

REGISTERED COMPANY NUMBER: 03594951 (England and Wales)
REGISTERED CHARITY NUMBER: 1072958

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2021
FOR
THE END OF LIFE PARTNERSHIP LIMITED



Murray Smith LLP
Chartered Accountants
Darland House
44 Winnington Hill
Northwich
Cheshire
CW8 1AU

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Welcome from the Chair of Trustees: Tracy Paine



Welcome to the End of Life Partnership Limited Annual Report for the financial year ending the 31st March 2021.

The report includes audited financial statements for the year ending the 31st March 2021 and other information as required by statute and Charity Commission guidelines. We also set out our progress against our objectives during the year and some details of our major achievements.

The funding environment remains difficult for the Charity, however this year the organisation traded at a surplus for the first time in four years. The surplus of £134,536 is mainly due to a reduction in salary costs as a result of staff turnover and staff recruitment and COVID-19. Our management team and staff have worked under extremely difficult circumstances during the COVID-19 pandemic and have to be commended for their commitment to the continued and important work of the End of Life Partnership (EoLP).

EoLP's target is to hold 3 months working capital in unrestricted reserves and we are pleased that we have achieved this level as at the end of the 2020-21 financial year.

The Covid-19 pandemic continued during 2020/21 and we saw the management team and staff quickly adapt to safer working conditions by working from home as well as providing direct support to clinical services and patient care. Meetings and training were moved online to ensure that EoLP's service and support continued. Initial concerns about the impact that the pandemic would have on our plan of work were quickly allayed by the professional expertise and adaptability that the team exhibited whilst grasping opportunities to develop new services and support to meet the needs of the community and our partners. This included donning uniforms and PPE to provide direct care and coaching support to General Nursing Assistants, Care Home and Hospital Staff.

EoLP's mission is to educate, innovate and collaborate so that people are empowered to provide end of life care with confidence and compassion. This has been so important during the challenges of the pandemic, including the need to provide essential bereavement and other types of support for carers and families, whilst acknowledging the needs of professional care providers who have experienced higher numbers of deaths this year, particularly in care homes.

This year has demonstrated the vital importance of EoLP's partnerships, professionalism and expertise to establish solutions that will ensure that we achieve our vision in that everyone receives compassionate and personalised end of life care.



Reference and Administrative Details

Registered Company Number	03594951 (England and Wales)
Registered Charity number	1072958
Registered office and principal place of operation:	Offices 4 And 5, Spring Farm Business Centre, Moss Lane, Minshull Vernon, Crewe, Cheshire, CW1 4RJ
Senior Statutory Auditor	Michael Benson – Senior Statutory Auditor – Chartered Accountant
Auditors	Murray Smith Chartered Accountants Darland House, Winnington Hill, Northwich, Cheshire, CW8 1AU
Bankers:	Santander plc, Bootle, Merseyside, L30 4GB

Members of the Board (Directors and Trustees)

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021 as required by company law. The Trustees have adopted the Charities SORP (FRS 102) 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).

Trustees between the 1st April 2020 – 31st March 2021:

Mr J M MacDonald	Appointed	1 August 2016	(Appointed Chair - 23 June 2017- 4 March 2021)
Mrs T L Paine	Appointed	1 January 2017	(Appointed Chair – 4 March 2021)
Ms J M Hartley	Appointed	1 August 2017	
Mrs A C Miller	Appointed	1 August 2017	
Mrs E K Helm	Appointed	1 August 2019	
Mrs I M Richards	Appointed	1 August 2019	
Mrs L Lurcock	Appointed	1 August 2019	
Mr G Briggs	Appointed	24 March 2020	
Mrs E A Gray	Appointed	24 March 2020	
Mr P G Morrissey	Appointed	24 March 2020	

Leadership and Management Team:

S Jeynes	Chief Executive Officer
A Ratcliffe	Macmillan Head of Service and Practice Development (East Locality)
A Clifford	Head of Service and Practice Development (West Locality)
Dr S Clarke	Clinical Lead

M Sandland Company Secretary - Appointed - 11 July 2017



Structure, Governance and Management

During the period the 1st April 2020 to the 31st March 2021, the End of Life Partnership (EoLP) was a company limited by guarantee. The Board of Trustees is made up of nine Trustees and a Chair and meets quarterly. The meetings are attended by the Chief Executive Officer and members of the Leadership Management Team (LMT). Business and financial reports are provided by the relevant individuals. EoLP serves the needs of the broad community so the Board endeavours to reflect this in the make-up of its membership, whilst meeting the need to have an appropriate mix of professional skills necessary for the day-to-day and longer term running of the Charity. Trustees are elected to serve for a term of three years, but can seek re-election for two further periods, with a total permitted maximum of nine years.

Trustees are responsible for setting strategy, assessing risk, embedding good governance, maintaining oversight and ensuring policy and decision-making allows for the effective operations of EoLP and the achievement of agreed outcomes.

The minutes and reports of Trustee meetings are circulated to all Trustees and members of the LMT who attend the meeting. Copies are retained in an electronic file for future reference. The committees are attended by designated Trustees and the leadership management team. The committees make proposals to the Board and have approved terms of reference with specific assigned responsibilities. The three committees are:

- People and Culture
- Quality and Governance
- Finance

Trustees are recruited according to a rigorous set of guidelines, are provided with relevant information to help them to fulfil their role and receive a formal induction on joining the organisation.

Governing document

The End of Life Partnership (EoLP) was established under a Memorandum of Association, which sets out the objects (purpose), powers (what it is allowed to do) and essential rules for running the charity.

EoLP is governed under its Articles of Association (last amended November 2019) and is governed by statute, mainly the Charities Act 2011 and Companies Act 2006.

Nothing in the Articles shall authorise an application of the property of the Charity for purposes, which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and/or section 2 of the Charities Act (Northern Ireland) 2008.

Public benefit

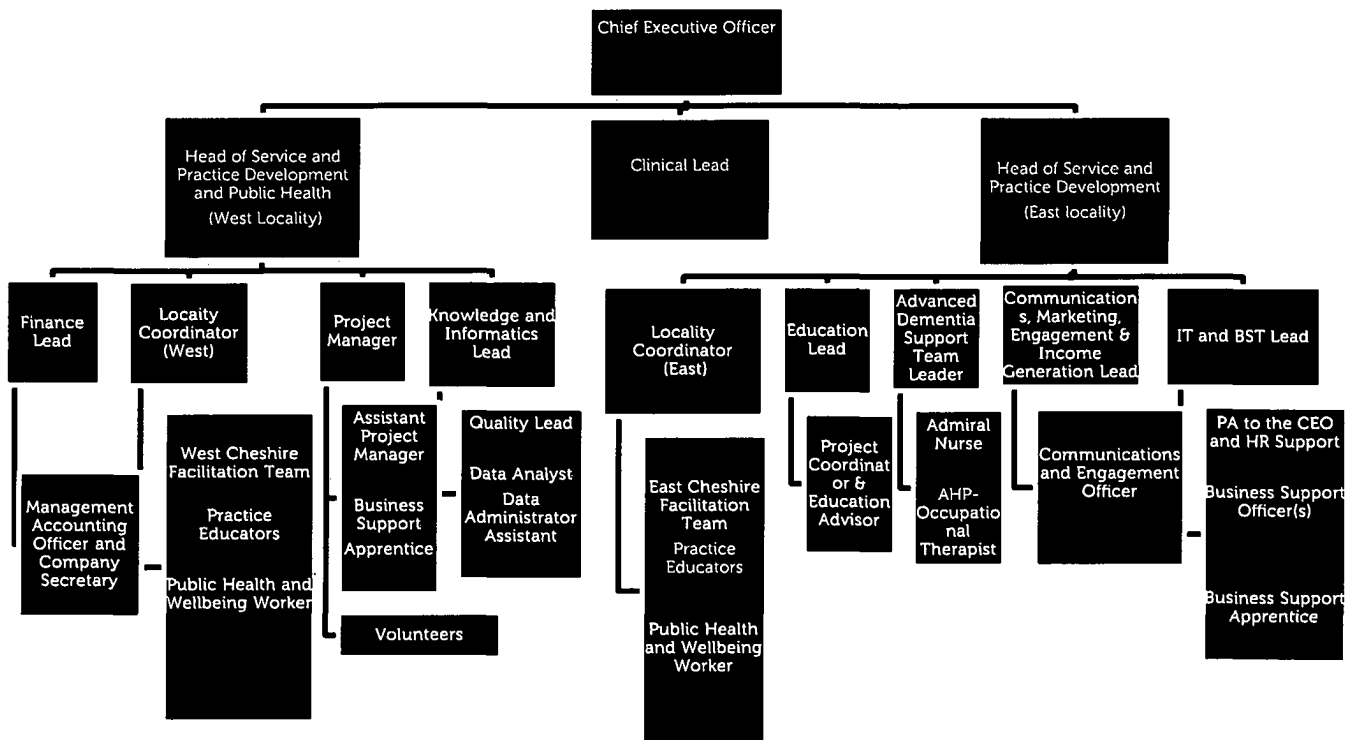
In reviewing EoLP's aims and objectives, and in planning future activity and direction, Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit (Section 4).

Trustees believe that the aims and objectives, as well as the activities described throughout this report, are undertaken to further the charity's purposes for the benefit of the public.

Internal Structure

EoLP's Leadership Management Team (LMT) consists of the Chief Executive Officer, a Clinical Lead, Head of Service and Practice Development (East Locality) and Head of Service and Practice Development (West Locality) who also leads the Public Health Team.

To facilitate effective operations each member of the LMT has delegated authority for operational matters including the provision of education and training, service development, public health, advanced dementia support team, evaluation and technology, finance, human resources and income generation.



Objectives and Aims

EoLP was established in April 2014 as a result of three predecessor organisations joining together to share expertise and increase their combined impact. The aim of EoLP is to create a more complete, holistic and coordinated approach to death, dying and loss that would improve end of life experience for all.

The Charity's objects ('Objects') as defined in Article 4 of the Memorandum and Articles of Association are specifically restricted to the following:

To advance education and training in palliative and end of life care for care workers, health professionals and those delivering care, and to promote awareness, understanding and best practice amongst the public.

The objectives and purpose of EoLP are driven by national and local priorities including:

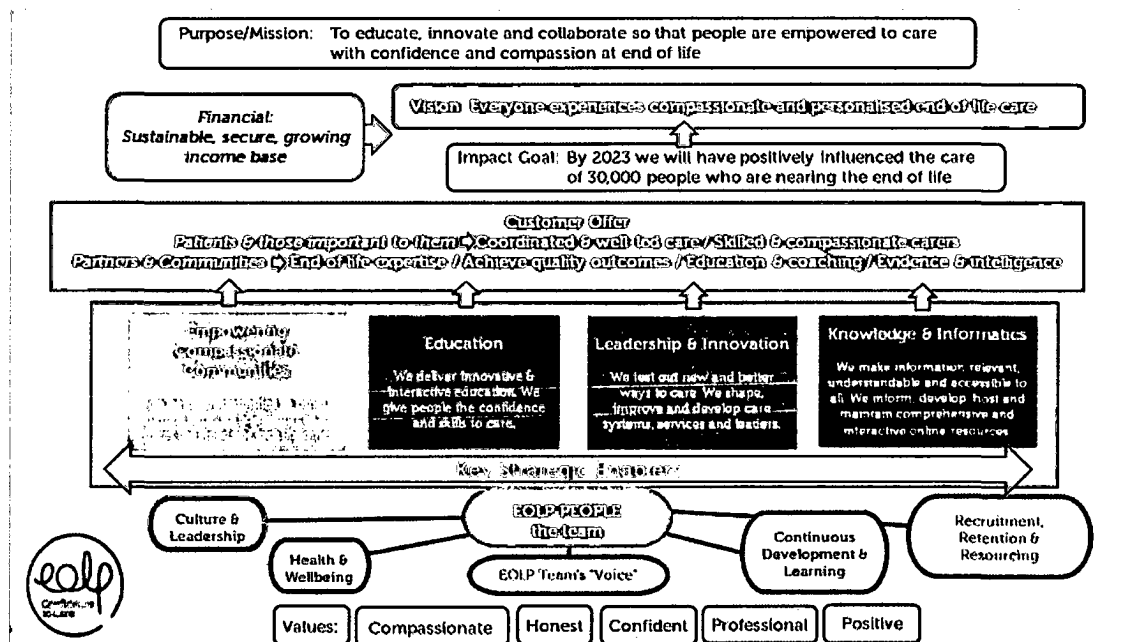
- The NHS Long Term Plan
- The National Ambitions Framework for Palliative and End of Life Care
- Cheshire CCG and Cheshire Local Authorities' Commissioning Plans and Health and Wellbeing Strategies
- Outcomes Frameworks for the NHS, Public Health England, Education and Adult Social Care
- North West Strategic Clinical Network Delivery Plans

EoLP also responds to information about the needs of our local population including the intelligence contained within local authority Joint Strategic Needs Assessments.

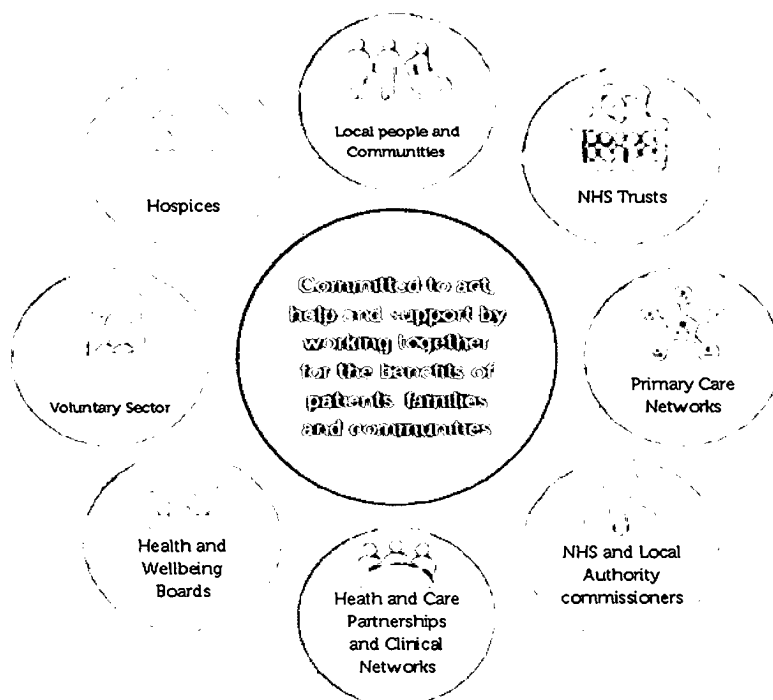


Strategic Direction

The Strategic Direction of the organisation is influenced by the priorities described above, and are reflected in the diagram below:



Another significant influence on EoLP's strategic direction are the priorities of the Strategic Collaborative Cheshire (SCC) for Palliative and End of Life Care. The members of this group are senior people who lead the provision, commissioning and design of end of life care in Cheshire (see below). The group also includes people with personal experience of care.





The purpose of the SCC is, to "drive a collaborative approach to enable and support personalised palliative and end of life care for people in Cheshire." The SCC do this by working together to achieve the improvements for the local population.

The SCC launched a five-year Collaborative Plan for Palliative and End of Life Care in 2020 which sets out a collaborative approach across health and social care providers and the third sector, placing patients at the centre of care.

In deciding on the priorities to be included within the collaborative plan for palliative and end of life care the group aimed to balance the requirements of national policy with the priorities of local organisations. The SCC also reviewed evidence and data about what makes the biggest difference to people who are receiving or providing palliative and end of life care. As a result, the SCC identified three priorities which will be the focus of its work over the next five years (see below).



Achievements and Performance of EoLP

At a Glance Facts and Figures

EoLP set an Impact Goal to positively influence the care of 30,000 people who are nearing the end of life between 2019 -2023. At the end of March 2021 EoLP has reached 17,034

Since 2016...

EoLP has provided education to 22,100 delegates, the majority being care staff working directly with patients and their loved ones

During the Financial Year of 2020/21...

- 291 courses delivered
- 2,301 delegates participated in education, training, learning and development courses.
- 87.9% stated they were somewhat likely or likely to change their practice as a result of their training
- 93.3% of delegates would "Recommend or Highly Recommend" the course they attended; an increase on last year's responses
- The most attended event was Verification of Expected Death, of which 68 courses were held with 576 attendees
- 303 organisations attended education and training delivered by EoLP including 98 care homes (with 62.4% of the care homes being based within the Cheshire area)
- 26 dementia specific courses were delivered in the year, with 196 attendees
- EoLP's Public Health Team delivered 28 compassionate community sessions, with 196 attendees



Continuity of Core Activity

Despite the restrictions resulting from the pandemic, EoLP have been able to maintain and build on their work with a range of existing and new partners, and many of the core activities have continued, albeit in a different format. EoLP have;

- Delivered two Carers Wellbeing Programmes, supporting fifteen family carers
- Collaborated with Central Cheshire Integrated Care Partnership to develop an Electronic Palliative Care Co-ordination System (EPaCCS) workbook and workshops
- Worked with the three Cheshire Hospices to enhance the governance and training around their 24hr telephone advice line services
- In conjunction with Greater Manchester and Eastern Cheshire Strategic Clinical Network, designed and launched the 'One Step' self-directed programme of study which is aimed at anyone working within health and social care, especially those working in care homes, residential homes and home care.
- Chaired the Strategic Collaborative Cheshire (see above) and its three working groups



Palliative Care in Partnership

This service continues to provide person-centred palliative care support at home. The service aims to maximise quality of life for the person and their family whilst maintaining their dignity and respect. EoLP is the lead provider with direct care provided by CCICP's Placement of Care Hub.

From April 2020 – March 2021, the service has supported 25 patients and their loved ones.

National and Regional Presentations:

The team have been asked to present at a number of events, including:

- Home Instead Annual Conference (100+ people)
- Lung Cancer Nursing UK webinar (60 people)
- National Ambitions Partnership Virtual Conference (600+ people)
- John Moores University Paramedic Society webinar (70+ people)



Website

EoLP has one 'umbrella' website for the organisation. The visitors to the website have maintained a similar level at 14,816 hits in Financial Year 20/21. This included 14,608 new users. The average number of users per month during this period was 1,234.

EPAIGE (Electronic Prognostic Assessment and Information Guide for End of Life Care)



EPAIGE is an on-line resource containing up to date, evidence-based information and key documents that support carers and professionals in clinical practice. EPAIGE was visited by 6,431 new users for the period, this was an increase of 18.4 % on the previous year.

Electronic Resources

EoLP has continued to develop its internal technical infrastructure to further refine its processes and has implemented a number of projects to improve reporting, data management and efficiency. These include:

- Transition to digital delivery of training resources via Microsoft Teams
- Introduction of a cloud-based HR management system to improve efficiency
- Implementation of a MOODLE (a non-line learning site) environment to support delivery of specific courses and assessment
- Implementation of a new repository of end of life resources specifically aimed at the public



- Update of key networking infrastructure to improve connectivity and security

New Partnerships

During this year, EoLP have also been able to develop a number of new partnerships;

Onward Housing

Onward Housing are a charity that enables people to live in quality, affordable housing. They approached EoLP to equip staff to support clients with difficult discussions, including conversations about loss grief and bereavement which staff identified were happening more frequently, possibly in response to the pandemic. In total, 139 Onward Housing employees attended training.

"The Role of a Formal Chaperone"

This project was commissioned by West Cheshire Integrated Care Partnership (ICP), who recognised that that vulnerable care home residents who are undergoing physical examinations and procedures should be supported by a chaperone to safeguard everyone involved. The ICP approached EoLP to develop training and other resources to support dignified, safe and effective chaperoning of clinical consultations in care homes.

Responding to the Pandemic

In response to the COVID 19 Pandemic, EoLP has continued to respond to the changing needs of partner organisations by undertaking front-line and support duties within the NHS, Hospices and Care Homes using core funding, along with additional national and local NHS and government grant funding.

The pandemic brought about an increasing demand for online education, particularly around the topics of Verification of Expected Death, Syringe Pumps, Communication Skills and Loss Grief and Bereavement. The team quickly developed their skills, knowledge and confidence around online delivery. The focus was on quality, whilst facilitating a safe and positive interactive experience for the learner.



EoLP also found a growing interest in online education from partner organisations outside of Cheshire which enabled them to reach further afield with education and training.

Response to the pandemic included;

- Developing new ways of working and models of education including designing and delivering specific courses to support the resilience of care home staff and publishing a range of online resources
- EoLP's clinical staff returned to the front line to work in hospices and acute trusts
- Supporting 3 x GP Out of Hours Services across Cheshire with Verification of Expected Deaths in Care Homes
- Designing and delivered training for volunteers and community groups who began to support people in their communities who had suffered loss, grief or bereavement.
- Co-ordinating daily escalation reports on behalf of three Hospices to the Cheshire Care Commissioning Group COVID response team - supported front-line workers to continue to deliver essential care

A number of projects were postponed or delayed during the year due to clinical pressures within partner organisation. The expectation, based on discussions with partners, is that this work will resume once capacity allows.

For EoLP, the pandemic does not represent a threat to financial stability, however, in the longer term it is likely to impact some of funding partners, particularly hospices and other third sector organisations.



Measuring Success and Impact

EoLP continues to develop and refine robust and consistent approaches to measuring and evidencing the success and impact of the wide range of activities carried out by the teams.

The teams work across a range of different settings and organisations (Care Homes, Hospitals, Hospices, Primary Care, Third Sector, Community), with different people (NHS and Social Care Professionals, Patients, Carers, Community Members, Volunteers) and across different geographical 'footprints' (Cheshire CCG, West and East ICP, PCN's, Care Community's, Local Authorities and out of area). As a result, a range of strategies are needed, from Patient/Carer feedback to larger datasets, and including focused qualitative work.

To help co-ordinate the wide range of EoLP's work, and in response to an increasing number of commissioners, the organisational Workplan has been further refined during 2020-21 and plays a pivotal role in monitoring progress against key targets and reporting impact and outcomes back to funders.

This year there has been a focus on incorporating the Kirkpatrick four level training and evaluation model against the training and education activity, to increase the level of evaluation and impact reporting.

During 2020-21, work has continued on the 11 Pan-Cheshire High Level Outcomes (HLOs), including measuring numbers of people identified as being at, or near, the end of life; people dying in their Usual Place of Residence (in their own Home, or a Care Home); and numbers who have emergency hospital admissions in their last 90 days of life. Many of these HLOs show improvements and are regularly updated on the Strategic Collaborative Cheshire dashboard using a combination of local and national data. However, a key challenge is to demonstrate how EoLP's work contributes to the improvements in the HLOs, and how it directly affects services – that is, what differences has it made? To answer this question, a more focused approach is often needed, for example:

- The Six Steps Care Home programme looks at improvements in Knowledge, Skills and Confidence levels following education sessions and interventions in Care Homes
- Utilising electronic tools such as Survey Monkey to follow-up education session attendees about medium-long term effects and utilisation of their learning once back in the workplace
- Hospice Leadership Programme and the utilisation of learning logs to capture changes in practice for delegates attending

Financial Review

In the year to 31 March 2021 the total income of the charity was £1,209,756 and the total expenditure was £1,075,220 giving a surplus for the year of £134,536. At 31 March 2021 total funds stood at £370,951.

During the extremely challenging environment of this year, particularly the COVID 19 pandemic and the cessation of almost all face-to-face service provision, the charity has maintained its income levels. EoLP have continued to work hard with our partners to find innovative ways of delivering education, particularly online, and to be flexible where training has had to be moved or changed. EoLP are grateful to their partners in the NHS, hospices and other organisations, who continue to recognise the value of their work and have contributed to financial stability during this difficult period.

The surplus for the year was largely due to the postponement of recruiting to posts, and the subsequent fall in employee costs. As the uncertainty of pandemic restrictions diminishes, EoLP looks forward to recommencing recruitment processes to ensure sustainable levels going forward.

Financial Risk

The most significant financial risk facing EoLP is the changing economic climate, particularly as the long-term recovery from the pandemic begins to take shape. Local Clinical Commissioning Groups (CCG), along with other significant funders, continue to face their own financial challenges and scrutiny and therefore there is a degree of uncertainty surrounding funding levels of income. However, EoLP is experienced in operating within this uncertain context and the Trustees are satisfied that there are sufficient mechanisms to identify and, as far as possible, to mitigate the risks to the organisation.



Organisational risk is continually reviewed by the LMT and the Trustees as part of the governance process. There is a clear financial strategy in place, including plans to diversify income streams whilst increasing what can be offered to existing partners. EoLP are also improving the analysis of staff capacity and project timetabling, to ensure that employee costs deliver the most benefit to the organisation.

The LMT meet regularly to review the monthly management accounts, and the budget is updated every month to account for known financial factors. The Finance Committee of the Trustee Board meets quarterly to scrutinise current performance and set the financial direction of the organisation. All financial risks are monitored and managed via a live Risk Register, and mitigation factors are discussed and implemented.

EoLP's Trustees are satisfied that the risk management arrangements currently in force are appropriate and effective and conform to the requirements and guidelines issued by the Charity Commission.

Reserves Policy

Having previously struggled to meet the target of holding 3 months' working capital as unrestricted reserves, EoLP are pleased to report that this year it has been achieved. In fact, there are nearly four months in hand at the year end. This has given the Trustees increased confidence in the continuation of EoLP as a going concern, and will allow some modest investment in exploring further areas of work and funding for the future

Future Developments 2021-22

Empowering Compassionate Communities

- Make greater links with health providers at Care Community level to embed the concept of Compassionate Communities
- Develop and lead a number of carer wellbeing initiatives
- Develop and provide education to support future life planning, loss grief and bereavement
- Reduce social isolation and reconnect/direct carers back into their community
- Obtain carers feedback to inform service and community commissioning and service provision
- Raise the profile of the EoLP's Public Health Team

Education

- Develop and implement an Education Strategy
- Extend EoLP's digital capabilities to enhance educational best-practice
- Extend the reach of education and training beyond the areas that have been traditionally worked in
- Increase the provision of practice-based learning so that EoLP's educators remain close to practice
- Develop and implement a quality assurance framework for educators and facilitators to develop best educational practice e.g. partnering with organisations that support kite-marking
- Internal quality assurance: continue to develop the skills of EoLP's staff through peer assessment and a programme of continuing professional development
- Extend the reach and influence of the Advanced Dementia Support Team

Leadership and Innovation

- Further development of system leadership through the Strategic Collaborative Cheshire
- Work with partners to deliver local service improvement programmes e.g. Specialist Palliative Care Workforce Review, Bereavement support
- Launching new leadership programmes to extend the portfolio to include aspiring leaders and leaders within care homes and dementia care
- Continue to develop the model of working within Care Communities
- Support the launch of a new Cheshire-wide domiciliary care service, "Palliative Care in Partnership"
- Support a Pan-Cheshire approach to the development of dementia care pathways that reflect best-practice
- Implementation of the three priority areas within the Strategic Collaborative Cheshire (SCC) 5-year Collaborative Plan



- Two-way communication
- Personalised Care Planning
- System Leadership

Knowledge and Informatics

- Development of a Knowledge and Informatics Strategy and annual impact report
- Appoint an Informatics and Analytics Lead
- Carry out more meaningful evaluation of education and training activities, using the Kirkpatrick Model of learning effectiveness, to demonstrate evidence of change in behaviour and the impact of EoLP's work
- Continue to develop the "E-Source" data dashboard for Cheshire and align this to Integrated Care Partnerships and Care Communities
- Work with partners to improve the way EoLP uses data and evidence, including feedback from people receiving and providing care, to demonstrate the impact of our work and to inform improvements to services.

Income Generation

The global pandemic had a significant impact on EOLP's ability to deliver the ambitious targets from our first Income Generation Strategy. As a newly formed team, operating in an uncertain and increasingly competitive fundraising environment, the challenges were great. However, the team ended the year with new systems in place, progress in all areas, and some not insignificant financial wins.

Grant and Trusts

Key learnings from application processes that can be used to inform next year's objectives:

- EOLP fall between two income categories; with a turnover of just over £1 million, EoLP are excluded from many funds targeting 'small' charities.
- There is a need to robustly report both need and impact to secure many grant funds, particularly when competing against large charities with national impact.
- The prediction of achieving a surplus year end position is a barrier to applying for some Grants and Trusts, particularly in the current climate where emphasis is on supporting charities in dire financial need and those helping people most affected by the pandemic.

Corporate

Awareness of the EOLP brand is low amongst the corporate community and ambitions to address that through wider networking and event attendance was severely hindered during the 2020 pandemic. However, a mutually beneficial relationship with Orbitas, a valued corporate supporter, was cemented during the pandemic and resulted in a 20k donation to support the core work of the public health team.

Community

EoLP were chosen as the Nantwich Mayor's Charity of the Year, however the pandemic meant this was not as fruitful as it would have been in other years. A moderate level of support has also been received by local Rotary clubs, who also help to raise awareness of EOLP.



STATEMENT OF TRUSTEE RESPONSIBILITIES

The Trustees (who are also the directors of The End of Life Partnership Limited for the purposes of Company Law) are responsible for preparing the Report of the Trustees and for the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity SORP (FRS 102);
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the Trustees are aware:

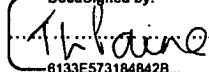
There is no relevant audit information of which the charitable company's auditors are unaware; and

They have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

01/12/2021

Approved by order of the Board of Trustees onand signed on its behalf by:

DocuSigned by:



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Tracy Paine, Trustee and Chair of the Board of Directors



INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE END OF LIFE PARTNERSHIP (COMPANY LIMITED BY GUARANTEE)

We have audited the financial statements of The End of Life Partnership for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard applicable in the UK and Ireland'.

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 applicable to smaller entities; 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 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 those 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

We have nothing to report to you in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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
- the financial statements are not in agreement with the accounting records; 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.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 13, the directors 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 directors 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 directors are responsible for assessing the 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 directors either intend to liquidate the company or 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:

The audit procedures designed to identify irregularities included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims
- Enquiry of company staff with responsibilities for tax and compliance matters to identify any instances of non-compliance with laws and regulations
- Reviewing any minutes available of meetings of those charged with governance
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations



- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, intentional misrepresentations or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our report of the Independent Auditors.

Use of our report

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

DocuSigned by:

Michael Benson

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Michael Benson (Senior Statutory Auditor)
For and on behalf of Murray Smith LLP
Chartered Accountants
Statutory Auditor
Darland House
Winnington Hill
Northwich, Cheshire
CW8 1AU

23 November 2021

Date.....



END OF LIFE PARTNERSHIP LIMITED

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021
Including the Income and Expenditure Account

	Note	2021 £	2020 £
INCOME			
Donations and legacies	2	44,438	137,660
Charitable activities	3	1,164,892	1,066,057
Investment income	4	426	1,285
Total Income		1,209,756	1,205,002
EXPENDITURE			
Charitable activities			
Provision of Education	5	1,075,220	1,212,071
Total expenditure		1,075,220	1,212,071
Net Income / (Expenditure) for the Year		134,536	(7,069)
Fund Balances brought forward		236,415	243,484
Fund Balances carried forward		370,951	236,415

The statement of financial activities includes all gains and losses recognised in the year.
 All incoming resources and resources expended derive from continuing activities.

The notes on pages 20 to 24 form part of these accounts.



END OF LIFE PARTNERSHIP LIMITED
Company number 03594951

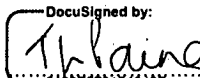
BALANCE SHEET AS AT 31 MARCH 2021

	Note	As at 31 March 2021 £	As at 31 March 2020 £
Fixed Assets			
Tangible Assets	11	16,482	25,692
Current Assets			
Debtors	12	36,845	91,098
Cash at bank and in hand		498,318	322,981
		<u>535,163</u>	<u>414,079</u>
Creditors: due within one year	13	<u>180,694</u>	<u>203,356</u>
Net Current Assets		<u>354,469</u>	<u>210,723</u>
Total assets less current liabilities		<u>370,951</u>	<u>236,415</u>
Net assets		<u>370,951</u>	<u>236,415</u>
Represented by funds			
Unrestricted funds	17	370,951	232,749
Restricted funds	17	-	3,666
		<u>370,951</u>	<u>236,415</u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies, and the Financial Reporting Standard FRS 102.

23 November 2021

Approved by the Directors on, and signed on its behalf by:

DocuSigned by:

 8133E5731B4642B
 Tracy Paine, Chair

The notes on pages 20 to 24 form part of these accounts.



END OF LIFE PARTNERSHIP LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash generated from operating activities	18	177,265	86,707
Cash flows from investing activities			
Interest income		426	1,285
Proceeds from sale of fixed assets		-	-
Purchase of tangible fixed assets		(2,354)	(5,529)
Cash used in investing activities		(1,928)	(4,244)
 Increase in cash and cash equivalents in the year		175,337	82,463
Cash and cash equivalents at the beginning of the year		322,981	240,518
Total cash and cash equivalents at the end of the year		498,318	322,981

The notes on pages 20 to 24 form part of these accounts.



**END OF LIFE PARTNERSHIP LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021**

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared in accordance with the the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2016, with the Charities Act 2011 and the SORP (FRS 102) and with the Companies Act 2006. The financial statements have been prepared in accordance with all applicable charity and company law. The charitable company meets the definition of a public benefit entity. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The currency used is pounds sterling.

Going concern

The accounts have been prepared on the going concern basis as the Trustees believe the charity has sufficient funds and has secured sufficient income to continue to operate for the foreseeable future. They believe there are no material concerns about the charity's ability to continue in its current shape and size.

Incoming Resources

Income includes all resources which accrue to the charity. It includes invoiced income, contracted income, grants, donations, investment income and sundry income. Income is recorded gross (i.e. expenditure is not netted off) and is recognised when it is prudent to do so. Specific income recognition policies:

- Invoiced income (incoming resources from charitable activities) is recognised on an accruals basis, irrespective of when amounts are actually received.
- Grants and donations (voluntary income) are recognised in the period they are received. In cases where the donor specifies that the income is to finance expenditure arising in later accounting periods, the amount is shown as restricted funds in the current year.
- Fund-raising income (income from activities for generating funds) is recognised when it is received.
- Other income, including income from legacies, is generally recognised when it is received.

Restricted income and restricted funds

Where funds are donated for a specific purpose they are treated as restricted income. When that purpose is fulfilled (eg the purchase of a specific asset) then the amount is shown as having been transferred from restricted to unrestricted funds. The split in expenditure between restricted and unrestricted funds is on the basis of actual costs incurred (employee costs, training and conference costs and other direct costs).

Resources expended:

Depreciation

Depreciation of fixed assets is calculated to write off their cost or valuation less any residual value over their estimated useful economic lives as follows: Fixtures and fittings: 33% straight line (before 1 Apr 2019: 25% reducing balance)
Depreciation is charged from the month of acquisition to the month of disposal.

Costs of charitable activities

Includes all expenditure directly related to the objects of the charity, on an accruals basis and inclusive of VAT which cannot be

Pension costs

The company makes contributions for former NHS employees into the NHS Pension Scheme. This is a defined benefit scheme, which is externally funded and contracted out of the State Earnings Related Pension Scheme. The regular pension cost is charged to the income and expenditure account and is based on the expected pension costs over the service life of the employees. The contributions are determined by qualified actuaries on the basis of five yearly valuations.

The company also operates a defined contribution scheme, where the assets of the scheme are held separately from those of the company in an independently administered fund. Contributions payable for the year are charged to the income and expenditure account in the year to which they relate.

Leases

Annual commitments under leases are shown in Note 15. The charity does not have any hire purchase or finance leases.

Deferred income

Where the charity has entered into a contract to deliver services which have not been completed at the year end, the amount of income relating to services to be delivered after the year end is not recognised as income and is included in deferred income within creditors on the balance sheet.

Matters of Judgement and Estimation

The main area of the accounts subject to judgement and estimation is the income recognised on contracts which span more than one accounting period. The degree of completeness is estimated by reference to the staff time and other costs which have been expended in each project. See also the deferred income note above.

Taxation

The charity is exempt from corporation tax. It is not registered for VAT.

Legal status

The charity is a company limited by guarantee and has no share capital. The liability of each member on winding-up is £1.



END OF LIFE PARTNERSHIP LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
2. Voluntary income		
Donations including Gift Aid	43,146	37,660
Joint Venture Funding from Hospices	-	100,000
Coronavirus Job Retention Scheme	1,292	-
	<u>44,438</u>	<u>137,660</u>
3. Income from Charitable Activities		
Core Funding (NHS) for education and training	698,349	607,212
Provision of training and education funded by NHS	327,991	324,819
Provision of training and education funded by hospices	101,666	25,589
Provision of training and education funded by other organisations	3,426	93,279
Other income	33,460	15,158
	<u>1,164,892</u>	<u>1,066,057</u>
4. Investment income		
Bank interest received	426	1,285
5. Resources expended on charitable activities:		
Provision of Education (Note 6)	1,075,220	1,212,071
	<u>1,075,220</u>	<u>1,212,071</u>
6. Analysis of expenditure on Charitable Activities		
Employee costs (Note 8)	890,055	994,873
Travel expenses	661	10,970
Secondment expenses	-	11,747
Sub-contracted delivery	68,294	75,993
Recruitment	334	428
Training, lectures and conferences	7,142	23,290
Rent	27,288	17,124
Insurance	5,450	9,391
Legal and professional fees	17,719	14,526
Print, post + stationery	28,747	13,776
Telephones	-	494
IT and office equipment	15,412	18,517
Bad debts	17	2,185
Depreciation	7,839	8,600
Loss on disposal of assets	3,725	4,366
Subscriptions	1,466	2,734
Bank charges	493	501
Sundry costs	578	2,556
	<u>1,075,220</u>	<u>1,212,071</u>
7. Net expenditure for the year is stated after charging:		
Operating leases	2,213	2,213
Depreciation	7,839	8,600
Auditor's remuneration	4,330	3,828
8. Staff costs, trustee expenses and the cost of key management personnel		
Staff costs	736,854	821,657
Social security	70,228	77,140
Pension costs	82,973	96,076
	<u>890,055</u>	<u>994,873</u>
Average number of full time equivalent employees (including part-time staff) during the year:		
Service delivery	19	19
Management and administration	3	3
	<u>22</u>	<u>22</u>
Total number of staff employed during the year	26	30
Number of employees whose total employee benefits (excluding employer pension costs) fell within the following bands:		
£60,000 - £70,000	1	1



END OF LIFE PARTNERSHIP LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

9. Pensions

The charitable company has two active pension schemes - the NHS pension scheme and a defined contribution pension scheme. The NHS scheme is a defined benefit scheme, the assets of which are held in a separate trustee administered fund. Under the definitions set out in FRS 17 (Retirement Benefits) the NHS pension scheme is a multi-employer pension scheme. The company is unable to identify its share of the underlying assets and liabilities of the scheme. Employer contributions charged against income for the year were £82,973 (2020: £96,076).

10. Trustees, Key Personnel and Related Party Transactions

Directors (Trustees) received no remuneration nor any other benefits from the charity in the year (2020: nil). Trustees may claim small amounts of travel and subsistence costs to attend meetings and conferences.

Key Personnel

The Leadership and Management Team (LMT) comprises the Chief Executive, the Head of Education and Service Development, the Head of Operations and Organisational Development and the Clinical Lead (part-time post). The total remuneration for this year for this group of people including salary, employer's national insurance and pension costs were £220,715 (2020: £243,887).

The highest paid employee is the Chief Executive whose salary plus pension costs for the year were £66,257 (2020: £79,242). This decrease reflects a mutually agreed reduction in contracted hours.

11. Fixed assets

	Fixtures, fitting and equipment
Cost	£
At 1 April 2020	62,075
Additions	2,354
Disposals	(14,175)
At 31 March 2021	<u>50,254</u>
Accumulated Depreciation	
At 1 April 2020	36,383
Charge for the year	7,839
Disposals	(10,450)
At 31 March 2021	<u>33,772</u>
Net book value	
At 31 March 2021	<u>16,482</u>
At 31 March 2020	<u>25,692</u>

12. Debtors

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Trade Debtors	26,242	86,807
Other debtors	-	-
Prepayments and accrued income	10,603	4,291
	<u>36,845</u>	<u>91,098</u>

13. Creditors: liabilities falling due within one year

	£	£
Trade Creditors	9,047	5,374
Taxation & Social Security	-	18,186
Deferred income (see Note 14 below)	142,286	170,218
Other creditors	7,593	1,565
Accruals	21,768	8,013
	<u>180,694</u>	<u>203,356</u>



END OF LIFE PARTNERSHIP LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

14. Deferred income: movements on accounts

	At 1 April 2020	Incoming Resources Deferred	Amounts Released	Transferred	At 31 March 2021
	£	£	£	£	£
Edith Reeves Funded Places	3,500	-	(400)		3,100
Dementia Project Funding - hospices	613	-	-		613
West Cheshire Dementia Guide	2,026	-	-		2,026
Paramedic Project	760	-	(760)		-
Palliative Care In Partnership	9,988	102,809	(112,797)		-
ACP TtT Yorkshire + Humberside	3,000	-	(2,000)		1,000
West Cheshire Learning Disabilities Programme	5,799	-	(5,799)		-
NW Coast LWAB Train the Trainer	24,099	14,000	(16,500)		21,599
NW Coast Care Home Training Programme	494	-	-		494
Dunhill Project	18,703	19,372	(28,041)		10,034
Western Cheshire CCG Workshops	2,803	-	(2,803)		-
Aintree Hospital Training	8,065	-	-		8,065
Written evidence based standards	2,000	-	(2,000)		-
St Luke's Hospice - annual training budget	17,738	-	(1,666)		16,072
South Cheshire CCG - online video training	2,630	-	(1,972)		658
Health Education England - Masterclass Project	19,140	11,960	(19,140)		11,960
Additional Public Health Funding	1,156	-	(125)		1,031
Additional Funding for Hospice and End of Life care	38,000	-	(35,000)	(3,000)	-
MCHFT Education	9,704	-	(8,891)		813
Specialist Nurses Education Partnership	-	3,666	(2,500)	3,000	4,166
Bereavement Support CCG	-	40,000	(30,175)		9,825
Caring for Care Homes	-	22,376	(22,376)		-
ECH - Joint Facilitator	-	10,000	(6,667)		3,333
Hospice Leadership	-	9,450	(9,450)		-
Stafford Dementia Skills Training	-	5,760	-		5,760
Cheshire West ICP - Chaperone	-	3,400	(2,700)		700
Onward Housing Comms Skills Training	-	8,320	(3,566)		4,754
MCHFT - Dementia Training Senior Nurses	-	13,554	-		13,554
CWP Dementia TtT & What is Advanced Dementia	-	18,834	-		18,834
Clinical Leads SJ/SC	-	12,250	(12,250)		-
Bereavement Support FU	-	8,787	(6,542)		2,245
Carer's Wellbeing FU	-	8,150	(6,500)		1,650
	170,218	312,688	(340,620)	-	142,286

Amounts deferred at year end represent the value of income still to be recognised when the work under each agreement has been completed.

15. Financial commitments - operating leases

The charity has the following total commitments under operating leases which are due to expire:

	Year ended 31 March 2021	Year ended 31 March 2021	Year ended 31 March 2020	Year ended 31 March 2020
	£	£	£	£
	Buildings	Other	Buildings	Other
Within one year	30,528	2,213	24,000	2,213
Between two and five years	22,896	553	42,000	3,319

Total operating lease payments recognised in office equipment costs is £2,213 (2020: £2,213).



END OF LIFE PARTNERSHIP LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

16. Analysis of net assets between funds

	Restricted Funds	Unrestricted Funds	Restricted Funds	Unrestricted Funds
	Year ended	Year ended	Year ended	Year ended
	31 March	31 March	31 March	31 March
	2021	2021	2020	2020
	£	£	£	£
Tangible fixed assets	-	16,482	-	25,692
Current Assets	-	535,163	3,666	410,413
Current Liabilities	-	(180,694)	-	(203,356)
Total funds	-	370,951	3,666	232,749

17. Movements in funds

	At 1 April	Incoming	Outgoing	Transfers	At 31 March
	2020	Resources	Resources	between	2021
				funds	
General Funds	232,749	1,209,756	(1,075,220)	3,666	370,951
Restricted Funds:					
Specialist Nurse Education Partnership	3,666	-	-	(3,666)	-
	3,666	-	-	(3,666)	-
Total Funds	236,415	1,209,756	(1,075,220)	-	370,951

Restricted Donations

Specialist Nurse Education Partnership

For bespoke training programmes, agreed with the Macmillan team.

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2021	2020
	£	£
Net movement in funds	134,536	(7,069)
Add back depreciation charge	7,839	8,600
Add back loss on disposal of assets	3,725	4,366
Deduct interest income	(426)	(1,285)
Decrease/(increase) in debtors	54,253	16,566
Increase/(decrease) in creditors	(22,662)	65,529
Net cash expended on operating activities	177,265	86,707

19. Control relationships

The charity is controlled by its Board of Trustees (listed in the Trustees' Annual Report).