

Company Number: 03019382
Charity Number: 1075588

**NATIONAL CONFIDENTIAL ENQUIRY
INTO PATIENT OUTCOME AND DEATH**

TRUSTEES' ANNUAL REPORT & FINANCIAL STATEMENTS

31 MARCH 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of National Confidential Enquiry into Patient Outcome and Death ('the charity', 'NCEPOD') for the year ended 31 March 2021. The Trustees confirm that the annual report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019). The annual report serves the purposes of both a Trustee report and a directors Report under company law.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

REFERENCE AND ADMINISTRATIVE DETAILS

The Trustees of the charity, who are also the directors of the company, have held office since 1 April 2020, unless otherwise stated, as follows:

Mr I C Martin	Chair
Dr D G Mason	Honorary Treasurer
Professor T J Hendra	
Mrs J Barber	
Dr P J Greaves	
Professor Sir B Keogh	
Dr S Lishman CBE	

The principal address of the charity and the registered office of the company is the offices of NCEPOD at Abbey House, 74-76 St John Street, London, EC1M 4DZ.

The charity is registered under the charity number 1075588 and the company is incorporated with the company registration number 03019382 in England and Wales.

The Trustees have made the following professional appointments:

Solicitor:	H Montlake & Co, 198 High Street, Ilford, Essex IG1 1LX
Auditor:	Kreston Reeves, Montague Place, Quayside, Chatham Maritime, Chatham, ME4 4QU
Bankers:	CAF Bank Limited, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ CCLA Investment Management Limited, 80 Cheapside, London EC2V 6DZ Virgin Money, Jubilee House, Gosforth, Newcastle upon Tyne, NE3 4PL The Charity Bank Limited, Fosse House, 182 High Street, Tonbridge, TN9 1BE Nationwide Building Society, Nationwide House, Pipers Way, Swindon, SN38 1NW
Stockbrokers:	Quilter Cheviot Investment Management, Senator House, 85 Queen Victoria St, London EC4V 4AB
Insurance Brokers:	Insurance Services (Surrey) Ltd, PO Box 1533, Woking, GU22 2RY SecondSight, FosterDenovo Group, 2 Hamm Moor Lane, Weybridge, Surrey KT15 2SA

The following key senior members of staff are responsible for the day-to-day activities of the charity who together with the Trustees form the key management personnel of the charity:

Dr Marisa Mason	Chief Executive & Company Secretary
Dr Neil Smith	Clinical Researcher & Deputy Chief Executive

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

The National Confidential Enquiry into Patient Outcome and Death (formerly the National Confidential Enquiry into Perioperative Death) was originally set up in 1988 following the desire by the government of the day to undertake regular reviews into the practice of surgical and anaesthetic care. The remit has since been extended to include medical care, mental healthcare, community and primary care.

NCEPOD is a registered charity, and a company limited by guarantee, not having share capital. Every member of NCEPOD (Steering Group listed below) undertakes to contribute an amount not exceeding £1 to the assets of the charity in the event of the charity being wound-up during the period of membership, or within one year thereafter.

NCEPOD was incorporated on 8 February 1995, and became a registered charity on 20 May 1999. NCEPOD is governed by the rules and regulations set down in its company Articles of Association originally dated 8 February 1995, and updated on 1 April 1999, 28 November 2003 (change of name), 29 November 2012 (membership organisations amended), 27 May 2016 (membership updated to include the Royal College of Surgeons of Edinburgh, the Royal College of Physicians of Edinburgh, the Royal College of Physicians and Surgeons of Glasgow and the Royal College of Psychiatrists), 27 April 2017 (membership updated to include the Faculty of Intensive Care Medicine) and 5 November 2020 (changes to appointment of Trustees).

Organisational Structure

Steering Group

The Members of the Steering Group represent the healthcare Associations, Colleges, and Faculties primarily related to NCEPOD's activities and are elected by resolution of the Trustees to ensure a balance within the group. The group ensures that the clinical and professional messages of NCEPOD are paramount. The Members, who have served on the Steering Group since 1 April 2020, are as follows:

Association of Anaesthetists Dr M Nathanson – demitted 5 November 2020 Dr W Fawcett – appointed 5 November 2020	Royal College of Ophthalmologists Vacancy
Association of Surgeons of Great Britain and Ireland Mr M Lansdown	Royal College of Paediatrics and Child Health Dr I Doughty
Royal College of Emergency Medicine Dr A Boyle	Royal College of Physicians of London Dr M Kumwenda, Dr H Skene and Dr A Gibson
Faculty of Dental Surgery Mr J Dhanda	Royal College of Physicians and Surgeons of Glasgow Dr M McKirdy
Faculty of Intensive Care Medicine Dr J Butler	Royal College of Physicians of Edinburgh Dr J MacLeod
Lay Representatives Mr S Barasi – demitted 9 July 2020	Royal College of Psychiatrists Dr J Carlile – demitted 28 January 2021
Royal College of Anaesthetists Dr C Carey and Dr K Ramchandaran	Royal College of Radiologists Prof R McWilliams
Royal College of General Practitioners Vacancy	Royal College of Pathologists Dr L Igali
Royal College of Nursing Dr N Ashby	Royal College of Surgeons of Edinburgh Miss A Paisley
Royal College of Obstetricians and Gynaecologists Dr T Hillard	Royal College of Surgeons of England Miss S Vig

Observers, Clinical Co-ordinators and Lay Representatives

There are also observers to the meetings of the Steering Group, who assist and provide advice to ensure the clinical and public integrity of NCEPOD.

The observers listed below were invited to attend the meetings of the Steering Group, during the year ended 31 March 2021:

Coroners' Society of England and Wales	Dr D Sharpstone
Healthcare Quality Improvement Partnership	Mr M Skrypak
Healthcare Quality Improvement Partnership	Mrs V Dunne

Clinical Co-ordinators are co-opted Members of the Steering Group, and one of the number is appointed as the Lead Clinical Co-ordinator and invited to attend Trustee meetings as an observer.

Eleven consultants had been on secondment to NCEPOD as Clinical Co-ordinators between 1 April 2020 and 31 March 2021, committing to between one and two sessions per week.

Dr M Docherty	Liaison Psychiatry
Dr A Goodwin	Anaesthesia and Critical Care
Dr M Juniper	Respiratory Medicine
Dr K Malbon	Paediatrics
Dr S McPherson	Radiology
Dr A Michalski	Paediatric Oncology
Mr M Sinclair	General Surgery
Dr V Srivastava	Acute Medicine
Dr A Tavaré	General Practice
Dr K Wilkinson	Paediatric Anaesthesia
Mr J Abercrombie	Surgery

NCEPOD has a panel of seven Lay Representatives who advise on public input into the work of NCEPOD and are invited to attend the Steering Group:

Mr N Buck	Mrs S North	Mr P Moodley
Mrs A Joy	Mr C Regas	
Mr R Newell	Ms H Topping	

Trustees

A minimum of three Trustees are appointed, and one of these individuals is additionally appointed as the Chair. The Trustees have formal responsibility under the Companies Acts 1985 to 2006 and the Charities Act 2011 for the management of NCEPOD as a company and a charity. Their role relates primarily to the governance of the organisation, and together they are the employer of all NCEPOD staff. The Chair of the Trustees is the "head" of NCEPOD for the staff. The Trustees meet at least quarterly to exercise their duties, and to fulfil their responsibilities. For the purposes of the Companies Acts 1985 to 2006, the Trustees of the charity are also the directors of the company. The names of the Trustees, who have served during the year, are listed on page 1.

Method of Recruitment, Appointment, Election, Induction & Training of Trustees

Recruitment

It is the policy of NCEPOD to ensure that there are an appropriate number of Trustees with the required skills to ensure that the charity is well governed. Trustees are appointed following resignation of an existing Trustee or to provide additional skills. These skills may be professional such as legal or accounting skills or may be clinical to ensure appropriate coverage of the various medical specialties. When a vacancy is identified, an appointment will be made by the Trustees after conducting an application/invitation and interview process. Every new Trustee becomes a member of the Steering Group. During 2020/21 the current NCEPOD Trustees undertook a skills audit and identified the need for Trustees with expertise in primary care, quality improvement and fundraising.

Induction & Training

Newly appointed Trustees are given a pack of information comprising of:

- The Charity Commission's document 'The Essential Trustee'
- NCEPOD's Memorandum and Articles of Association
- The last Trustees' Annual Report and Financial Statements
- The last year's minutes of Trustee and Steering Group meetings
- The business plan
- The latest risk assessment

A meeting with the Chief Executive, is also arranged before attending their first Trustee meeting to ensure that any questions they may have are answered. Additional sessions can be arranged if required on specific issues.

If additional training needs, such as media training, are identified then an appropriate method of training is used.

Staff

The day-to-day running of NCEPOD is managed by the Chief Executive and Company Secretary, Dr M Mason, who is based at NCEPOD's registered office and principal address. She is assisted in this task by her deputy, Dr N Smith and eleven staff, three of whom are part-time. These staff members are responsible, together with the Clinical Co-ordinators, for the running of studies including their design and the processing of data.

Dr M Juniper, as Lead Clinical Co-ordinator is responsible for the deployment of the Clinical Co-ordinators and is the clinical lead for NCEPOD. Many clinicians assist NCEPOD as case note reviewers and are listed in the report relevant to the year(s) for which they have reviewed data.

Staff pay

The Trustees are responsible for setting the pay of the Chief Executive and Deputy Chief Executive who, with the Trustees, represent the charity's key management personnel, and for agreeing any other staff pay rises. The pay scale used by the Trustees was agreed following an external review which benchmarked salaries to a variety of similar organisations. This is reviewed by the Trustees and amended at their discretion having regard to the current pay scales of NHS providers, academic institutions and similarly sized organisations.

Risk & Corporate Governance Matters

The Trustees have conducted a review of the principal risks and uncertainties to which NCEPOD is exposed and systems have been established to mitigate those risks. This register is reviewed annually. The basis of this risk review is the Charity Commission's guideline "Charities and Risk Management" and risks are assessed under the following headings:

- Governance risks
- Operational risks
- Financial risks
- External risks
- Compliance with law and regulation

In addition, a section was added in 2020 specific to the COVID-19 pandemic.

The Trustees' first concern is to maintain and enhance the quality of the studies with which the reputation of NCEPOD has become synonymous.

Their second concern is to do what can be done to ensure that the lessons of the studies undertaken are widely shared so that they can be translated into improved patient care.

Financial viability is essential if NCEPOD is to continue and the reduction in income in real terms due to the financial pressures on NCEPOD's principal funder, NHS England, is a significant risk. During 2020/21 NCEPOD began two new contracts with HQIP, one starting on 1 January 2020 and 1 April 2020, but the Scottish Government withdrew from the contracts following the tender process, leading to a 12% reduction in budget for the new contracts. There is always a risk that funding will be reduced or stopped with little notice and therefore NCEPOD has continued to keep free reserves available to meet liabilities such as redundancy payments in the event of forced closure or loss of contract under the tendering arrangements.

Internal risks are minimised by the implementation of internal financial procedures for authorisation of all transactions, and to ensure quality of delivery for all operational aspects of NCEPOD. These procedures are annually reviewed to ensure that they still meet the needs of the charity. The responsibility for completing this risk assessment and for following up actions lies with the Chief Executive.

The safeguarding of highly confidential data is of paramount importance to NCEPOD and as such the Charity is registered with the Information Commissioner. NCEPOD abides by the General Data Protection Regulations 2016. The Chief Executive acts as a Caldicott Guardian, and the Deputy Chief Executive acts as the Data Protection Officer with responsibility for protecting the confidentiality of information relating to all patient identifiable data. NCEPOD is also registered with the Health Research Authority - Confidentiality Advisory Group (HRA-CAG) which, under Section 251 of the NHS Act 2006, requires organisations to seek approval of the Secretary of State for Health where patient consent is not sought for the use of identifiable data. This registration is reviewed annually and requires an approved completion of the Data Security and Protection Toolkit. Formal arrangements are also in place with the Northern Ireland Privacy Advisory Committee.

Professional Indemnity Insurance

NCEPOD has taken out an insurance policy that provides professional indemnity cover for the Trustees. The cost of this insurance policy to NCEPOD for the year was £9,878 (2019: £5,992). There was an increase due to the COVID-19 pandemic and insurers were not offering equivalent policies to the year before.

Trustees' & Directors' Responsibilities in the Preparation of Financial Statements

The Trustees (who are also the directors of NCEPOD for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The Trustees are responsible for keeping adequate 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and

- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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 financial statements may differ from legislation in other jurisdictions.

Auditor

The charity's auditors in 2020, MHA MacIntyre Hudson indicated their willingness to continue in office but it was agreed by the Trustees that as they had been in post for over five years a tender process should be undertaken to change auditors and Kreston Reeves LLP were successful. Kreston Reeves LLP have indicated their willingness to continue in office and offer themselves for re-appointment.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charity was established are as follows:

The Company's objects are to assist in maintaining and improving standards of healthcare for the benefit of the public by reviewing the management of patients, by undertaking and providing the undertaking of confidential surveys and research, and by publishing and generally making available the results of such activities.

Charitable Activities

NCEPOD's principal source of funding is from NHS England, the Welsh Government, the Department of Health in Northern Ireland and the Offshore Islands, provided via the Healthcare Quality Improvement Partnership (HQIP). The private sector also contributes funds to the activities of NCEPOD.

With effect from 1 January 2021 NCEPOD entered into a 27-month contract with the Health Foundation, for a study looking at the care provided to prisoners in HMP who died from natural causes.

Over fifty reports have been published since NCEPOD was set up, and its influence is widely recognised within the healthcare sector. All NHS hospitals in England, Wales and Northern Ireland are eligible to participate in the work of NCEPOD, together with hospitals in Guernsey, Jersey and the Isle of Man, and the majority of the providers of acute patient care in the independent sector.

NCEPOD's remit includes adults and children who have received medical, surgical or mental healthcare in hospitals, in the community, in primary care and now in prisons.

Ideas for topics for consideration are sought from a wide range of organisations as part of an annual topic selection process usually held over the summer and autumn months. The call for topics is also made available on the NCEPOD website and using social media; allowing ideas to be submitted by any interested party, including the public.

Therefore in pursuance of its overall goal, NCEPOD undertakes a principal charitable activity which is the design and conduct of confidential surveys. The findings together with recommendations are published. These activities are consistent with the objects of NCEPOD as described above.

At any one time there may be several studies underway and grants may be made for a particular study.

Indicators, Milestones & Benchmarks

Each new study runs over approximately a two year period. Progress against set milestones (below) is assessed and formally documented in the business plan which is produced at the beginning of each financial year.

1. Form the Study Advisory Group (SAG)	6. Test data collection methods	11. Data analysis
2. Write the protocol	7. Meet with the SAG for a second time	12. Write the report
3. Design the questionnaires	8. Final protocol to Steering Group and HQIP	13. Design the report
4. Advertise the study	9. Start data collection	14. Publish the report
5. Advertise for Reviewers	10. Run Reviewer meetings	

Public Benefit - strategy

The Trustees have taken The Charity Commission's general guidance on public benefit (contained within the guidance publication "Charities and Public Benefit") into consideration in determining the strategy and operation of the charity and in preparing their statements on public benefit contained within this Trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, NCEPOD strives to improve patient care and safety and to improve the quality of healthcare for the benefit of all those treated in a healthcare setting. The charity's beneficiaries are therefore the public and patients, and benefits to all are provided through continuing support for clinicians and allied health professionals to ensure the highest possible quality of safe care is delivered.

Trustees' Assessment of Public Benefit

In addition to monitoring the progress of NCEPOD in terms of achievement of milestones in relation to studies, the Trustees also promote the adoption of the recommendations. At the start of a study, relevant organisations that represent the study sample are involved. This group includes clinicians as well as patient representatives. Prior to the release of each report consideration is given as to who should be invited to comment upon it, whether it be a Health Department or a specialist group, including patient groups. In addition to this the Chair requests that the NCEPOD Steering Group take the messages of the report back to their constituent groups (Royal Colleges and Specialist Organisations) to ensure maximum impact. Feedback from these organisations on how the reports and recommendations have been implemented act as a surrogate marker of public benefit.

Volunteers

NCEPOD does not use public volunteers to undertake its work but does benefit from clinicians and lay representatives who are willing to provide their time to help review the data collected.

Grant Making Policy

The charity does not give grants.

Fundraising Activities

No activities.

ACHIEVEMENTS AND PERFORMANCE

Activities & Events

Publications

NCEPOD published one report during 2020/21 - A review of the care provided to patients admitted to hospital following an out of hospital cardiac arrest

There were two reports planned but the second one was delayed due to the COVID-19 pandemic. The second report has a planned publication date of August 2021.

The table below details the studies in progress up to 31 March 2021 and future studies planned. Further information can be found on NCEPOD's website at www.ncepod.org.uk. Due to the COVID-19 pandemic there is a delay of 6-12 months across the different studies, depending on where they were in development. However, all studies are now underway and the timetable has been adjusted, with the support of the study commissioners.

Area of study:	Milestone reached:
Dysphagia in Parkinson's Disease	Report being written
Physical healthcare in mental health hospitals	Data being collected
Epilepsy	Data being collected
Community acquired pneumonia	Study being developed
Crohn's disease	Study being developed
Transition between child and adult healthcare	Study being developed
Endometriosis	Study being developed
End of life care	Study being developed
Testicular torsion	Study being developed
Natural deaths in prison	Study being developed

Impact of Activities & Events

Despite the COVID-19 pandemic adding a delay to data collection for current studies, the time was used to undertake enhanced dissemination of past studies as well as developing the report released during the year, while keeping as much momentum going as possible for all studies that were in development.

The enhanced dissemination included speaking at online conferences, producing [videos](#) to summarise the messages of past reports, including a patient video (they can all be viewed [here](#)) and writing editorials.

A summary of the impact of past reports was compiled and can be found [here](#).

Publications

In hospital care of out of hospital cardiac arrests – the recommendations from [this report](#) have already been welcomed by the Resuscitation Council UK, with their statement that *"The NCEPOD report is a crucial and much-needed investigation into the care, treatment and clinical decision-making that takes place in UK hospitals following an out of hospital cardiac arrest."*

Other means of disseminating the messages from the reports

Other than the main report, for each study the following are produced:

1. An executive summary
2. A summary sheet
3. An infographic sheet
4. A slide set
5. A patient question sheet
6. A short video uploaded to social media
7. A Commissioner's guide
8. Quality improvement tools

Quality improvement tools

NCEPOD produces quality improvement tools for each report which can be downloaded from the website to allow individual hospitals and Trusts/Boards to assess their own practice against the recommendations made:

1. A recommendation checklist
2. An audit tool
3. Fishbone diagram templates

Other activities

To promote the work of NCEPOD and to ensure that effective links are made with each hospital so that they feel confident participating in the studies, NCEPOD has continued to run days for the Local Reporters (our link person in each hospital) and Ambassadors (hospital-based clinicians who promote the work of NCEPOD) to meet with NCEPOD and discuss common issues although this became an online event, which in fact enabled more people to attend from all over the country.

Public Benefit - delivery

During the year 2020/21, the Trustees gathered the following evidence that demonstrates to their satisfaction that NCEPOD continues to benefit the public through its activities targeted to achieve its charitable objectives:

- Patients were involved in the development of all studies
- Patient and parent carer views were sought for the child health study
- A patient video was created for the Long-term Ventilation study
- A new lay member was appointed to NCEPOD's lay panel
- Focus groups and surveys were embedded into the core method for every future study

FINANCIAL REVIEW

Financial Results of Activities & Events

Results for the year ended 31 March 2021 are given in the Statement of Financial Activities on page 19. The assets and liabilities of NCEPOD are shown in the Balance Sheet on page 20. The financial statements should be read in conjunction with their related notes, which appear on pages 25 to 34.

In summary, total income decreased by 14% (2020: decreased by 3.4%) to £1,176,656 (2020: £1,366,900), total expenditure decreased by 24% (2020: decreased by 1.9%) to £972,247 (2020: £1,278,134), resulting in a positive net movement in funds for the year of £239,229 (2020: positive net movement in funds of £35,705). Included in the net movement in funds is the gain on investment recognised for 2021: £34,820 (2020: Loss £53,061). The primary source of funding was via the Healthcare Quality Improvement Partnership (HQIP) who commissioned two of the work programmes undertaken.

The Trustees maintain their policy of transferring cash not immediately needed for working capital purposes to short term treasury deposits and longer-term investments as detailed below.

Impact of COVID-19

Funding

During the pandemic funding for the commissioned work has continued to be provided by HQIP, although data collection for both work programmes was suspended between March and August at the request of NHS England, putting a six to twelve month delay into the overall programme. The programmes were able to accommodate such a delay as the studies run on a rolling basis. As long as this model remains, and the impact of the delays on the contract deliverables are agreed with HQIP, there will be no material financial impact on NCEPOD.

While new data could not be collected, development work for both programmes, that did not require direct clinical input, continued. This included developing questionnaires and methods for current studies and writing

editorials for past studies, as well as undertaking focus groups with patients for new studies. Clinical data collection gradually resumed as lockdown eased although it has yet to return to a pre-COVID state.

Operations

Since lockdown on 23rd March 2020 NCEPOD staff have been working from home. Effective business continuity planning has ensured that this has not impacted on the day-to-day activities. The office has been accessed at least weekly by key staff members to ensure the server backup has been run and stored off-site as well as ensuring the office security/hygiene has been maintained. As confidential data has started to be returned more regular access has been needed and the office will slowly reopen. The NCEPOD office has been made COVID secure for the return of staff and all staff are undertaking routine COVID lateral flow testing.

The impact of remote working has also been used positively to adopt new ways of working now through the use of technology and develop ways of continuing to work remotely in the future. Information governance approvals are being sought to undertake case reviewer meetings online which will benefit clinicians insofar as they will not need to travel to London and will benefit NCEPOD financially as it will enable us to make savings in respect of meeting costs.

Investments

The value of the NCEPOD investment portfolio was reduced at the start of lockdown in line with the general dip in the market. The investments have since recovered well and overall there has been no material change to the investment value, maintaining this area of the NCEPOD reserves.

Reserves Policy

The Trustees review the reserves policy each year. In conducting this review, the Trustees take account of best practice as identified by the Charity Commission and the risks facing NCEPOD.

Designated reserves are set aside at the discretion of the Trustees. There is currently one fund in this category - the Premises Fund - this is designed to meet the end of lease dilapidation costs of decoration and maintenance of the leased premises currently occupied by NCEPOD.

The current level of free reserves stands at £1,494,703 (2020: £1,248,854), which meets the above requirements. The free reserves comprise the general fund less the net book value of tangible fixed assets.

Reserves are primarily held to meet legal and other associated costs to undertake an orderly wind-up if this became necessary. It is estimated that a sum up to £700,000 would be required to cover the costs of staff redundancy, legal and professional costs of winding up the charitable company and the termination costs for premises and equipment leases.

Free reserves, held in excess of 'wind-up' costs, will be used, as required, to cover situations such as:

- Adding funds to the budget in 2021/22/23 to cover the shortfall in core funding arising from the unexpected withdrawal of the Scottish Government from the new three-year contracts for the current programmes.
- Covering any unexpected costs/shortfalls occurring during the year such as fluctuations in insurance premiums.
- Subsidising overhead costs to enable NCEPOD to broaden its scope for the future by taking on additional work programmes.

Investment Policy

NCEPOD plans its activities over a three year period, with annual review and budgets calculate anticipated income and expenditure and the maintenance of, reserves as detailed above. To date and to ensure the best return on the reserves NCEPOD has £212,343 in a Virgin Deposit Account, £149,443 in a COIF deposit fund, £151,754 in the Charity Bank and £150,893 in the Nationwide Building Society. In addition, NCEPOD has £212,538 invested in low/medium risk securities.

In November 2018, the assets of £151,957 held in securities were moved from Beaufort Securities to the Share Centre as Beaufort Securities went into administration in March 2018. The Share Centre was an online trading platform only so in January 2020 the Trustees appointed Quilter Cheviot to take over the management of NCEPOD's investments. This account was set up in June 2020 and funds transferred over to it during July 2020. The Share Centre account was then closed.

A new investment policy was agreed as part of the appointment of Quilter Cheviot. The main points are summarised here:

Investment objective

Longer-term assets (reserves) will be invested with the aim of at least maintaining the value or purchasing power in real terms (i.e. against inflation)

Total return target

The total return target for the investment portfolio has been set at inflation plus 3.5% p.a. net of fees. This implies a nominal target of 5.5% p.a. assuming the Bank of England's official 2% target for CPI inflation.

Income requirement

There is no specific income requirement. However, the Trustees expect the investments to generate a reasonable level of income, currently around 3%, as income forms an important component part of the overall total return.

Time horizon

The time horizon for the investment portfolio is considered to be medium to long term (i.e. more than five years).

Liquidity requirement

The charity holds in cash reserves sufficient funds to meet immediate cash-flow requirements.

The longer-term investment portfolio should be invested in assets that are easily realisable in normal market conditions.

Ethical and other constraints

The Trustees have considered what activities would be in conflict with NCEPOD objectives and concluded that it would be inappropriate to invest directly into tobacco companies. This exclusion is aligned with Quilter Cheviot Global Income & Growth Fund for Charities which precludes any direct investment in tobacco companies or businesses which make controversial weapons.

The Trustees wish to be responsible investors. Environmental, social and governance (ESG) criteria are a set of standards to assess a company's operations that investors, such as charities, consider when reviewing their investments:

- Environmental criteria consider how a company performs as a steward of nature.
- Social criteria examine how it manages relationships with employees, suppliers, customers and the communities where it operates.
- Governance deals with a company's leadership, executive pay, audits, internal controls, and shareholder rights.

Quilter Cheviot is expected to take account of ESG issues in their investment analysis and decision-making processes and engage with company management when appropriate and produce periodic reports covering ESG issues.

Risk tolerance

A reasonable level of capital volatility within the investment portfolio is considered by the Trustees to be acceptable given the charity's risk and return objectives but the portfolio should be well diversified across asset classes and individual investments should be in line with a standard medium risk profile.

Diversification within the portfolio should be such as to limit the downside risk in the portfolio. However, the Trustees accept there may be times of crisis when the downside risk might be larger as demonstrated in above 'peak to trough decline'.

PLANS FOR FUTURE PERIODS

Future Strategy

The contracts with HQIP for the current programme of medical and surgical studies continues until March 2023, and the contract for the child health studies continues until December 2022. The contract with the Health Foundation continues until March 2023.

Work will continue to ensure that the quality of the studies is high, both in methodological terms and also in ensuring robust recommendations are provided which will improve patient care and benefit the public.

Future Activities & Events

NCEPOD is planning to submit two reports for publication in 2021/22:

1. Dysphagia in Parkinson's Disease
2. Physical healthcare in mental health hospitals

Data collection will continue during 2021/22 for all remaining studies.

The next topic selection round commences in September 2021 and suggestions will be sought from a wide range of organisations and individuals.

NCEPOD Trustees will explore additional sources of potential income for NCEPOD.

A quality improvement survey will be undertaken to determine what tools would most benefit those charged with acting on report recommendations at a local level.

Impact of Future Activities & Events

The following targets have been set by the Trustees against which to measure the performance of NCEPOD during 2021/22:

- The dysphagia in Parkinson's disease report to be published
- Data collection to begin for two new studies
- Three new studies to be selected.

Public Benefit

The Trustees intend to ensure that NCEPOD continues to benefit the public by producing high quality reports which are available on the NCEPOD website, making recommendations that will improve the quality of care received by patients. The Trustees will continue to be pro-active in planning which groups are best placed to promote the recommendations that are made and will continue to invite patient groups to be part of the study planning process to ensure that data collected is relevant to what patients want, as well as what clinicians want for patients.

FUNDS HELD AS CUSTODIAN

NCEPOD does not currently hold, and the Trustees do not anticipate that it will in the future hold, any funds as custodian for any third party.

This report of the Board of Trustees has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

This report was approved by the Trustees on 30th July 2021, and was signed for and on behalf of the Trustees by:



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Mr I C Martin
Chair of NCEPOD

Opinion

We have audited the financial statements National Confidential Enquiry into patient outcome and death for the year ended 31 March 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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 Charity's affairs as at 31 March 2021 and of the Charity's 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 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

required to report that fact.

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 Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Trustees' report.

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

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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; 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' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, 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 Charity'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:

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the charity and sector, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure and management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations and fraud; and;
- Challenging assumptions and judgements made by management in its significant accounting estimates; and;
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and;
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and;
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and;
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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 or intentional misrepresentations, or through collusion.

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 of 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 my Auditor's report 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 my Auditor's report. 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Charity to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Charity audit. We remain solely responsible for our audit opinion.

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

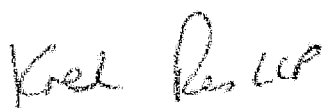
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Susan Robinson BA FCA MCMI FCIE DChA (Senior statutory auditor)

For and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor
Montague Place
Quayside
Chatham Maritime
Kent
ME4 4QU

Date: 4th August 2021



	Notes	Total 2021 £	Total 2020 £
INCOME FROM:			
Donations	1	12,000	132,300
Charitable activities	2	1,154,353	1,216,461
Investments	3	10,303	18,139
TOTAL INCOME		1,176,656	1,366,900
EXPENDITURE ON:			
Charitable activities	4	972,248	1,278,134
TOTAL EXPENDITURE		972,248	1,278,134
Net gain/(loss) on investments	8	34,820	(53,061)
NET INCOME		239,228	35,705
NET MOVEMENT IN FUNDS		239,229	35,705
RECONCILIATION OF FUNDS			
Fund balances brought forward at 1 April 2020		1,276,343	1,240,638
FUND BALANCES CARRIED FORWARD AT 31 MARCH 2021	11	1,515,571	1,276,343

The net movement in funds for the year arises from the charity's continuing activities.

No separate statement of total recognised gains and losses has been presented as all gains and losses are dealt with in the Statement of Financial Activities.

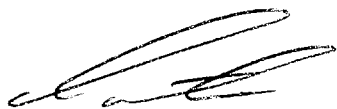
All funds are unrestricted in the current and prior year.

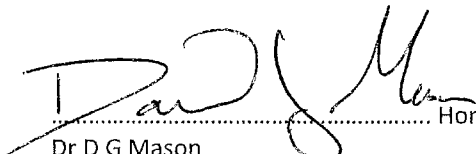
The annexed notes form part of these financial statements.

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	7	3,292	7,489
Investments	8	212,538	151,957
		<u>215,830</u>	<u>159,446</u>
CURRENT ASSETS			
Debtors	9	355,757	361,396
Cash at bank and in hand		1,091,609	770,598
		<u>1,447,366</u>	<u>1,131,994</u>
LIABILITIES			
Creditors: Amounts falling due within one year	10	(147,625)	(15,097)
NET CURRENT ASSETS		<u>1,299,741</u>	<u>1,116,897</u>
TOTAL ASSETS LESS CURRENT LIABILITIES & NET ASSETS		<u>1,515,571</u> =====	<u>1,276,343</u> =====
THE FUNDS OF THE CHARITY			
Unrestricted income funds			
General Fund	11	1,495,571	1,256,343
Designated Premises Fund	11	20,000	20,000
TOTAL CHARITY FUNDS	11	<u>1,515,571</u> =====	<u>1,276,343</u> =====

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Trustees on 30th July 2021 by the Board and signed on their behalf by:


 Chair
 Mr I C Martin


 Honorary Treasurer
 Dr D G Mason

The annexed notes form part of these financial statements.

CASH FLOWS

Year ending 31 March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	13	338,206	122,131
Cash flows from investing activities			
Interest from investments		10,303	18,139
Purchase of tangible fixed assets		(1,737)	(6,634)
Receipts from sale of investments		174,875	38,055
Purchase of investments		(200,637)	(28,125)
Net cash (outflow) inflow from investing activities		(17,196)	21,415
Increase (decrease) in cash for the year		321,011	143,546
Cash brought forward		770,598	627,052
Cash carried forward		1,091,609	770,598
		=====	=====

Company Status

National Confidential Enquiry into Patient Outcome and Death is a charitable company limited by guarantee and is registered with the Charity Commission (Charity Registration Number: 1075588) and Registrar of Companies (Company Registration Number 03019382) in England and Wales.

The Members of the Charity are the Trustees and steering group representatives named on Page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member.

The address of the registered office is given in the Charity's information page on Page 1 of these financial statements. The nature of the Charity's operations and principal activities are listed in the Trustees' Report.

BASIS OF ACCOUNTING

The financial statements have been prepared to comply with current statutory requirements (being the Companies Act 2006 and the Charities Act 2011), under the historical cost convention, and in accordance with United Kingdom Generally Accepted Accounting Practice. The recommendations in *Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)* issued by the Charity Commission effective in October 2019 have been followed. The accounting policies have been applied consistently with the prior year. NCEPOD meets the definition of a public benefit entity under FRS102.

PREPARATION OF THE ACCOUNTS ON A GOING CONCERN BASIS

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The Trustees consider that this remains an appropriate basis for the preparation of the financial statements as no material uncertainties exist which would threaten the going concern status. The delay in the work programme caused by COVID-19 can be accommodated on an operational basis and the delay would only have a financial impact if future contracts were not awarded to NCEPOD (see the TAR p.10). NCEPOD is expected to continue in operational existence for the foreseeable future, based on the strategic plans in place, the related financial budgets and forecasts, anticipated outcome of the HQIP funding tender process and its satisfactory reserves position, as detailed in the Trustees' Annual Report and in note 11. The financial statements are presented in sterling and are rounded to the nearest pound.

INCOME RECOGNITION

Grants are received from both the government departments for health and from private subscribers, who provide money to enable the activities of NCEPOD to continue. Grants receivable are recognised in full in the statement of financial activities in the year to which they relate. Grant income received in advance is carried forward in the balance sheet as deferred income.

Donated services from hospitals providing clinicians for peer reviews is recognised as donated services and valued at the cost NCEPOD would have to pay for equivalent professional work. The income is recognised as donations, and the corresponding expenditure shown as costs of charitable activities.

Bank interest receivable and other sources of income are accounted for on an accruals basis.

EXPENDITURE RECOGNITION

Resources expended are allocated to the charity's principal activity where the cost can be identified as relating directly to specific confidential surveys.

An estimate is made at the balance sheet date of the proportion of total staff costs that relates to governance matters. All other staff costs can be related directly to specific confidential surveys. For the year ended 31 March 2021, 1.5% (2020:1.5%) of the total staff costs for the Chief Executive have been estimated to relate to governance matters.

Research expenditure is written off when it is incurred.

All costs that cannot be identified as relating directly to confidential surveys are categorised as support costs, and a proportion of these costs are then allocated to governance costs based on the proportion of total staff costs estimated to relate to governance matters.

TANGIBLE FIXED ASSETS

All tangible assets that are over £500 are capitalised and classified as tangible fixed assets. Tangible fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Computer equipment	over 3 years
Fixtures and fittings	over 5 years

INVESTMENTS

Investments are stated at market value at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluations and disposals throughout the year. As investments are revalued continuously to market value, no realised gains or losses arise.

DEBTORS RECEIVABLE AND CREDITORS PAYABLE WITHIN ONE YEAR

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

LEASED ASSETS AND OBLIGATIONS

All leases are "operating leases" and the annual rentals are charged to the statement of financial activities on a straight line basis over the lease term.

PENSIONS

NCEPOD makes contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of NCEPOD in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs is the total contributions payable for the year. No contributions were outstanding at the end of the year (2020: £nil).

FUND ACCOUNTING

The general fund comprises the accumulated surpluses of unrestricted incoming resources over resources expended, which are available for use in furtherance of the general objectives of the charity.

Designated funds are a particular form of unrestricted funds consisting of amounts, which have been allocated or designated for specific purposes by the Trustees. The use of designated funds remains at the discretion of the Trustees.

FINANCIAL INSTRUMENTS

The Charity holds basic financial instruments. The financial assets and financial liabilities of the Charity are as follows:

Financial assets – trade debtors, other debtors and accrued income are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 9. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Investments - All investments are classified as basic financial instruments and held at their fair value.

Financial liabilities – trade creditors and accruals are classified as basic financial instruments, and are measured at amortised cost as detailed in note 10. Taxation and social security are not considered to be financial instruments.

JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

- Useful economic lives of assets
- Basis of valuation of donated services
- Basis of valuation of the financial asset investments

	Total 2021 £	Total 2020 £
1. DONATIONS:		
Donated services	12,000	132,300

	12,000	132,300
	=====	
2. INCOME FROM CHARITABLE ACTIVITIES – DESIGNING AND RUNNING CONFIDENTIAL SURVEY		
Healthcare Quality Improvement Partnership (HQIP)	1,091,234	1,178,086
Private hospitals	49,800	32,050
Conference, exhibition and other income sources	13,319	6,325

	1,154,353	1,216,461
	=====	
3. INVESTMENT INCOME		
Dividends	8,161	13,907
Bank interest receivable on short term cash deposits	2,142	4,232

	10,303	18,139
	=====	

4. CHARITABLE ACTIVITIES

	Total 2021 £	Total 2020 £
Support costs (note 5)	244,142	290,704
Direct staff costs (note 6)	515,358	588,651
Other direct expenditure:		
Staff healthcare, training, and recruitment	1,441	385
Clinical co-ordinators secondments	177,881	136,244
Clinical reviewers (donated services)	12,000	132,300
Clinical co-ordinators, reviewers, and staff expenses	6,508	60,566
Consultancy	2,009	388
Temporary staff costs	-	427
Conference, exhibition, and meetings expenses	(2,325)	10,703
Operating lease rentals:		
Plant and machinery	5,666	5,666
Other printing and report production costs	5,536	35,277
Postage and distribution	4,032	5,346
Cardiff University – Child Health project	-	11,477
	972,248	1,278,134
	=====	=====

	Support costs £	Governance costs £	Total 2021 £	Total 2020 £
5. SUPPORT AND GOVERNANCE COSTS				
Staff costs (note 6)	-	691	691	1,490
Other expenditure:				
Operating lease rentals:				
Land and buildings	136,747	-	136,747	145,620
Other premises costs	15,854	-	15,854	20,810
Auditors' remuneration:				
Audit fees	-	10,288	10,288	10,000
Bookkeeping and payroll costs	10,920	166	11,086	26,217
Public relations	447	7	454	-
Computer expenses	30,660	467	31,127	30,111
Insurance	17,370	265	17,635	17,077
Sundry expenses	4,183	64	4,247	13,063
Telephone	4,468	68	4,536	2,832
Office costs	5,319	81	5,400	10,877
Steering Group expenses	-	-	-	3,837
Trustee expenses	-	-	-	3,042
Depreciation - owned assets	5,849	85	5,934	5,640
Bank charges	143	-	143	88
	<u>231,960</u>	<u>12,181</u>	<u>244,142</u>	<u>290,704</u>
	=====		=====	=====

Governance costs for the year £12,181 (2020: £14,849) and include all of the audit fees, staff costs and Trustee costs as well as a proportion of other support costs. For comparison the governance costs for 2020 have been restated.

Included within auditors' remuneration are amounts payable to Kreston Reeves LLP of £7,500 in respect of audit services for the current year, plus fees from MacIntyre Hudson as a result of under provision of prior year audit fees of £2,788 (2020: £10,000).

PRIOR YEAR COMPARATIVE

	Support costs £	Governance costs £	Total 2020 £	Total 2019 £
5. SUPPORT AND GOVERNANCE COSTS				
Staff costs (note 6)	-	1,490	1,490	1,462
Other expenditure:				
Operating lease rentals:				
Land and buildings	145,620	-	145,620	113,972
Other premises costs	20,810	-	20,810	16,919
Auditors' remuneration:				
Audit fees	-	10,000	10,000	10,668
Bookkeeping and payroll costs	26,138	79	26,217	27,375
Computer expenses	30,021	90	30,111	24,159
Insurance	17,026	51	17,077	16,186
Sundry expenses	13,024	39	13,063	9,396
Telephone	2,824	8	2,832	4,087
Office costs	10,844	33	10,877	11,761
Steering Group	3,837	-	3,837	2,930
Trustee expenses	-	3,042	3,042	2,576
Depreciation - owned assets	5,623	17	5,640	5,237
Bank charges	88	-	88	88
	275,855	14,849	290,704	246,816
	=====	=====	=====	=====

Governance costs for the year £14,849 (2019: £15,000) and include all of the audit fees, staff costs and Trustee costs as well as a proportion of other support costs. For comparison the governance costs for 2020 and 2019 have been restated.

Included within auditors' remuneration are amounts payable to MacIntyre Hudson in respect of audit services of £8,700 for the current year and under provision of £1,968 for the previous year (2019: £10,668).

	2021	2020
6. STAFF COSTS		
	No.	No.
The average monthly number of persons employed by NCEPOD during the year (excluding Trustees) was:		
Designing and running of confidential surveys	14	14
	=====	=====
	£	£
Staff costs for the above persons:		
Wages and salaries	434,049	492,875
Social security costs	38,975	50,210
Pension costs	43,025	47,055
	516,049	590,141
	=====	=====
Staff costs are allocated in the financial statements, as follows:		
Designing and running of confidential surveys – unrestricted	515,358	588,651
Governance costs	691	1,490
	516,049	590,141
	=====	=====

One employee's total emolument was between £80,000 and £90,000 in the current year (2020: one employee's total emoluments were in the range of £80,000 - £90,000).

NCEPOD contributed 10% of the total emolument for one employee to a stakeholder pension.

Total costs for key management personnel remuneration and benefits (i.e. pension costs and employer national insurance contributions) for 2021 was £162,778 (2020: £162,523).

The Charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the year was £43,112 (2020: £47,055). There were no outstanding pension contributions at the balance sheet date (2020: £nil). This is recognised within unrestricted funds.

7. TANGIBLE ASSETS

	Computer equipment £	Fixtures & fittings £	Total £
Cost:			
1 April 2020	49,303	15,033	64,336
Additions	1,737	-	1,737
Disposals	(20,689)	-	(20,689)
31 March 2021	30,351	15,033	45,384
Depreciation:			
1 April 2020	42,361	14,486	56,847
Charge in the year	5,536	398	5,934
Depreciation on disposal	(20,689)		(20,689)
31 March 2021	27,208	14,884	42,092
Net book value:			
31 March 2021	3,143	149	3,292
	=====	=====	=====
31 March 2020	6,942	547	7,489
	=====	=====	=====
		2021	2020

8. INVESTMENTS

Listed investments:

	£	£
Opening balance at 1 April	151,957	214,903
Additions at cost	200,637	39,997
(inc cash account movement)	-	(11,872)
Disposals	(174,875)	(38,010)
Realised gains/losses in investments	22,918	-
Unrealised gains/losses on investments	11,902	(53,061)
Market value at 31 March	212,538	151,957
	=====	=====

All investments are held in the UK and Ireland.

The Share Centre

Administration charges applied to the share account are £14 per annum (£2.00 per month). Total Charges for 2021: £14 (2020: £23.00).

	2021	2020
	£	£
Analysis of investment holdings		
Invesco Perpetual Enhanced In Ld Ord (IPE)	-	44,412
Balfour Beatty cum cnv pref (BBYB)	-	33,828
CQS New City High Yield Fund Ltd Ord Npv (NCYF)	-	27,730
QC Global Income and Growth Fund	212,538	43,774
Cash	-	2,213
Market value at 31 March	212,538	151,957
	=====	=====
9. DEBTORS	£	£
Amounts falling due within one year:		
Trade debtors	287,351	292,841
Other debtors	25,645	28,050
Prepayments	42,761	40,505
	355,757	361,396
	=====	=====
10. CREDITORS	£	£
Amounts falling due within one year:		
Trade creditors	35,268	2,008
Accruals and deferred income	112,357	13,089
	147,625	15,097
	=====	=====
Deferred income	£	£
Deferred income at 1 April 2020	-	-
Resources deferred during the year	88,000	-
Amounts released from previous years	-	-
	88,000	-
	=====	=====

11. THE FUNDS OF THE CHARITY

	1 April 2020 £	Income £	Expenditure £	Gain on Investment £	31 March 2021 £
Unrestricted income funds:					
General Fund	1,256,343	1,176,656	(972,247)	34,820	1,495,571
Designated Premises Fund	20,000	-	-	-	20,000
	<u>1,276,343</u>	<u>1,176,656</u>	<u>(972,247)</u>	<u>34,820</u>	<u>1,515,571</u>
	=====	=====	=====	=====	=====

The leased premises that have been occupied by NCEPOD will require maintenance and internal decoration during the course of the lease. The Trustees intend to make regular provision in respect of the Charity's premises, and the latest transfer into the Designated Premises Fund from the General Fund was made as at 31 March 2010. The lease was renewed in 2017 and extended to 2022. The Designated Premises Fund will be used for any dilapidations expenditure at the end of the lease period.

	1 April 2019 £	Income £	Expenditure £	Loss on Investment £	31 March 2020 £
Unrestricted income funds:					
General Fund	1,220,638	1,366,900	(1,278,134)	(53,061)	1,256,343
Designated Premises Fund	20,000	-	-	-	20,000
	<u>1,240,638</u>	<u>1,366,900</u>	<u>(1,278,314)</u>	<u>(53,061)</u>	<u>1,276,343</u>
	=====	=====	=====	=====	=====

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed asset investments £	Tangible fixed assets £	Net current assets £	Total £
Unrestricted income funds:				
General Fund	212,538	3,292	1,279,741	1,495,571
Designated Premises Fund	-	-	20,000	20,000
NET ASSETS AT 31 MARCH 2020	<u>212,538</u>	<u>3,292</u>	<u>1,299,741</u>	<u>1,515,571</u>
	=====	=====	=====	=====

	Fixed asset investments £	Tangible fixed assets £	Net current assets £	Total £
Unrestricted income funds:				
General Fund	151,957	7,489	1,116,897	1,276,343
Designated Premises Fund	-	-	20,000	20,000
NET ASSETS AT 31 MARCH 2019	<u>151,957</u>	<u>7,489</u>	<u>1,136,897</u>	<u>1,296,343</u>
	=====	=====	=====	=====

13. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the year	239,228	35,705
Depreciation (note 7)	5,934	5,640
(Gains)/loss on investments	(34,820)	53,061
Interest from investment	(10,303)	(18,139)
Decrease (Increase) in debtors	5,639	51,471
(Decrease) increase in creditors	132,528	(5,607)
Net cash from operating activities	338,206	122,131
	=====	=====

14. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2021, NCEPOD had future minimum lease payments under non-cancellable operating leases:

	2021		2020	
	Land & Building	Equipment	Land & Building	Equipment
Within 1 year	£142,000	£5,606	£142,000	£5,608
Within 2-5 years	£71,000	£1,402	£213,000	£7,008
Total	£213,000	£7,008	£355,000	£12,616
	=====	=====	=====	=====

15. NET DEBT RECONCILIATION

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	770,598	321,011	1,091,609
Debt	-	-	-
Total	770,598	321,011	1,091,609
	=====	=====	=====

16. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash in hand	1,091,609	1,091,609
Total cash and cash equivalents	1,091,609	1,091,609

17. TRANSACTIONS WITH TRUSTEES AND OTHER RELATED PARTIES

Related parties include Key Management Personnel, which comprise the Trustees and senior members of staff. Aggregate remuneration and benefits for these staff are disclosed in Note 6.

The Trustees and directors were paid no remuneration for their services provided to NCEPOD during the current or previous period. No (2020: Five) Trustees were in reimbursed travel and meeting expenses totalling £nil (2020: £2,230) incurred in attending meetings.

NCEPOD has taken out an insurance policy that provides professional indemnity cover for the Trustees. The cost of this insurance policy to NCEPOD for the year was £9,878 (2020: £5,992).

There were no other transactions with related parties that require disclosure.

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