costs	8,819	10,810
Depreciation	4,846	7,224
<b>Total</b>	<b>353,691</b>	<b>368,170</b>

## 10 Analysis of the costs of staff, trustees and key management personnel

	Current Year	Prior Year
	£	£
Wages and salaries	1,148,773	1,309,866
Social security costs	92,266	100,159
Pension costs	65,278	71,346
<b>Total</b>	<b>1,306,317</b>	<b>1,481,371</b>

No member of the Board of Trustees received any amoluments or reimbursed expenses (prior year: nil)

The average monthly head count was 56 (prior year 73)

Total remuneration paid in respect of key management personnel was £310,371 (2019/20: £326,610) which includes employer's National Insurance and Pension contributions. The figure for 2020/21 includes the CEO, Head of Finance and Operations, Head of Clinical Services and Head of Income Generation.

The number of employees whose total employee benefits, excluding pension contributions, exceeded £60,000, was:

	Current Year	Prior Year
£60,000 to £69,999	1	1
£80,000 to £89,999	0	1
£90,000 to £99,999	1	0

## 11 Net Income

Net income is stated after charging :

		Current Year £	Prior Year £
<b>Operating lease rentals</b>			
	Shops	116,023	148,964
	Equipment	13,880	13,880
Depreciation and loss on disposal	Owned Assets	85,469	76,981
Auditors' remuneration		<u>12,000</u>	<u>12,500</u>

## 12 Taxation

The company is a registered charity and as such is exempt from taxation on its income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

### 13 Tangible Fixed Assets

	Freehold property £	Investment property £	Fixtures and Fittings £	Medical Equipment £	Other £	Total £
<b>Cost</b>						
At start of year	2,858,058	-	287,940	38,968	44,266	3,229,232
Additions	-	90,000	31,100	-	-	121,100
Disposal	-	-	-	-	-	-
<b>At end of year</b>	<b>2,858,058</b>	<b>90,000</b>	<b>319,040</b>	<b>38,968</b>	<b>44,266</b>	<b>3,350,332</b>
<b>Depreciation</b>						
At start of year	766,085	-	246,392	37,170	27,769	1,077,416
Charge for the year	53,962	-	25,111	899	5,497	85,469
Eliminated on disposal	-	-	-	-	-	-
<b>At end of year</b>	<b>820,047</b>	<b>-</b>	<b>271,503</b>	<b>38,069</b>	<b>33,266</b>	<b>1,162,885</b>
<b>Net book value</b>						
At start of year	2,091,973	-	41,548	1,798	16,497	2,151,816
<b>At end of year</b>	<b>2,038,011</b>	<b>90,000</b>	<b>47,537</b>	<b>899</b>	<b>11,000</b>	<b>2,187,447</b>

### 14 Debtors

	Current year £	Prior Year £
Prepayments	50,652	54,391
Accrued Income	1,998	5,489
Tax recoverable	14,352	22,942
Other Debtors	107,133	22,750
<b>Total</b>	<b>174,135</b>	<b>105,572</b>

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

	Current Year £	Prior Year £
Trade creditors	26,845	92,310
Taxation and social security	-	26,682
Other creditors and accruals	131,797	107,820
<b>Total</b>	<b>158,642</b>	<b>226,812</b>

### 16 Obligations Under leasing Agreements

	Current Year			Prior Year		
	Land and Buildings £	Plant and Machinery £	Total £	Land and Buildings £	Plant and Machinery £	Total £
<b>Expiring</b>						
Within 1 year	105,007	13,880	118,887	104,687	13,880	118,567
Between 1 and 5 years	238,229	2,459	240,688	178,904	16,339	195,243
In more than 5 years	-	-	-	30,082	-	30,082
<b>Total</b>	<b>343,236</b>	<b>16,339</b>	<b>359,575</b>	<b>313,673</b>	<b>30,219</b>	<b>343,892</b>

17 Restricted Funds

	Current Year			Prior Year				
	Balance at start of year £	Income £	Expenditure £	balance at end of year £	Balance at start of year £	Income £	Expenditure £	balance at end of year £
Hospice at home	-	286,441	219,336	67,105	-	311,151	311,151	-
Hospice Counselling room	6,940	250	490	6,700	7,180	-	240	6,940
Hospice roof tiles	6,560	-	228	6,332	6,787	-	227	6,560
Security	12,010	-	3,913	8,097	-	12,360	350	12,010
Diversional therapy	-	-	-	-	-	500	500	-
Clinical Training	-	-	-	-	-	1,350	1,350	-
Vehicles	-	-	-	-	-	130	130	-
NHS refurbishment grant	509,538	-	13,234	496,304	522,773	-	13,235	509,538
NHS England Grant	-	466,172	466,172	-	-	-	-	-
Infection control	-	85,943	11,261	74,682	-	-	-	-
Garden	8,262	60	268	8,054	8,472	-	210	8,262
Furniture, fittings and Equipment	316	-	316	-	869	20,000	20,553	316
Young people's services	1,144	3,514	4,418	240	427	26,657	25,940	1,144
Building the future	535,594	-	12,174	523,420	547,766	-	12,172	535,594
Counselling and bereavement	-	-	-	-	-	400	400	-
Children's bereavement service	-	-	-	-	-	-	-	-
Day hospice	-	47,439	47,439	-	-	14,013	14,013	-
Clinical room	-	-	-	-	-	12,160	12,160	-
Syringe driver	968	-	968	-	2,623	-	1,655	968
Complementary therapy	-	-	-	-	296	-	296	-
Transitional care	-	6,500	6,500	-	-	739	739	-
<b>Total</b>	<b>1,081,332</b>	<b>896,319</b>	<b>786,717</b>	<b>1,190,934</b>	<b>1,097,193</b>	<b>423,404</b>	<b>439,265</b>	<b>1,081,332</b>

The Hospice at Home Fund was established in 1998 to fund the Hospice at Home Service.

The Hospice Counselling Room Fund was established in 1998 to provide a counselling room within the Hospice.

The Hospice Roof Tile Fund was established in 1998 to raise money for the Hospice roof.

The Security Fund was established in 2020 to improve security at the Hospice following a break-in

The Diversional Therapy Fund was established in 2007 to assist in funding diversional therapies.

The Clinical Training Fund was set up for a specific grant for an 8 week training course for clinical staff.

The Vehicle Fund was set up in 2019 to replace a stolen catalytic converter

The NHS Refurbishment Grant Fund was established in 2008 with a grant received to refurbish the Hospice.

The Garden Fund was established in 2009 to landscape and furnish the hospice garden.

The Furniture, Fittings and Equipment Fund was established in 2009 to purchase furniture or equipment. There is negative expenditure this year due to a review of depreciation rates on an asset.

The Young People's Services Fund was established in 2014 with a grant from Stratford upon Avon Town Trust to support the needs of children and young people.

- The Building the Future Fund was launched in 2014 with an NHS capital grant to raise funds for capital build and young people's services.
- The Children's Bereavement Service Funds was established in 2016 to provide counselling and bereavement support for children and young people.
- The Clinical Room Fund was set up in 2017 to assist with funding the fitting of a clinical room.
- The Syringe Driver fund was set up in 2016 to purchase a syringe driver for the day hospice.
- The Day Hospice Fund was set up to support the Day Hospice
- The Infection control fund was set up in 2021 to be used for infection control measures.
- The NHSE grant fund was set up in 2021 when 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.

## 18 Unrestricted - designated fund

On 31 March 2021, the Trustees elected to create a designated fund. The Designated Fund represents the value of unrestricted fixed assets used to further the Charity's aims and not readily available for funding hospice expenditure or future deficits.

## 19 Analysis of net assets between funds

	Current Year			Prior Year			
	Unrestricted Funds	Unrestricted - Designated	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£	£	£
Tangible fixed assets	90,000	1,044,255	1,053,192	2,187,447	1,083,638	1,068,178	2,151,816
Current assets	2,675,306	-	137,742	2,813,048	1,454,266	13,154	1,467,420
Creditors falling due in less than one year	(158,642)	-	-	(158,642)	(226,812)	-	(226,812)
<b>Total</b>	<b>2,606,664</b>	<b>1,044,255</b>	<b>1,190,934</b>	<b>4,841,853</b>	<b>2,311,092</b>	<b>1,081,332</b>	<b>3,392,424</b>

We are pleased to acknowledge the following support for the following services listed. This list does not encompass all our supporters and we wish to thank them all for their generosity without which we would be unable to continue to provide our services:

	£
Stratford-upon-Avon Town Trust	
BBC Children in Need	41,668
The G J W Turner Trust	46,899
The John Salmon Trust	10,000
The Albert Hunt Trust	20,000
The Higgs Charity	10,000
Lloyds Bank Foundation for England and Wales	20,000
	30,000

## 20 Related party transactions

There were no related party transactions during the financial year ended 31st March 2021 or in the prior year

## 21 Reconciliation of net movements in funds to net cash flow from operating

	Current Year	Prior Year
	£	£
Net movement in funds	1,449,429	606,512
Adjustments:		
Depreciation and loss on disposal	85,469	76,981
Bank interest	-	-
Decrease/(increase) in stocks	1,385	(3,540)
(Increase)/decrease in debtors	(68,563)	55,491
(Decrease)/increase in creditors	(68,170)	75,074
Investment property gifted to Hospice	(90,000)	-
	<hr/>	<hr/>
Net cash used in operating activities	<b>1,309,550</b>	<b>810,518</b>

## 22 Analysis of cash and cash equivalents

	Current Year	Prior Year
	£	£
Cash in hand	2,632,818	1,354,368
	<hr/>	<hr/>
	<b>2,632,818</b>	<b>1,354,368</b>