CRANSLEY HOSPICE TRUST

England & Wales · Charity number 1151018

Details

Other names	CRANSLEY HOSPICE
Status	Registered
Legal form	Charitable company
Company number	08102611
Registered	2013-02-28
Register	View on the Charity Commission register

Contact

Address	Cransley Hospice Trust St. Marys Hospital 77 London Road Kettering Northamptonshire NN157PW
Phone	03000 274040
Email	info@cransleyhospice.org.uk
Website	www.cransleyhospice.org.uk

Activities

Objects: FOR THE CARE OF PATIENTS IN CRANSLEY HOSPICE AND THE COMMUNITY WHO REQUIRE PALLIATION AND END OF LIFE CARE.

Activities: The charity works to support the services provided by Cransley Hospice, Kettering. Leading on fund raising initiatives specifically but also being actively involved with the development of end of life care pathways.

Classification

- **How:** Makes Grants To Organisations
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

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Geography

- Northamptonshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,081,719	£1,314,169	£2,718,828	13
2024-03-31	£860,950	£1,205,662	£922,828	12
2023-03-31	£1,016,102	£1,323,746	£1,264,786	13
2022-03-31	£1,123,166	£1,308,679	£1,610,750	13
2021-03-31	£897,947	£943,867	£1,740,226	15

Trustees

Name	Role	Appointed
Christopher Turner	Chair	2017-08-23
Andrew Attfield		2017-05-17
Dawn Tracy Panter		2026-01-28
Deirdre Mukhtar		2019-06-26
Dr Hannah Rosarie Doherty		2022-06-22
Felix Connolly		2022-06-22
Katie Milling		2022-10-26
Keith Southcombe		2024-01-01
Kerry Thompson		2023-11-22
Paul Andrew Humphrey		2020-04-22
Tracy Fielding		2025-07-23
Zoe Louise Gummoe		2026-01-28

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CRANSLEY HOSPICE TRUST

England & Wales - Charity number 1151018

Accounts

Cransley Hospice Trust

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2025

Registered Charity Number 1151018
Registered Company No 08102611

Annual Report and Accounts for the year ended 31 March 2025

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Foreword by the Chair of Trustees of Cransley Hospice Trust

Welcome to our review for 2024/25. These reviews are written through a lens looking back, sometime after the event; I'm writing this in September 2025 looking all the way back to April 2024.

Whilst we work in the moment, and also look forward, we can reflect on, as ever, an eventful year and period since. Describing the last 18 months or so as "eventful" is a cliché – but of course, they have been, both in ways that we could predict and those that we couldn't.

Cransley Hospice and Palliative and End of Life Care Cransley is a relatively unusual hospice. Most hospices are independently run by charities, funded by their own fundraising efforts and contributions from the NHS for patient care. Cransley Hospice is run by the NHS, as part of an overall Palliative and End of Life Care service across the historic county of Northamptonshire.

Our fundraising efforts support and enhance care provided in the hospice, and in the community, and we advocate on behalf of patients and their families. We engage closely with the wider health service: with NHFT (Northamptonshire Healthcare Foundation Trust, who run the hospice day-to-day) and the local ICB (Integrated Care Board, responsible for defining and funding Palliative and End of Life Care services in Northamptonshire).

2024/25 Highlights
As you will read in the report, Cransley Hospice has operated at a level closer to full capacity this year. This means that more patients are being treated by specialists in palliative care.

We were thrilled to receive a transformative grant in the year of £2m from the Margaret Giffen Charitable Trust, the result of a number of years of discussion. We are humbled by their generosity and determined to deliver on the trust they have placed in us. Projects funded by this gift are already underway, with a refurbishment of the "Day Room" at Cransley Hospice in the later stages of planning, and a new bereavement service up and running. Future projects will continue to include a mix of improvements to the physical environment at Cransley Hospice, and service enhancements for patients and their families. Future plans and external factors.

Our ambition remains to ensure there is 24/7 specialist support available to patients and their families, particularly to support those who may be in crisis. Trials of a part-time helpline for clinicians supporting end-of-life care began in January 2025 and we hope to see this become a fully functioning service in due course.

July 2024 saw a change of government. New governments bring new ways of thinking that change ways of working across the public sector. This is now visible to us in the re-organising and re-structuring of Integrated Care Boards. There is inevitably some inward-looking focus in those organisations whilst that restructuring takes place. We continue to engage with them to see what changes might result to the commissioning of services in, and that affect Palliative and End-of-Life care.

More recently, the Assisted Dying Bill, whilst not part of the government's 2024 election manifesto, has been passed in the House of Commons, and is now in the Committee stage.

We remain organisationally neutral on the principal, and are keeping a close watch on the practical implications of any decisions made which might affect the provision of end-of-life care locally.

Farewells

Rev. Dr. John Smith stepped down from the Board in July 2024. John is rightly regarded as the "founding father" of the Northamptonshire hospices, and has been involved with Cransley Hospice and the Trust for over 25 years. This is a change of role rather than a true farewell: we are delighted that John stays on as Patron of the Trust, and I personally, both as current Chair of the Trust and as a resident of Kettering, cannot thank him enough for the work he has done over his career, a sentiment that I know is widely shared in our local community.

We were thrilled when his contribution to the community was recognised in the 2025 New Year's Honours list with the award of an MBE, which we are hoping that John will be awarded in November at Windsor Castle. John, many congratulations on a truly well-deserved honour recognising your work.

This year saw the retirement from the Trust staff team of Rachel Herrick, who had led the fundraising team since early 2020. This of course means that Rachel started work at the Trust not long before the first COVID lockdowns, which had a huge impact on our in-person and participative event fundraising. Rachel dealt with everything that period threw at her and her team with enthusiasm and good humour, and we are grateful for her work over the last few years. Rachel, you have our love and best wishes as you move into retirement.

Without the contributions from our supporters, fundraisers, volunteers and staff team, Cransley Hospice Trust would not be able to significantly enhance the services provided to those living with a life-limiting illness across North Northamptonshire. A huge thank you to you all.



Christopher Turner
Chair



Review of 2024-25 by the Chief Executive

Introduction
Welcome to the Cransley Hospice Trust Annual Report for 2024-2025. This year has been one of both challenges and achievements as we continue to navigate the evolving landscape of fundraising and healthcare provision. Our commitment to enhancing our services and supporting our community remains steadfast.

Impact of our Support
Our overriding objective as an organisation is to provide enhanced support to those living with a life-limiting illness across North Northamptonshire. Historically this has been through direct support for the provision of 'in-house' hospice services in Cransley hospice. As our income has evolved, we have been able to expand our support to provide additionality to a range of support services including community specialist palliative care services, hospice at home support, consultant inpatient and outpatient support, Family liaison and training. This equates to about 20% of additional service provision in the 2024-25 period.

Performance Overview
The year proved to be contrasting in outcomes both in terms of fundraising and service provision.
Our 'everyday' fundraising income continued to see fluctuations in performance across all the income streams. Legacy income recovered significantly, whilst community, retail, general donations, corporate and events income continued to be challenging environments in which to fundraise. We did however again achieve a £1M income level. More details of all the incredible fundraising we have achieved during the year can be seen in the Fundraising Performance report and throughout this document.

In a stark, but very welcome contrast, we negotiated a substantial contribution of £2M from a local grant giving organisation, the Margaret Giffen Charitable Trust. This income is to be used for the development of service provision across North Northamptonshire, and a full support programme has been identified for investment over the next five years or so.

Our influencing work continued to focus on the implementation of the Palliative and End-of-Life Care (P&EoLC) strategy with progress being made towards improving the provision of information to patients and families through our website. In addition, we have been contributing to a number of service reviews and developing more effective provider information on performance.

Further detail of the range of additional core services we supported across North Northamptonshire can be found in the Service Transformation and Commissioning report.

Volunteering
The significant contribution that our volunteers make to the overall success of our organisation's objectives should never be underestimated. Whether it is as a Trustee, in office administration or at events, or in our retail facilities, all of these people provide us with a huge level of resource to enable us to achieve our goals.

I am delighted to be able to offer my thanks to all of you publicly.

Donors
Whilst we can do many things with volunteers, the contribution made by our donors enables us to provide practical additional support to those living with a life-limiting illness across North Northamptonshire. In recognition of this we have set new goals for enhancing the supporter experience through better communications and engagement to help build loyalty to our cause.

Partnerships
We recognise that we do not work in isolation to achieve our goals. Indeed, we have community, corporate and state partnerships, all of which contribute in different ways to supporting our aims. We are immensely grateful for their co-operation and hope to continue to grow this in the forthcoming years.

Governance
My thanks also go to those who supported us to continue to develop our charity governance appropriately. We completed a significant milestone in training our staff and volunteers during the year and further enhanced our policy positions and procedures in support of implementation. These 'boring but important' elements of running a charity are vital in ensuring we maintain a high level of professionalism that meets a variety of external standards and is monitored by a number of Regulators covering ethical fundraising standards; data controls; health and safety considerations and financial probity.

Future Plans

The performance within the 2024-25 financial year has enabled us to undertake some important planning with a revision of our fundraising approach as well as developing new service provision in support of our aims.

The implementation of the new P&EoL care strategy across Northamptonshire has enabled us to review current service provision and plan to support improvements. Refurbished facilities and more personalised care will feature in the coming year with more support for patients and their families throughout the bereavement process; further support for those living alone and experiencing a life-limiting illness; more information on support available; and training.

In addition, we want to address inequality of access to service provision and enhance peoples understanding of end-of-life issues in our communities.



Philip Talbot
Chief Executive



"Dad spent five weeks at Cransley Hospice, all of the staff there, from the nurses to the healthcare assistants, were amazing in looking after him and caring to all of his needs. After the five weeks Dad returned home, but the dedication from Cransley didn't stop."

"We continued to have regular home visits from our family liaison officer who was brilliant, caring for my little sisters and ensuring some form of normality for them. We also had a palliative care nurse from Cransley, who would visit us multiple times a week to provide support, comfort and friendship to Dad, and equally as importantly, my mum, during such a difficult time."

Will

Who we are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance the provision of end-of-life care in North Northamptonshire. This care is based around the 'in patient' services provided by Cransley Hospice and is managed and operated by Northamptonshire Healthcare NHS Foundation Trust (NHFT). Our work also includes supporting the development of improved services for our local communities and to provide better information and support to the communities of North Northamptonshire.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, providing similar services for West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of individuals as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.

The Trust is registered as a general-purpose charity under Registration number 1151018.

The Trust is also a Company Limited by Guarantee (Registration No 08102611).



What we aim to do

Our Primary Aim
CHT's main purpose is to raise money to commission enhancements to palliative and end of life care services across North Northamptonshire.

Our Values
CHT continues to support the values adopted by the organisation in 2024.

OUR VALUES

Our values underpin all that we do; how we act, how we behave and how we operate.

TO ACT RESPONSIBLY | TO ACT WITH INTEGRITY | TO ACT FAIRLY | TO ACT ETHICALLY



Our Objectives

The CHT Board confirmed the continued validity of its annual objectives. These are:

WHAT WE DO?	HOW WE DO IT?	OUR IMPACT NOW & IN THE FUTURE
We raise funds to provide Palliative and End-of-Life Care (P&EoLC) services across the Cransley Hospice catchment area of North Northamptonshire	We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services	Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire Our five year plan is to double our commissioning fund to c£1m annually
We ensure the provision of locally accessible, P&EoLC services in the North Northamptonshire area as part of a partnership of service provision across the Northamptonshire health and care system	As a partner commissioner of P&EoLC services in Northamptonshire, we ensure there is fair and equitable P&EoLC service delivery to the people of North Northamptonshire We monitor the provision of P&EoLC services across North Northamptonshire by commissioned service providers including performance and IMPACT measures to ensure the investments in service are of public benefit We commission restricted and unrestricted reserves to support sustainable service developments of P&EoLC service provision across North Northamptonshire	CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire We plan to ensure equitable services are delivered across North Northamptonshire We plan to further enhance the provision and quality of End of Life services across North Northamptonshire
We listen to, and influence and inform the public and health care professionals on P&EoLC issues to improve services	We work with other relevant organisations to raise public awareness of what is available to support the individual, their families and carers We influence positive change in the wider health system	We help people get a greater understanding of End of Life issues in the community We plan to positively change the way the public perceives End of Life care We plan to establish more investment in End of Life care, particularly in non-medical service provision
We raise our profile and enhance our 'trusted' reputation as a charity	We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area	We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire
We evolve Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector	We update our Strategy and Implementation Plan to support the development of the organisation for 2023-24 and beyond We will establish a staff, and volunteers support programme that provides motivation and loyalty to Cransley Hospice Trust (CHT) We will ensure our policies and financial processes enable us to work in the agile way we have adopted	We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters

How we invest the funds

The development of the organisation to focus on evaluating what impact its investment in support services has on local people is a key objective. The investment needs to provide a real benefit to those who are living with a life-limiting illness across North Northamptonshire.

End of life services provide care for patients including the 'inpatient' provision at Cransley Hospice; Hospice at Home, which supports patients who would prefer to remain at home in the last weeks and days of life; Palliative Lymphoedema support; Outpatient support; and a Bereavement support service. The Trust also supports some training provision where it enhances the support available to patients and their families.

During the past year the CHT Board has continued to value working in partnership with the other funders (commissioners) of P&EoLC services across North Northamptonshire. We continue to be an active member of stakeholder groups which monitor the outputs in North Northamptonshire and consider ways we can improve services.



Achievements and Performance

Cransley Hospice Trust fundraising has not escaped the pressures brought about by the cost-of-living crisis, rising energy costs, and ongoing economic uncertainty, all of which continue to affect charity fundraising across the UK. Closer to home, we have seen the reality of how these challenges have impacted our community, with depressed retail spending, fewer donations and a reduction in numbers attending some of our events.

Despite this we were again able to raise over £1m with our fundraising efforts, enabling us to continue to enhance the services provided for those living with a life limiting illness across North Northamptonshire.

In addition, our successful negotiations with the Margaret Giffen Charitable Trust to invest in some major refurbishment and new services has meant we are now able to develop new supportive services, the first of which is our Bereavement support programme.

Community fundraising has become an increasingly competitive environment. We've seen a growth in activity by both local and national charities in our area as they work harder to promote their causes and secure support, intensifying the competition to raise funding. At the same time, the ever-changing digital algorithms constantly challenge our ability to connect with supporters online. It is becoming more and more difficult to stand out within a crowded and diverse digital space. It was a credit to our team that we were able to demonstrate the full extent of the difference hospice care makes - ensuring that our community not only understands the importance of our work but feels inspired to support it.

Our events calendar has delivered some positive results.

Our outdoor events faced the added test of severe weather, with three of our flagship events disrupted by the many storms that swept the UK. Despite this, the team showed remarkable resilience - most notable swiftly relocating our annual Tree of Lights service indoors. Special thanks to the United Reform Church in Kettering for assisting at such short notice. We were forced to postpone our outdoor cinema and had to work around flash flooding hours before the start of the Sparkle Walk!

Participation at events earlier in the year was lower than expected, partly due to the adverse weather



conditions mentioned previously. Despite this some of our flagship events, including the annual Tree of Lights service, Sing for Cransley, and the International Women's Day lunch, all performed positively. A particular success was our Community Christmas Tree Recycle which continues to capture the support of our communities and grow year on year. It is thanks to the collaborative support of the whole community including the local Christmas tree sellers, local businesses, our team and the army of volunteers who work so hard to make this incredible campaign such a success. We raised over £24,500, exceeding budget expectations and almost 50% up on the previous years.

We strengthened our business relationships and grew our corporate network of supporters by exhibiting at business expos and engaging with new networking circles. We encouraged more corporate supporters to embrace opportunities for greater visibility through advertising and sponsorship at our events and in our newsletters. A key achievement was successfully pitching to become the Northamptonshire Chamber of Commerce Charity Partner of the Year, securing the equivalent of a Silver Partnership.



For the first time ever, we joined a collaboration of 143 other local hospices across the country to invest in and be a part of the first Hospice UK, National Legacy BRTV campaign, 'This is Hospice Care.' This was the first time hospices had ever collaborated in this way. The campaign presented local hospices an opportunity to have a national voice, to raise awareness about hospice care, what it is, and how people could support the care, for now, for all, forever by leaving a gift in their will.

The first phase of the campaign aired in February 2025, during which we partnered closely with our neighbouring charity, Cynthia Spencer Hospice, to maximise local PR and publicity. A second phase of the campaign is planned for September 2025, timed to coincide with Hospice Care Week and Make a Will Month.

Helped by the new digital system brought in to tackle the backlog of probate applications backed up during COVID, our legacy income has been consistently stronger than expected, delivering £182,814, exceeding our budget expectations for the year.

In November 2024 we saw the retirement of Rachel Herrick, our Director of Income Generation, and the recruitment of a new Head of Fundraising and Marketing with an internal promotion of Jenine Rees. This led to a new team structure being introduced to help the team meet some of the challenges facing fundraising and to put a greater emphasis on using data more effectively in support of our fundraising efforts.

As part of our fundraising portfolio, we were fortunate to receive several grants from local and national grant-making trusts, most significantly a £2m grant from the Margaret Giffen Charitable Trust which is to provide crucial funding for the development of hospice care, along with others including:

Daivid Laing Foundation
Oundle & District Care
The Northwick Trust
Peggy Hale Charitable Trust
Provincial Grand Charity of Northants & Huntingdon
Peter Wilson Family Trust
The Douglas Compton James Charitable Trust
Craigend Trust
Woodford Charity Estate
The Maud Elkington Charitable Trust
The Paget Charitable Trust
The Countess of Verulam's 1988 Charity Trust
Timson Benevolent Trust
Gilander Foundation
Rotary Club of Wellingborough Hatton
E A Timson Family Trust
Nationwide Kettering

Our Lottery has continued to be a significant source of income for the charity and the milestone of a total of £1m raised for Cransley Hospice Trust by the lottery players since it began was passed! We worked with YHL to promote the first Christmas super draw widely resulting in a spike in ticket sales. While we saw our number of cancellations increase overall, our lottery income remained significant.

Our two retail units have continued to highlight the value of providing good second user outlets. We updated the technology in the units by introducing a new till system to support the team with reporting and have upskilled all retail volunteers across the two units to use the new system. New card readers were installed to increase flexibility for customers and the new shop layouts have helped keep income steady despite the challenges of sourcing good quality stock items to sell.



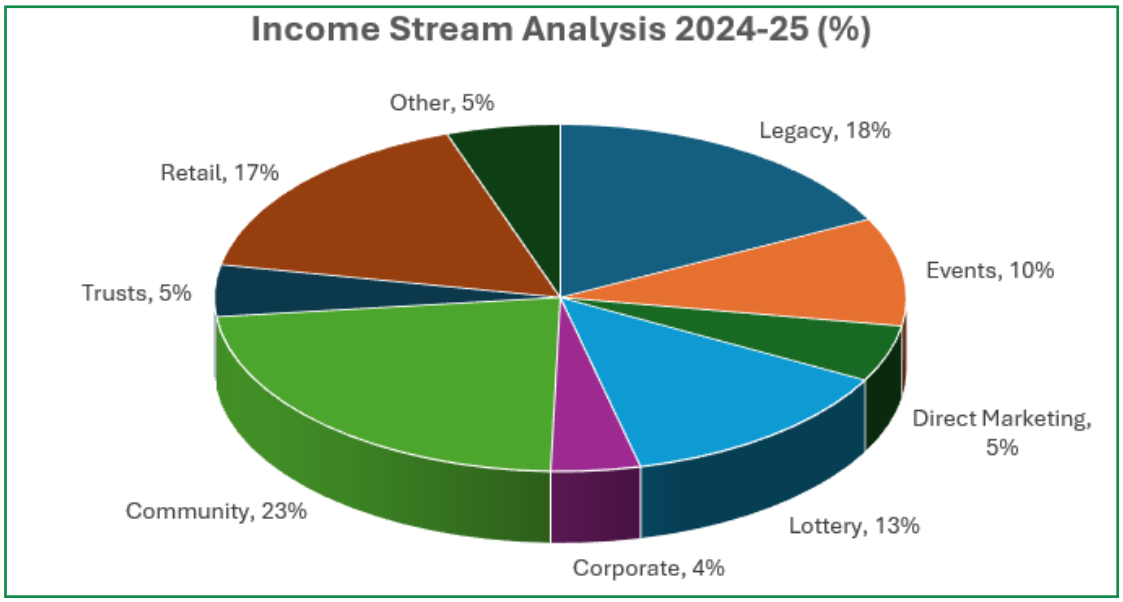


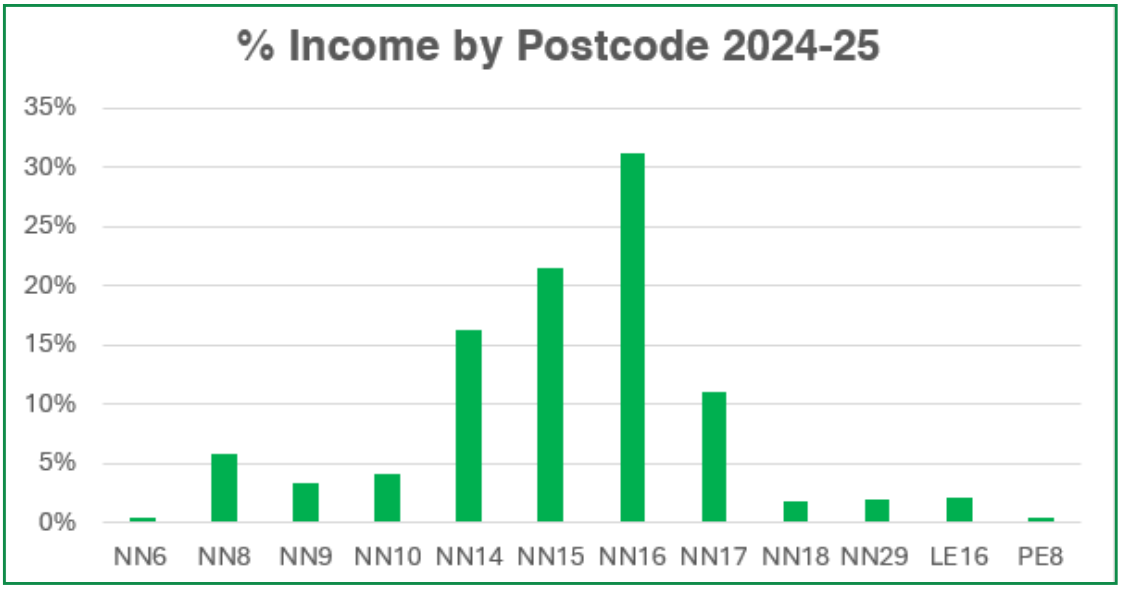
"Within an hour of settling into Cransley, Mum had a room full of visitors. During the two and a half weeks Mum spent in Cransley, we really made it our second home! Everyone was so welcoming and we felt like they really cared – not just for Mum, but for the whole family.

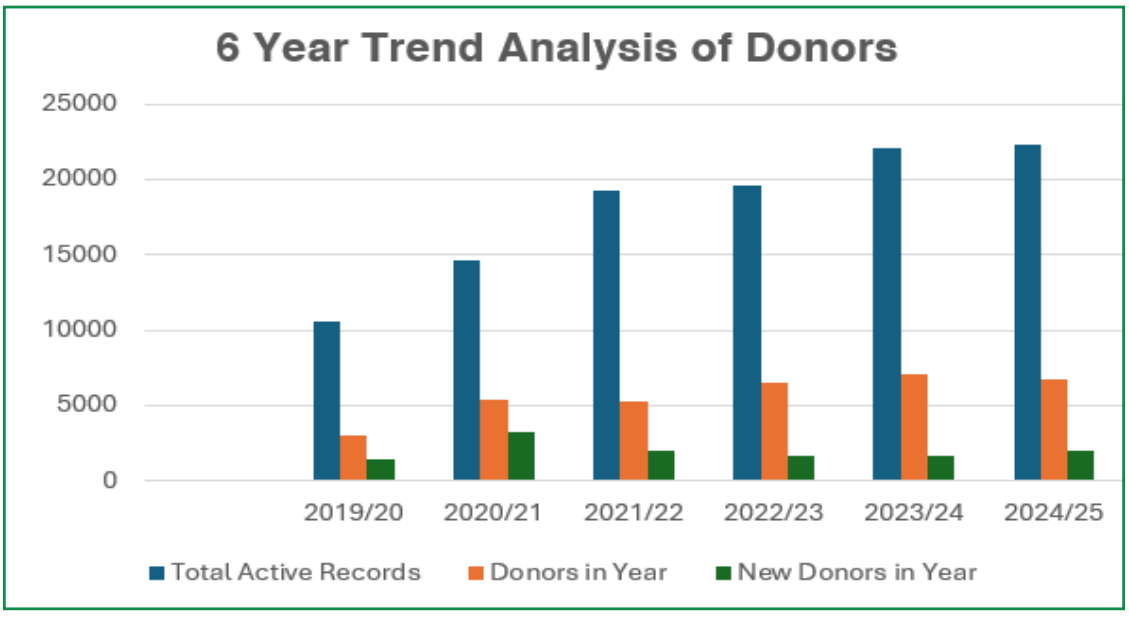
"My children were also given Cransley bears and comfort blankets, which they still sleep with now. After school, they would come into the Hospice and spend time with Mum. The atmosphere was always friendly, relaxed and welcoming – the opposite of what you might expect a hospice to be like!"

Cat

Key Graphic Analysis 2024-2025







Commissioning and Transformation

This year has seen strong progress in assessing and measuring the added value our investment in palliative and end-of-life care is making. Better communication and data reporting has helped. Challenges remain around data consistency, commissioning clarity, and delays from system-wide restructures, which have impacted project timelines and stakeholder engagement. Despite these hurdles, our enhanced support continues to drive positive change to create strong foundations, and is ensuring our adaptability, innovation, and commitment to high-quality care

Commissioning
Hospice bed occupancy levels improved during the year with a new yearly average of 87% being reached, very near the 90% target. Referrals from acute hospitals and community teams also improved after new communication systems were put in place.

Countywide, the Specialist Palliative Care Community nursing team saw a similar number of referrals to last year; however the north of the county saw an 8% decrease. The number of contacts and caseload made with patients and families in the north were on a par with the previous years, suggesting that despite the reduction in referrals, the complexity of individuals' symptoms may have increased, and patients are living longer requiring continued intervention.

The Hospice at Home referrals saw a 10% drop-in activity, and a 31% reduction in the number of contacts made. The individual number of patients seen remained similar to previous years.

There was a significant drop in referrals seen by the Wellbeing service with an average of only 3 new patients monthly. The use by North Northamptonshire patients was limited due to the service only being available in Northampton.

Transformation
Our investments supported a number of strategic initiatives including:

- The creation of a Palliative and End of Life Care Collaborative, providing governance and shared decision-making across the county.

- The launch of Digital ReSPECT on the Northamptonshire Care Record, supported by trained champions.

(The Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) is a process that supports shared decision-making between individuals and healthcare professionals to create personalised clinical recommendations for emergency situations, including cardiorespiratory arrest. It involves a structured conversation that develops a mutual understanding of the person's current condition, circumstances, and likely future outlook, while exploring their values and preferences. The outcome is a documented plan that outlines realistic and agreed-upon treatments to guide care if the individual is unable to make or express decisions during a future emergency).



• The implementation of the Hummingbird Bereavement Service pilot programme, in collaboration with Age UK, Mind and Cynthia Spencer Hospice Charity.

(The Hummingbird Bereavement Service, funded by Cransley Hospice Trust and Cynthia Spencer Hospice, offers free emotional and practical support to adults in Northamptonshire who are bereaved or facing a terminal diagnosis. Services include one-to-one counselling, support groups, and tailored guidance, provided in person, by phone, or online).

• Supporting a wider P&EL care education need with the design of a Verification of Death training course for nursing home staff, which will increase the number of professionals qualified to verify deaths.

(This initiative is being implemented in 2025/26 and is intended to speed up the formal procedures for relatives following the death of a loved one).

There were also a number of service and community enhancements including:

•Specialist palliative care support introduced at weekends in urgent/emergency care.

• Development of children and young people transition events. Providing children and their families with an understanding of adult hospice care should they be transitioning

• Stronger links with LGBTQ+ forums, faith groups, dementia networks, and ethnic minority communities to shape services and content.

• Public awareness campaigns planned around Dying Matters Week and multicultural health/wellbeing events.

• Linking in with Social Prescribers, Domiciliary Care providers, GPs and the community teams in relation to communication and bereavement.

• Undertaking public surveys for the improvement of Palliative and End of Life Care information sharing and signposting. As well as establishing links for ongoing service user collaboration.

Supporting a complex service such as Palliative and End-of-Life care inevitably brings specific challenges to overcome.

We undertook a second year of benchmarking with other hospices of similar structure, however it became clear that there remain many limitations on the provision and consistency of datasets and gaps in demographic understanding making population management development challenging.

Uncertainty on the future of the ICBs and NHS England led to some frustrations with implementing change across the system in line with the strategy. Risk of unsustainable project funding unless transitioned into core commissioning.

With such uncertainty in the NHS, there remains a risk of Palliative and End of Life Care Services being marginalised and investments being piecemeal with no continuity of funding.

Operationally service development was restricted due to competing demands on stakeholders' time including establishing the PEoLC Collaborative and bringing together like-minded individuals to shape the future of PEOLC for Northamptonshire. The increased demand on services also saw delays in plans to refurbish facilities.



Partnerships

The delivery of Palliative and End-of-Life care across North Northamptonshire has always been a partnership approach with the NHS.

The structure of the NHS is complex but essentially, in Northamptonshire, one part of the NHS (the commissioner) together with the two local charities, pay for another part of the NHS (the provider) to deliver Endof-Life services. The additional funds from the charities are used to enhance the service provision.

CHT also uses some funds to commission other supportive services not provided by the NHS.

Whilst it is less than two years since Integrated Care Systems (ICSs) were introduced across the country, a change in government has brought about a revision of the structure and the development of a new 10 Year Plan for the NHS. We will monitor how these new proposals will affect the service delivery of P&EoL care, however we are keen to ensure that better service provision is a key element of any objective of the new approach. We will be lobbying partners to ensure we use the opportunity positively.

CHT has been effectively working in partnership with the NHS and other partners to ensure a more effective approach to investing in end-of-life care. The development of a whole provider network under the banner of the All-Age Last Years of Life Delivery Group (AALYoLDG) has proved useful in supporting a more co-ordinated approach through the strategy which continued its implementation in 2024/25.

As part of this system partnership, a series of task and finish groups, established in 2023 to help implement the strategy, benefited from a one-year administrative support role provided by CHT and CSHC. This arrangement facilitated progress on bereavement support, training, communications, and equitable access.

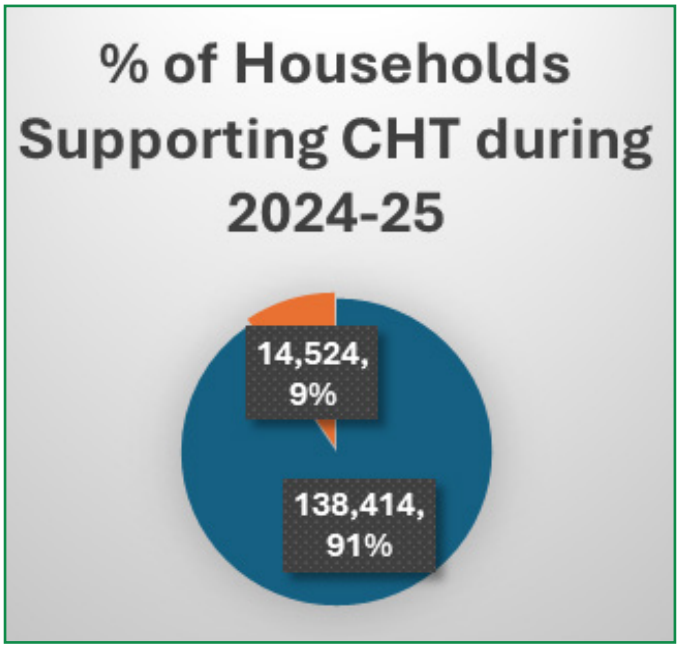


Facts and Figures for North Northamptonshire

Cransley Hospice Trust is currently supported by approximately 9% of the households and 2% of the population in North Northamptonshire. In addition, we are supported by 1% of the businesses across North Northamptonshire.

In 2024-25 there were 3,360 registered adult deaths across North Northamptonshire.

Approximately 700 were considered to be within the palliative and end-of-life care remit.

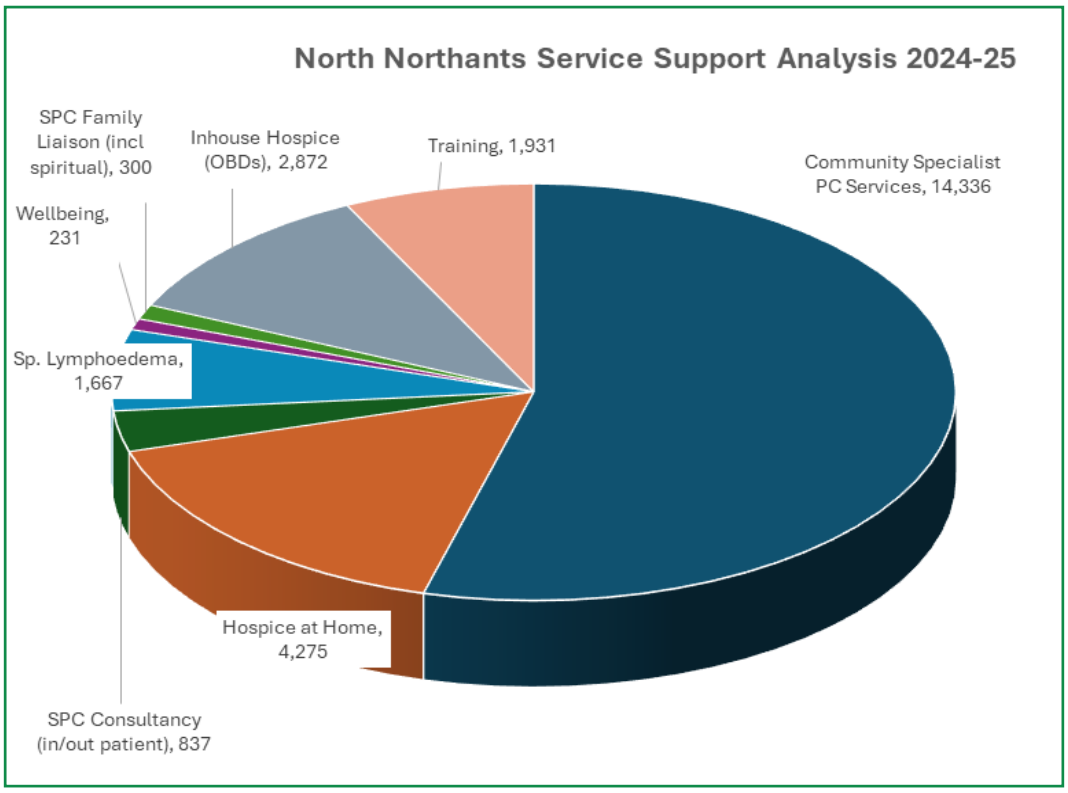


Engagement with Palliative and End of Life Services:

There were approximately 56,981 recorded engagements with patients across Northamptonshire in 2024/25, of which 26,449 were in North Northamptonshire.

The figure includes an estimate for family liaison/spiritual interventions.

The average cost of a bed in Cransley Hospice was £735 per day.



Marketing and Communications

To help us increase our profile, we modernised our website which we proudly launched in July 2024. Working with a local portrait photographer we made people, our supporters, volunteers, our staff and the hospice team central to the site, as they are to the organisation.

The site now clearly defines who we are, what we do, and who we support, giving clarity not only to our supporters but also to staff and volunteers when representing the organisation externally.

A key objective was to improve the customer journey, ensuring visitors are able to find the information they need in just a few simple clicks.

Our investment in the Care and Support section has provided a powerful opportunity to support our community with relevant information on local services whilst also presenting a compelling case for support. Feedback from supporters, families and the clinical teams has been overwhelmingly positive.

Our followers on our social media channels continue to grow. Whilst it is increasingly challenging to keep up with the frequent changes in algorithms and the launch of new features, social media continues to be an important communication tool for us, helping us to share information as well as grow our supporter base.

We recognise that in order to meet the expectations of our supporters we need to evolve how we use technology. In 2025/2026 our aim to use our data to improve communications and the supporter journeys for our Cransley community.

We also developed our first fundraising pack enabling the team to share information easily with supporters, choosing from a selection of the inserts as appropriate to the meeting or occasion.

I am pleased to report that we received no fundraising complaints during the year 2024/2025.

The new website also increased our ability to develop our e-commerce offering saw a marked increase in donations on previous years.

During Hospice Care Week in October 2024, we launched a new 'Go Green' campaign, encouraging people to show their support for hospice care in whatever way they chose. The campaign created quite a buzz locally, culminating in 30 stalls all supporting 'Go Green' along the avenue at Rushden Lakes, and reaching its target of raising £10,000 over the week.

One of our aims at CHT is to inform the public more about living with a life-limiting illness and dying. As part of this initiative, we opened a powerful portrait exhibition at the Roof Top Gallery in Corby entitled '…because every moment matters'. The exhibition featured black and white photographs of the staff, volunteers and clinical team to raise awareness of hospice care and the work of Cransley Hospice Trust across the county. It was so well received that the gallery requested it remain open for an extra week.



Volunteering for the Trust

The significant support that is given by volunteers is immeasurable but remains a crucial part of the success of the Trust and we thank them for their contributions.

In an effort to build numbers of volunteer supporters back up to pre-Covid levels we ran three successful volunteer recruitment events – recruiting 27 new volunteers in the year bringing the total up to 155.

Their support covers a range of activities including administration in the office (14 people); helping at events (93 people); shop support (56 people) and as Trustees (10 people).

We celebrated their incredible support at our annual 'Thank You' event. The event was attended by volunteers, VIP's and special guests including representatives from the hospice. Not only is it an opportunity for us to thank our volunteers for the incredible contribution they make to the organisation, it is also a chance for them to catch up with old friends and meet new ones. The event includes a special presentation of awards to those volunteers who have served for either 1 year, 5 year or 10 years.

The winners of our two prestigious awards; the Spirit of Cransley Award, and The Community Achievement Award were announced and presented to Pauline and Andy Carr, and Carole Poole respectively. Later in the year, as a reward for her services to volunteering and fundraising, Carole Poole attended the prestigious



Duchess of Cambridge Carol service at Westminster Abbey in December – "A day I'll remember for the rest of my life!"

None of this would have been possible without the help of our Volunteer Coordinator. Ros Doherty performs this coordination role on a voluntary basis and we are so grateful for all the work she undertakes to achieve such success.



Risk Management

The Board monitored a number of risks associated with the organisation. Corporate and operational risks were reviewed at Board and Executive management meetings to ensure that mitigating actions were completed, and risks were managed as much as possible.

The Board continued to closely monitor the impact on income identified primarily because of the continuing cost-of-living crisis. Once again, the Board made a significant investment from reserves to support the delivery of Palliative and End of Life services across North Northamptonshire. Just over £208k was allocated from reserves. This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.

Future Plans

CHT will continue to provide support for the implementation of the Palliative & End-of-Life Care strategy across Northamptonshire.

The Board has also identified the need to support the delivery of services more equitably across North Northamptonshire and has begun to actively engage with other service providers to help achieve this aim. Plans for refurbishing the hospice facilities are well underway and it is hoped to complete some phases in 2025-26.

We highlighted seven key development programmes in 2023-24, four of which we were able to implement during 2024-25, including developing an Information Platform; providing Bereavement Support; a review of Training; and continuing to develop Measurements of Success.

A review of the Palliative Care register was abandoned as new technology was being introduced providing more comprehensive patient information in a single place.

Two developments from the strategy remain to be started; the introduction of a Palliative Care Hub and the development of a User by Experience Engagement programme. Some trialling of a Palliative Care Hub facility is being undertaken by another section of the NHS in Northamptonshire as part of an urgent care single point of access programme. This is due to be completed at the end of 2025. Given evidence from elsewhere, if implemented fully, it may well significantly improve the service provision to patients and their families, providing more easily accessible support, planning, management and operational efficiencies. There are some obvious challenges to developing the User by Experience Engagement programme, although the first steps have been made with the publication of a public questionnaire on the needs of the local population which came out of one of the P&EoLC working groups. It remains an important development to help inform improvements to the services provided.

The Board reviewed its fundraising strategic plan at the end of the financial year using the latest available data and amended its aims of growing income and providing a better donor experience to attract and retain supporters in the coming months and years, putting these plans into operation in the 25/26 financial year.



Trustee's Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2025.

Full Name of Charity:	Cransley Hospice Trust
Registration Charity Number:	1151018
Company No	08102611
The principal office is at:	St Mary's Hospital 77 London Road Kettering Northants NN15 7PW
Directors & Trustees:	Rev. Dr. John S Smith (resigned 24.07.24) Mr. Andrew Attfield Mr. Christopher Turner (Chair) Mrs. Dierdre Mukhtar Dr. Hannah Rosarie Doherty (Vice Chair) Mr. Felix Connolly Mrs. Katie Milling (Treasurer) Mr. Paul Humphrey Mr. Keith Southcombe Ms. Kerry Thompson
Chief Executive:	Mr. Philip Talbot
Patron:	Rev. Dr. John S Smith (appointed 24.07.24)

The advisors used by the Charity during the year ended 31 March 2025 were:

Bankers	Lloyds Bank 2 George Row Northampton NN1 1DJ
Auditors	Ellacotts Countrywide House 23 West Bar Banbury Oxfordshire OX16 9SA

Structure, Governance and Management

Cransley Hospice Trust is governed by a Board of Trustees/Directors. Its Articles of Association and Memorandum of Association (M&As) were signed and dated on 12 June 2012. No amendments were made in the year to the M&As.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

• Control, manage and monitor the use of resources.

• Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.

• Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.

The Board of Trustees monitor the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain.

Newly appointed Trustees take part in an induction process in which they are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test
In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management
The major risks to which the Charity is exposed have been identified and considered.

These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.

Income and expenditure is being monitored monthly and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

Our Fundraising Practices
We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by many volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shops; helping with administration duties in our office; and collecting and counting the cash donated from the community. All these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. In undertaking an assessment of our volunteer support, we were able to estimate the financial contribution 'in time' provided by the volunteers amounted to c£405,000.

This, of course, does not value the many and varied contributions they provide 'in kind'. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continued to work with Your Hospice Lottery (operated by St Helena Hospice). They adhere to

regulation and codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. Your Hospice Lottery use professional fundraisers who are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department, and we ensure that it is not intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We work on the basis of legitimate interest when communicating with supporters by post and an opt in (supporter has given agreement) basis for e-mail and mobile phone communications.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints about our fundraising activities during the year.

Reserves Policy

Cransley Hospice Trust is a fundraising, commissioning and influencing charity relying primarily on the generosity of our donors.

To be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain an agreed sum within free reserves equivalent to the closing costs of the organisation. This cost may vary annually, and a calculation is made at the end of a financial year based on the estimated future cost of closure. At the end of 2024-25 the figure was calculated as £665k.

The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services.

Partnership Working and Networks

Palliative care patients in the North of Northamptonshire are the main beneficiaries of the charity. The delivery of Palliative and End of Life services is undertaken by a complex network of organisations. Currently we mainly commission Northamptonshire Healthcare NHS Foundation Trust (NHFT), which is the largest single provider having responsibility for the 'in house' hospice facility (Cransley Hospice) and the Hospice at Home service. We continue to develop positive working relations with NHFT.

The advent of the 'Integrated Care System' (ICS) in Northamptonshire (replacing the CCGs), has led us to develop a partnership with the local ICS (ICN). This partnership is seen as key to delivering an improved service provision across North Northamptonshire through agreed commissioning objectives in line with the strategy.

Partnership working is considered important to the Charity. During 2024-25 we continued to work more closely with Cynthia Spencer Hospice Charity who carry out a similar role in West Northamptonshire. In addition, we continued to develop new partnerships with voluntary organisations to explore additional service provision we might commission. Throughout the year partnerships have also been developed with members of the corporate sector.

Investment Policy

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low-risk approach to the investments. As a health charity, we do not invest in companies whose primary activity is tobacco related.

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the Financial Statements

Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements.

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 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 Charities SORP 2015 (FRS 102)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping 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.
Signed on behalf of the trustees by:

Signed on behalf of the trustees by:

Name: Christopher Turner

Chair

Date:

CRANSLEY HOSPICE TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), We exercise professional judgment and maintain professional scepticism throughout the audit. We also performed the following procedures:

- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Reviewed income and expenditure to ensure classified to the appropriate fund.
- Reviewed minutes of board meetings to ensure that all grants agreed in the year had been recognised in the financial statements.
- Auditing the risk of management override of controls, including thorough testing of journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the normal course of business for the charity.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Charlotte Toemaes BSc FCA (Senior Statutory Auditor)
For and on behalf of Ellacotts Audit Services Limited, Statutory Auditor
Chartered Accountants
Countrywide House
23 West Bar
Banbury
Oxfordshire
OX16 9SA
England
Date: .....

CRANSLEY HOSPICE TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year	Notes	Unrestricted funds general 2025 £000's	Unrestricted funds Designated funds 2025 £000's	Restricted funds 2025 £000's	Total 2025 £000's	Total 2024 £000's
Income from:						
Donations and legacies	**3**	404	-	2,010	2,414	255
Other trading activities	**4**	592	-	-	592	559
Investments	**5**	57	-	19	76	46
Total income		1,053	-	2,029	3,082	860
Expenditure on:						
Raising funds	**6**	575	-	-	575	524
Charitable activities						
Charity enhancement of hospice care	**7**	184	-	26	210	226
End of life service funding	**7**	-	530	-	530	455
Total charitable expenditure		184	530	26	740	681
Total expenditure		759	530	26	1,315	1,205
Net gains/(losses) on investments	**12**	28	-	-	28	3
Net income/(expenditure)		322	(530)	2,003	1,795	(342)
Transfers between funds		(496)	496	-	-	-
Net movement in funds	**9**	(174)	(34)	2,003	1,795	(342)
Reconciliation of funds:						
Fund balances at 1 April 2024		346	544	33	923	1,265
Fund balances at 31 March 2025		172	510	2,036	2,718	923

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

CRANSLEY HOSPICE TRUST

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year	Notes	Unrestricted funds general 2024 £000's	Unrestricted funds Designated funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
Income from:					
Donations and legacies	**3**	244	-	11	255
Other trading activities	**4**	559	-	-	559
Investments	**5**	46	-	-	46
Total income		849	-	11	860
Expenditure on:					
Raising funds	**6**	524	-	-	524
Charity enhancement of hospice care	**7**	218	-	8	226
End of life service funding	**7**	-	455	-	455
Total expenditure		742	455	8	1,205
Net gains/(losses) on investments	**12**	3	-	-	3
Net income/(expenditure)		110	(455)	3	(342)
Transfers between funds		(500)	550	(50)	-
Net movement in funds	**9**	(390)	95	(47)	(342)
Reconciliation of funds:					
Fund balances at 1 April 2023		736	449	80	1,265
Fund balances at 31 March 2024		346	544	33	923

CRANSLEY HOSPICE TRUST

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £000's	2025 £000's	2024 £000's	2024 £000's
Fixed assets					
Tangible assets	**14**		28		34
Investments	**15**		810		782
			838		816
Current assets					
Debtors	**16**	54		57	
Cash at bank and in hand		2,300		518	
		2,354		575	
Creditors: amounts falling due within one year	**17**	(474)		(468)	
Net current assets			1,880		107
Total assets less current liabilities			2,718		923
The funds of the charity					
Restricted income funds	**19**		2,036		33
Unrestricted funds - general	**21**		172		346
Unrestricted funds - Designated funds	**20**		510		544
			2,718		923

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved by the Trustees on .....

.....
Christopher Turner
Trustee

Company registration number 08102611 (England and Wales)

CRANSLEY HOSPICE TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £000's	2025 £000's	2024 £000's	2024 £000's
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	**25**		1,713		(48)
Investing activities					
Purchase of tangible fixed assets		(7)		(32)	
Investment income received		76		46	
Net cash generated from investing activities			69		14
Net cash generated from financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			1,782		(34)
Cash and cash equivalents at beginning of year			518		552
Cash and cash equivalents at end of year			2,300		518

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Cransley Hospice Trust is a charity registered with the Charity Commission and a private company limited by guarantee incorporated in England and Wales. The registered office is St Mary's Hospital, London Road, Kettering, NN15 7PW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £000's.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives. Unrestricted funds include designated funds of the charity, where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacy income

Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once the confirmation has been received from the representatives of the estate (s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

Grants received

Grants that do not impose specified future performance-related conditions are recognised in income when the grant proceeds are received or receivable. Grants that impose specific future performance-related conditions are recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Grant commitments are recognised when a constructive obligation arises that results in payment being unavoidable.

Contractual arrangements are recognised as goods or services are supplied.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure on raising funds

Expenditure of raising funds relate to expenses incurred to support fund-raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

Expenditure on charitable activities

Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 8.

Governance costs

Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	33%
Plant & machinery	33%
Promotional materials	50%

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1 Accounting policies **(Continued)**

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

1.11 Employee benefits

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

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

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

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

In the opinion of the Trustees there are no significant accounting estimates or judgements in these financial statements.

3 Income from donations and legacies

	Unrestricted funds 2025 £000's	Restricted funds 2025 £000's	Total 2025 £000's	Unrestricted funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
Donations and gifts	181	2,010	2,191	191	11	202
Legacies	183	-	183	20	-	20
Grants	40	-	40	33	-	33
	404	2,010	2,414	244	11	255

4 Income from other trading activities

	Unrestricted funds 2025 £000's	Unrestricted funds 2024 £000's
Fundraising events	280	264
Shop income	167	153
Sponsorships and social lotteries	145	142
Other trading activities	592	559

5 Income from investments

	Unrestricted funds 2025 £000's	Restricted funds 2025 £000's	Total 2025 £000's	Unrestricted funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
Other income	57	-	57	46	-	46
Interest receivable	-	19	19	-	-	-
	57	19	76	46	-	46

6 Expenditure on raising funds

	Unrestricted funds 2025 £000's	Unrestricted funds 2024 £000's
Fundraising and publicity		
Seeking donations, grants and legacies	40	39
Advertising	26	21
Other fundraising costs	7	-
Staff costs	446	416
	519	476
Trading costs		
Operating charity shops	56	48
Total costs	575	524

7 Expenditure on charitable activities

	Charity enhancement of hospice care 2025 £000's	End of life service funding 2025 £000's	Total 2025 £000's	Charity enhancement of hospice care 2024 £000's	End of life service funding 2024 £000's	Total 2024 £000's
Direct costs						
Depreciation and impairment	12	-	12	3	-	3
Charity enhancement of hospice care	42	530	572	61	455	516
	54	530	584	64	455	519
Share of support and governance costs (see note 8)						
Support	114	-	114	119	-	119
Governance	42	-	42	43	-	43
	210	530	740	226	455	681
Analysis by fund						
Unrestricted funds - general	184	-	184	218	-	218
Unrestricted funds - Designated funds	-	530	530	-	455	455
Restricted funds	26	-	26	8	-	8
	210	530	740	226	455	681

8 Support costs allocated to activities

	2025 £000's	2024 £000's
Office costs	112	117
Bank charges	2	2
Governance costs	42	43
	156	162
Analysed between:		
Charity enhancement of hospice care	156	162

8 Support costs allocated to activities **(Continued)**

Governance costs comprise:	2025 £000's	2024 £000's
Staff costs	34	35
Audit fees	8	8
	42	43

9 Net movement in funds

	2025 £000's	2024 £000's
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	8	8
Depreciation of owned tangible fixed assets	12	3

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	13	12

Employment costs	2025 £000's	2024 £000's
Wages and salaries	425	393
Social security costs	35	52
Other pension costs	20	6
	480	451

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 to £70,000	-	1

11 Employees (Continued)

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £000's	2024 £000's
Aggregate compensation	132	165

12 Gains and losses on investments

Gains/(losses) arising on:	Unrestricted funds 2025 £000's	Unrestricted funds 2024 £000's
Revaluation of investments	28	-
Sale of investments	-	3
	28	3

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Tangible fixed assets

	Fixtures and fittings £000's	Plant & machinery £000's	Promotional materials £000's	Total £000's
Cost				
At 1 April 2024	-	32	5	37
Additions	3	4	-	7
At 31 March 2025	3	36	5	44
Depreciation and impairment				
At 1 April 2024	-	1	3	4
Depreciation charged in the year	1	9	2	12
At 31 March 2025	1	10	5	16
Carrying amount				
At 31 March 2025	2	26	-	28
At 31 March 2024	-	31	3	34

15 Fixed asset investments

	Listed investments £000's
Cost or valuation	
At 1 April 2024	782
Valuation changes	28
At 31 March 2025	810
Carrying amount	
At 31 March 2025	810
At 31 March 2024	782

16 Debtors

Amounts falling due within one year:	2025 £000's	2024 £000's
Trade debtors	1	3
Other debtors	43	39
Prepayments and accrued income	10	15
	54	57

17 Creditors: amounts falling due within one year

	2025 £000's	2024 £000's
Other taxation and social security	4	5
Trade creditors	31	226
Other creditors	4	-
Accruals and deferred income	435	237
	474	468

18 Retirement benefit schemes

Defined contribution schemes	2025 £000's	2024 £000's
Charge to profit or loss in respect of defined contribution schemes	20	6

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	At 31 March 2025 £000's
Wish List	5	-	(1)	-	4
Memory Boxes	16	-	-	-	16
Hospice at Home	1	-	-	-	1
Nurses Fund	1	-	(1)	-	-
Hospice Day Room	10	-	-	-	10
Befriending service	-	10	-	-	10
MGCT	-	2,019	(24)	-	1,995
	33	2,029	(26)	-	2,036

Previous year:	At 1 April 2023 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	At 31 March 2024 £000's
Wish List	5	-	-	-	5
Memory Boxes	18	-	(2)	-	16
Hospice at Home	1	-	-	-	1
Nurses Fund	2	-	(1)	-	1
Hospice Day Room	-	10	-	-	10
Palliative Care Hub	54	-	(4)	(50)	-
Volunteer Events	-	1	(1)	-	-
	80	11	(8)	(50)	33

Wish List: Funds received from Tata Steel being utilised for direct requests from Cransley Hospice.

Memory Boxes: Funds received being utilised for the creation of individual memory boxes which are provided to patient's relatives or friends.

Hospice at Home: Funds received from Robert Wallinger to be utilised for direct support for the Hospice at home service.

Nurses Fund: Funds received being utilised for requests received from the Cransley Hospice nurses.

Hospice Day Room: Funds received from Nationwide Building Society being utilised for the refurbishment of the day room within Cransley Hospice.

Befriending Service: Funds received from Nationwide Building Society being utilised to develop a befriending service.

MGCT: Funds received from Margaret Giffen Charitable Trust being utilised for a variety of projects including refurbishment and improvements at Cransley Hospice, a new 'Hummingbird' bereavement service and further enhancements for patients and their families.

20 Unrestricted funds - Designated funds

These are unrestricted funds which have been set aside by the charity to be used for specific purposes.

The only designated fund at the year end relates to amounts set aside in respect of palliative and end of life services in the future.

	At 1 April 2024 £000's	Resources expended £000's	Transfers £000's	At 31 March 2025 £000's
NHFT Support	540	(526)	496	510
Nurses Fund	4	(4)	-	-
	544	(530)	496	510

Previous year:	At 1 April 2023 £000's	Resources expended £000's	Transfers £000's	At 31 March 2024 £000's
NHFT Support	447	(455)	548	540
Nurses Fund	2	-	2	4
	449	(455)	550	544

21 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

	At 1 April 2024 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	Gains and losses £000's	At 31 March 2025 £000's
General funds	346	1,053	(759)	(496)	28	172

Previous year:	At 1 April 2023 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	Gains and losses £000's	At 31 March 2024 £000's
General funds	736	849	(742)	(500)	3	346

22 Analysis of net assets between funds

	Unrestricted funds general 2025 £000's	Unrestricted funds Designated funds 2025 £000's	Restricted funds 2025 £000's	Total 2025 £000's
At 31 March 2025:				
Tangible assets	28	-	-	28
Investments	810	-	-	810
Current assets/(liabilities)	(666)	510	2,036	1,880
	172	510	2,036	2,718

	Unrestricted funds general 2024 £000's	Unrestricted funds Designated funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
At 31 March 2024:				
Tangible assets	34	-	-	34
Investments	782	-	-	782
Current assets/(liabilities)	(470)	544	33	107
	346	544	33	923

23 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £000's	2024 £000's
Within one year	30	30
Between two and five years	60	60
	90	90

24 Related party transactions

There were no related party transactions to note during the year or in the prior year.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

25	Cash generated from/(absorbed by) operations	2025 £000's	2024 £000's
	Surplus/(deficit) for the year	1,795	(342)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(76)	(46)
	Gain on disposal of investments	-	(3)
	Fair value gains and losses on investments	(28)	-
	Depreciation and impairment of tangible fixed assets	12	3
	Movements in working capital:		
	(Increase)/decrease in stocks	-	2
	Decrease in debtors	4	191
	Increase in creditors	6	147
	Cash generated from/(absorbed by) operations	1,713	(48)

26 Analysis of changes in net funds

The charity had no material debt during the year.

CRANSLEY HOSPICE TRUST

England & Wales - Charity number 1151018

Accounts

Cransley Hospice Trust

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2024

Registered Charity Number 1151018
Registered Company No 08102611

Annual Report and Accounts for the year ended 31 March 2024

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Foreword by the Chair of Trustees of Cransley Hospice Trust

Welcome to the Trust's review for 2023/24, and my first report as your new Chair. It was a year in which we officially marked 25 years since the opening of Cransley Hospice – the inpatient unit in Kettering.

Cransley is a relatively unusual hospice. Most hospices are independently run by charities through their own fundraising efforts and small contributions from the NHS. Cransley Hospice s run by the NHS. Our fundraising efforts support and enhance care provided in the hospice and in the community, and we advocate on behalf of patients and their families.

Last year's report talked about securing the future of the hospice in Kettering. 2023 might have seemed a long way off in 1998 when the Hospice was set up in a new sheltered housing building off Piper's Hill Road, thanks to the vision and campaigning of Dr John Smith. After 25 years, an updated agreement was needed between the owners of the building, and the NHS, and took many months to negotiate. The new lease enables the continued development of care at the Hospice.

The Hospice in-patient unit remaining in Kettering is good news for patients in North Northamptonshire as it provides a locally accessible facility to people and their families living with a life limiting illness.

With your continued support the Trust has been able to negotiate a significant investment in upgrading facilities at the Hospice and as more end-of-life care support being delivered in the community. We now have the opportunity to build on these investments and ensure North Northamptonshire provides local support for patients and their families most in need.
These milestones did not happen by accident and their achievement gives me the opportunity to say a huge thank you to people who have had a special role in the life of the Trust.

Rev. Dr. John Smith is the clinician who saw the need for the Hospice and was the inspiration for setting up the service in the county, raising money to support the hospice in its early days, and keeping donations in his sock drawer before the charity was set up!

John has been a Trustee of the charity since 2012, a passionate advocate for hospice care and energetic supporter of the Trust. John has now stepped down as a Trustee, but I am delighted to say that he has agreed to continue supporting the Trust in a new role, as Patron. We are delighted that we will be able to continue to call on his counsel.

The agreement for the Hospice to stay in Kettering is in no small part to the determination, single-mindedness and relentless commitment of my predecessor as Chair, Paul Humphrey. It's been a privilege to serve alongside Paul and it is a source of strength to us as an organisation that Paul is continuing to serve as a Trustee.

Rachel Herrick has been the Trust's Director of Income Generation and Communications for the last five years. Rachel joined an organisation reliant on mass-participation fundraising events just before the COVID-19 lockdowns in 2020. She stayed positive and determined through that immensely challenging time and has played a huge part in the success of the Trust. Rachel retired at the end of October 2024. She leaves with our heartfelt thanks, and we wish her a long and happy retirement.

There are over a hundred volunteers who support the charity in so many different ways, and I would like to saying thank you to all of you. I look forward to meeting you over the coming year and being able to thank you in person.



Chris Turner
Chair



Review of 2023-24 by the Chief Executive

Our 25th Anniversary year included a number of notable and important successes. By far the most important was the conclusion of the negotiations to ensure the future of the hospice inpatient facility on the current site. This ended years of speculation about the future of palliative and end-of-life hospice care for those living in North Northamptonshire.

The continuing focus on local service delivery will enable us to re-energise our fundraising to ensure that the end-of-life care services offered to the people of North Northamptonshire meet the needs of our local communities as set out in the strategy document published early in the year.

Having the opportunity to celebrate 25 years of the hospice being open was also a privilege. Charting the origins of the Cransley hospice facility and to see how service provision has evolved and identifying where we want it to develop were all captured in our specialist exhibition which we launched at the visit of HRH Duke of Gloucester in November.

We are looking forward to touring North Northamptonshire with the exhibition in the next year and helping our local communities to understand better the important service provision we can support with your help. We were all delighted that a celebration of such magnitude was graced with a Royal visit and my thanks go to all those who made it possible.

Our main purpose remains that of raising funds to provide additional support to those who are living with a life limiting illness. It has been another challenging year for fundraising as we see the impact the cost-of-living increases have had on many families who have supported us in recent years. Whilst we are not alone in seeing this reduction in support financially, we are heartened that we now have in place a clearer understanding of the future for the hospice and a plan for developing more support services.

We should recognise that NHS funding for palliative and end-of-life care support is relatively significant in Northamptonshire, and we are lucky in that respect, however, there has been no real increase in funding for the past few years and with increased costs and greater demand, that puts even more pressure on the hard-working staff across the system, thus making our contribution even more important.

Besides providing support for the in-house hospice facility, hospice at home, training and bereavement, we also provided specific support for the development of service provision, and we plan to continue this in 2024-25. Whilst the core services are in place we need to increase provision and we can get better at what we do, so our continued fundraising remains vital.

One of our roles as a Trust is to influence what and where services are delivered, and we have worked hard to help start implementing the new

strategy with progress being made on developing a number of services which will help provide a more comprehensive and efficient service across North Northamptonshire.

Practically the local strategy for end of life care sets out what we can do for the individual, their families and carers and how all parties involved will work towards a comprehensive service delivery across Northamptonshire. Our engagement ensured a focus on locality-based service provision, where it is practical to do so, and to ensure equality of provision across the county. This strategy affects all service provision whether it be the NHS, Social Care, charities or the private sector such as care homes.

Another part of my role is to ensure that we achieve the strategic priorities set by the Board in any one year. It was a very busy year, and I am pleased to say that we achieved parts of or all these objectives during 2023-24including:

- We were able to support the completion of the Strategy and Implementation Plan for the county and ensure the needs of the North Northamptonshire people are fairly provided for.
- We raised £860,000 to provide enhanced care for palliative and end of life care provision across North Northamptonshire.
- We were able to build on our understanding of the hospice in-house provision with information that enabled us to better monitor the use and value of our investments.
- We developed our approach to commissioning with partners to optimise the value and effectiveness of our contribution.
- We were able to take the first steps in engaging more with our local communities to help them understand the challenges, complexities and realism of those with a life limiting illness and their families.

We could not have done this without the dedication of our staff and volunteers who turned out in force in our shops, across our fundraising programme, and supporting us in the office. We now have over 100 active volunteers and we are grateful to all of them for their support throughout the year.

There is much to build on in 2024-25 and beyond. We believe we have established a firm base from which to expand, and I look forward to engaging with more people to tell our positive story of support we give and the value it provides.

Philip Talbot
Chief Executive





"Initially we both had this feeling of dread and fear about hospice care, but we couldn't have been more wrong. Everyone was amazing from the minute we entered the front door. They were so welcoming and it changed our perception entirely.

"Kyle said to the doctors, "I just want time with my family, so whatever you can do, please do it", and they turned our days into weeks. I was pregnant with Marlow at this point and I think we were both in denial. Kyle wanted his final days to be at home, so that's what we did for him."

Gemma (loving wife and mum)

Who we are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance end of life care in North Northamptonshire. This care includes in-patient services at Cransley Hospice, Hospice at Home care which supports patients who prefer to remain at home in the last weeks of life, Palliative Lymphoedema support, Outpatient support and Bereavement support.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, who provide similar services for West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of individuals as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.

The Trust is registered as a general purpose charity. (Registered Charity number 1151018.)

The Trust is also a company limited by guarantee (Company Registration number 08102611).



What we aim to do

Our Primary Aim

CHT's main purpose is to raise money to commission enhancements to palliative and end of life care services across North Northamptonshire.

Our Values

CHT reviewed its values for the organisation and agreed the following position:

OUR VALUES

Our values underpin all that we do; how we act, how we behave and how we operate.

TO ACT RESPONSIBLY **TO ACT WITH INTEGRITY** **TO ACT FAIRLY** **TO ACT ETHICALLY**



Our Objectives

The CHT Board confirmed the continued validity of its annual objectives. These are:

WHAT WE DO?	HOW WE DO IT?	OUR IMPACT NOW & IN THE FUTURE
We raise funds to provide Palliative and End-of-Life Care (P&EoLC) services across the Cransley Hospice catchment area of North Northamptonshire	We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services	Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire Our five year plan is to double our commissioning fund to c£1m annually
We ensure the provision of locally accessible, P&EoLC services in the North Northamptonshire area as part of a partnership of service provision across the Northamptonshire health and care system	As a partner commissioner of P&EoLC services in Northamptonshire, we ensure there is fair and equitable P&EoLC service delivery to the people of North Northamptonshire We monitor the provision of P&EoLC services across North Northamptonshire by commissioned service providers including performance and IMPACT measures to ensure the investments in service are of public benefit We commission restricted and unrestricted reserves to support sustainable service developments of P&EoLC service provision across North Northamptonshire	CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire We plan to ensure equitable services are delivered across North Northamptonshire We plan to further enhance the provision and quality of End of Life services across North Northamptonshire
We listen to, and influence and inform the public and health care professionals on P&EoLC issues to improve services	We work with other relevant organisations to raise public awareness of what is available to support the individual, their families and carers We influence positive change in the wider health system	We help people get a greater understanding of End of Life issues in the community We plan to positively change the way the public perceives End of Life care We plan to establish more investment in End of Life care, particularly in non-medical service provision
We raise our profile and enhance our 'trusted' reputation as a charity	We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area	We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire
We evolve Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector	We update our Strategy and Implementation Plan to support the development of the organisation for 2023-24 and beyond We will establish a staff, and volunteers support programme that provides motivation and loyalty to Cransley Hospice Trust (CHT) We will ensure our policies and financial processes enable us to work in the agile way we have adopted	We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters

How we invest the funds

CHT is clear that the funds it invests need to provide a real benefit to those who are living with a life limiting illness across North Northamptonshire.

End of life services provide care for patients including the 'in-patient' provision at Cransley Hospice; Hospice at Home, which supports patients who would prefer to remain at home in the last weeks and days of life; Palliative Lymphoedema support; Outpatient support; and a Bereavement support service. The Trust also supports some training provision.

During the past year the CHT Board has continued to value working in partnership with the other funders (commissioners) of P&EoLC services across North Northamptonshire.

We continue to be an active member of stakeholder groups which monitor the outputs in North Northamptonshire and consider at ways we can improve services.

We have invested in improving the provision of information and advice during 2023/24 and a new website support service will 'go live' in mid 2024.

In addition we have invested in an exhibition to tour the area and help people better understand the issues they will face with a life limiting illness.

"Thankyou for the 3 memory boxes and memory teddy for our granchildren."

John



Achievements and Performance

The fundraising and sector environment presented significant challenges throughout 2023-2024. The external economic landscape, dominated by the cost of living crisis, had an impact on fundraising across the sector, affecting our organisation more than anticipated.

For Cransley Hospice Trust (CHT), these external pressures were compounded by internal challenges, including resource limitations, prolonged recruitment difficulties, and delays in resolving the extension of the hospice lease which affected our ability to maintain positive communications and, consequently, impacted the confidence levels within our supporter base.

One of the most notable setbacks was the cancellation of our high-income event, Cycle for Cransley, coupled with the closure of the Kettering Conference Centre in early 2023. These events negatively impacted our overall events programme, leading to lower-than-budgeted income.

We also faced continued challenges with our lottery line, where high inflation prompted supporters to cut back on non-essential spending. Prolonged recruitment challenges for key fundraising roles further impacted our community and corporate fundraising efforts.

Legacy giving also posed challenges this year, with ongoing delays at HM Courts & Tribunals Service (HMCTS) extending the time required to grant probate. This had a knockon effect, delaying the receipt of funds from estates left to the CHT.

Despite these difficulties, our retail operations stood out as a bright spot. While retail did not meet budget expectations, it did achieve growth compared to 2022-2023.

However, overall fundraising performance fell short of the agreed budget and did not surpass the previous year's growth. It's important to note that these figures do not reflect the unwavering dedication and hard work of our fundraising and marketing teams, who remained committed throughout the year.

I'm pleased to report that there were no fundraising complaints received in 2023-2024.



There were several significant highlights during the year as we celebrated the 25th anniversary of Cransley Hospice.

Despite lower overall income, our loyal supporter base continued to provide critical financial support, with a 90% retention rate in our regular giving programme. We also saw a positive response and strong financial returns from our two direct marketing appeals.

Our 25th Anniversary flagship event, an art installation titled Robins Appear When Loved Ones Are Near at Chester House Estate, was a resounding success. All 500 handmade ceramic robins, designed and crafted by local Kettering potter Louise Crookenden Johnson were sold. The installation, unveiled by the Lord Lieutenant of Northamptonshire, James Saunders Watson, drew considerable attention and was well attended.

In November 2023, we hosted a celebratory Anniversary Ball, which was attended by supporters, businesses, and guests. We also saw success with our Kinky Boots speaker lunch at Boughton House in September. Our Christmas fundraising activities were once again well supported by the community.



The annual Tree of Lights campaign raised £22,400—an increase from the previous year—with many in our community coming together in December to reflect and remember loved ones at our special service. We continued to film the service and broadcast it on our social media channels for those unable to attend in person.

Additionally, our Christmas tree recycling campaign, supported by volunteers from across the community, raised £15,000, delivering growth in income compared to the prior year.

Our final event of the financial year, SING, exceeded expectations by achieving its projected target in its inaugural year. The event raised £14,000 and involved eight different acts from across our community, four singing coaches who generously provided their time and expertise, numerous volunteers, and local celebrity Mae Stephens. The event also marked our first foray into programme advertising sales, contributing to a wonderful evening of entertainment. Given its success, we have already scheduled the 2025 event, with plans to increase income to £20,000.

We also received significant support from the business community, including event sponsorship, and were honoured to be chosen as the Market Harborough Building Society's Charity of the Year, as voted for by customers and members. We extend our heartfelt thanks to all our corporate supporters.

In addition to community support, we were fortunate to receive several grants from local and national grant-making trusts, which provided crucial funding for our work.

The Albert Hunt Trust
The Barratt Foundation
Craigend Trust
Davidge Usher Trust
The Douglas Compton James Charitable Trust
E A Timson Family Trust
The Elaine Barratt Charitable Trust
Gilander Foundation
Michael Guest Charitable Foundation
North Northamptonshire Council
Oundle & District Care
Peggy Hale Charitable Trust
Peter Wilson Family Trust
Timson Benevolent Trust
Wellingborough Hatton Charity Trust
Woodford Charity Estate

As we navigated the cost-of-living crisis and changes in supporter behaviours, the sector increasingly relied on technology to stay connected and drive innovation. Digital transformation has accelerated, and there is now a focus on investing in tools and technologies that support the long-term health of organisations like ours.

In November 2023, we initiated the development of a new website, which launched in July 2024. Looking ahead to 2024-2025, we will conduct a thorough review of our CRM system with the aim of strengthening relationships with our supporters, improving operational efficiency, supporting informed decision-making, and learning from others who are successfully leveraging digital tools to achieve strategic goals and objectives.

Despite the difficult year, CHT remains committed to navigating these challenges with resilience, and we continue to focus on securing a sustainable future for the Trust.



Marketing

This section reflects our ongoing commitment to effective communication, community engagement, and the safeguarding of personal information, which are integral to our operations at Cransley Hospice Trust.

Privacy Policy Review and Data Management
In 2023, we undertook a comprehensive review of our privacy policy, resulting in several key updates. All supporters were informed of these changes, and during this period, we received four requests for personal information to be removed or anonymised. Each request was promptly actioned. We are pleased to report that there were no requests from the Fundraising Regulator for personal information to be suppressed or removed during the year.

Data Breach Incidents
Over the 2023-2024 period, we recorded two low-level data breaches. Neither of these incidents required escalation to the Information Commissioner's Office. Both breaches were contained and resolved to the satisfaction of all parties involved. In response, the staff members implicated in these incidents received training and support to ensure such occurrences do not happen again.

Film Achievements
We are thrilled to share that our film, The Importance of Hospice Care, reached the finals of the Smiley Charity Film Awards. This is an incredible achievement for a small local charity and demonstrates that a powerful story told in an engaging way has the ability to reach far wider than the community we serve. Members of our marketing team proudly represented Cransley Hospice Trust (CHT) at the awards event in London.

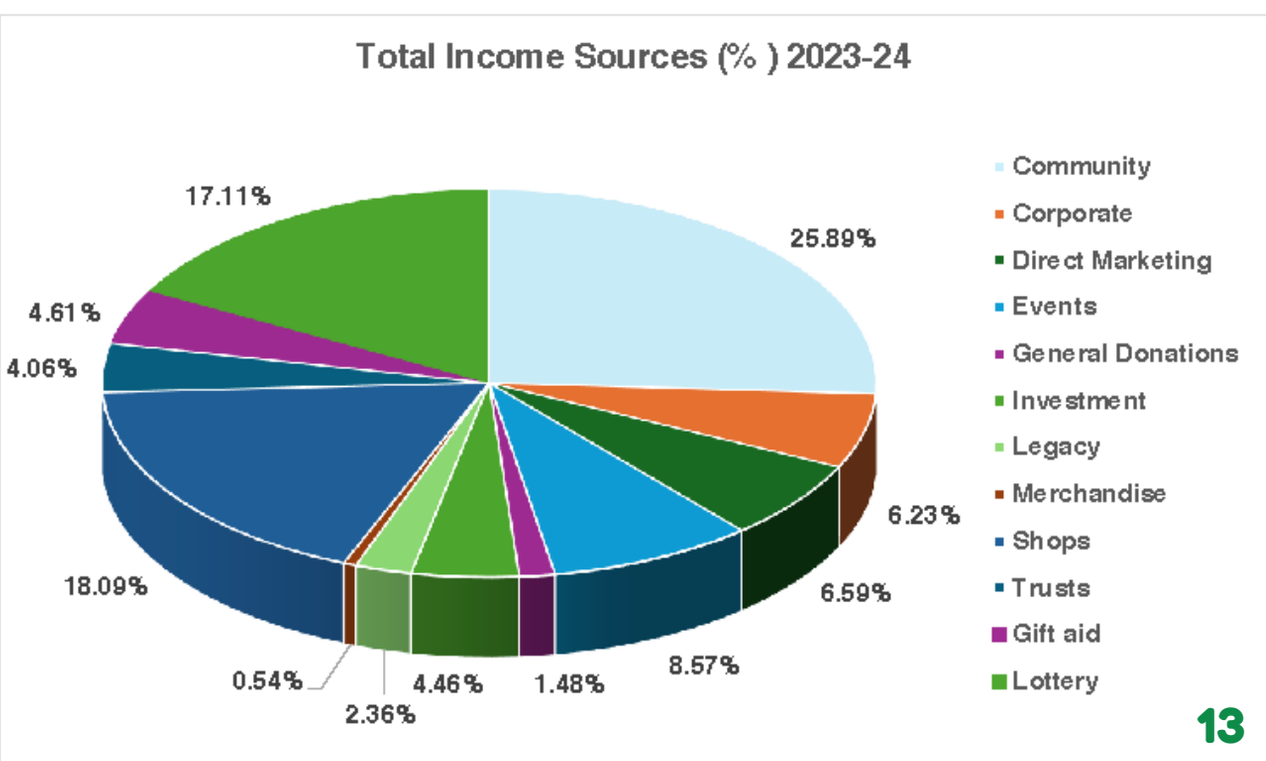
Throughout the year, our team produced several emotive films demonstrating the impact of our support. We extend our heartfelt thanks to Claire Betts, Toni Powell, Adam Sonn, Claire and Ben North and Carol Poole for sharing there moving stories with us.

Campaigns and Community Engagement
In alignment with Hospice UK's annual campaigns, we actively participated in Dying Matters Awareness Week in May and Hospice Care Week in October.

Our marketing initiatives and activities during these periods focused on raising awareness about the importance of end-of-life care. We also provided essential support to our community in addressing the sensitive topics of death and dying.

Celebrating 25 Years with a Royal Visit
November marked a significant milestone as we welcomed HRH The Duke of Gloucester to commemorate 25 years of Cransley Hospice. This royal visit was a momentous occasion, celebrating the tireless efforts of our dedicated volunteers and loyal supporters. For the event, we created a special exhibition that highlighted the history of our charity, the care provided by the hospice over the past quarter-century, and our plans for future service development.

Sources of Income 2023-2024



Partnerships

The delivery of Palliative and End-of-Life care across North Northamptonshire has always been a partnership approach with the NHS. The structure of the NHS is complex but essentially, in Northamptonshire, one part of the NHS (the commissioner) together with the two local charities, pay for another part of the NHS (the provider) to deliver End-of-Life services. The additional funds from the charities are used to enhance the service provision. The hospice also uses some funds to commission other supportive services not provided by the NHS.

The government, on the recommendation of the NHS nationally, introduced Integrated Care Systems (ICSs) across the country to manage the delivery of NHS care. These systems are run by a local Integrated Care Boards (ICBs).

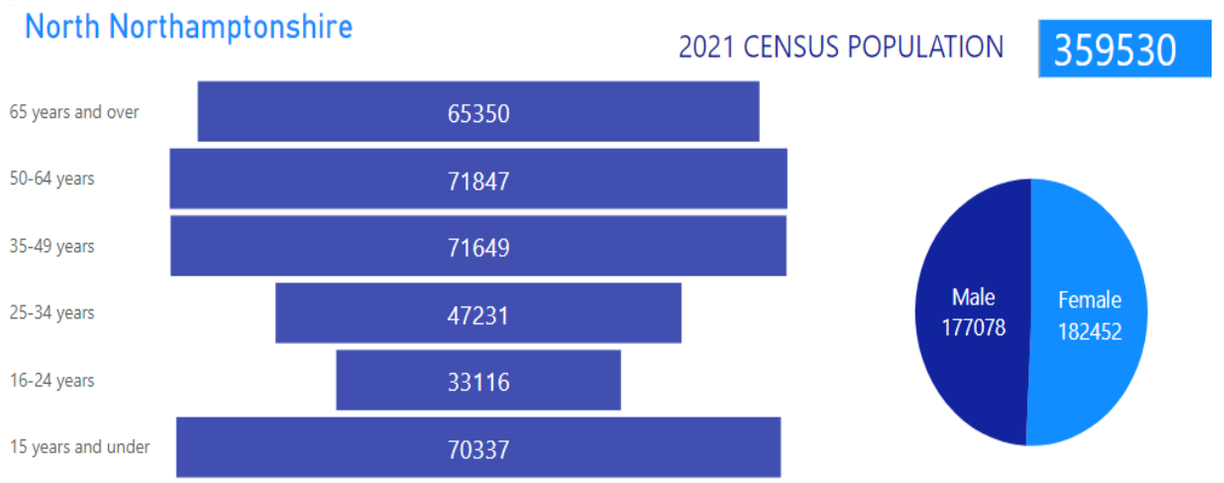
The local ICS is known as Integrated Care Northamptonshire (ICN) and involves a partnership between all those with an interest in health and social care across Northamptonshire. The Board that runs it is known as the Northamptonshire Integrated Care Board (NICB).

CHT has been effectively working in partnership with the NHS to ensure a more effective approach to investing in end-of-life care. The development of a whole provider network under the banner of the All Age Last Years of Life Delivery Group (AALYoLDG) has proved useful in supporting a more co-ordinated approach through the strategy which began its implementation in 2023/24.



Facts and Figures for North Northamptonshire

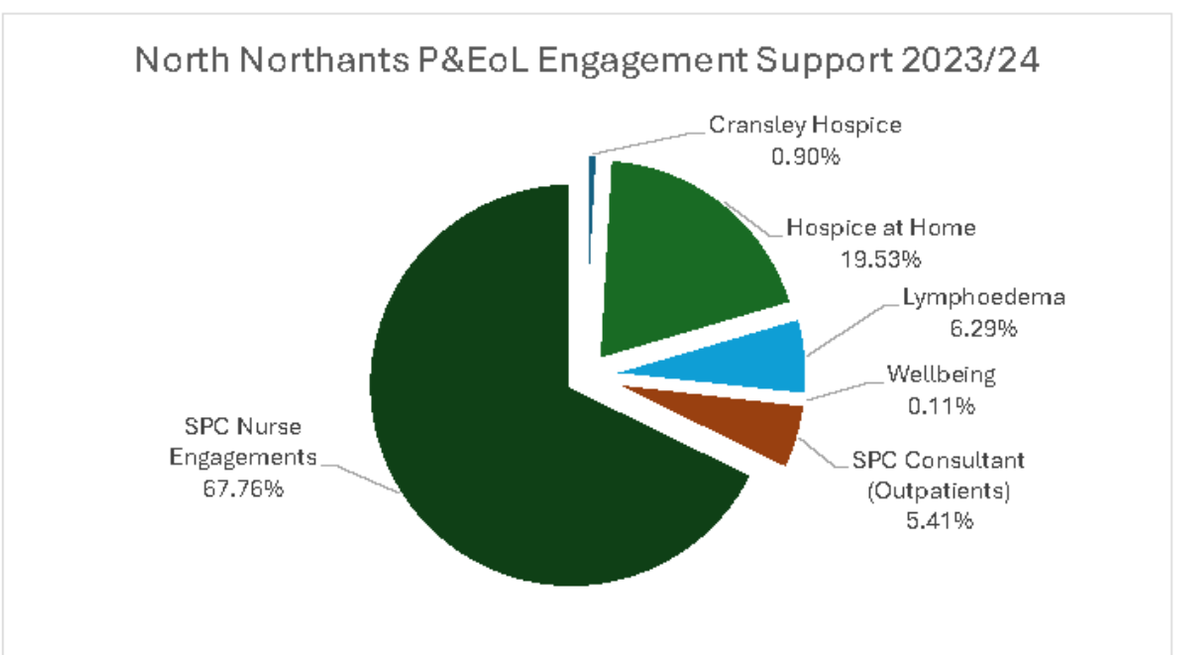
Population data for North Northamptonshire:



In 2023-24 there were 3,414 registered adult deaths across North Northamptonshire.

Approximately 700 were considered to be within the palliative and end-of-life remit.

Engagement with Palliative and End of Life Services:



There were 41,047 engagements with patients across Northamptonshire in 2023/24, of which 21,167 were in North Northamptonshire.
The figure does not include bereavement or spiritual interventions.
The average cost of a bed in Cransley Hospice was £755 per day in 2023-24.

Volunteering for the Trust

The significant contribution that is made by volunteers to the success of the Trust remains steadfast. Their contribution is immeasurable.

During the year we had 140 volunteers support us with 29 of those being recruited in the last twelve months.

Their support covers a range of activities including administration in the office, helping at events, shop support, and as Trustees of the charity.

We welcome the opportunity to thank them formally in this report.

Risk Management

The Board monitored a number of risks associated with the organisation. Corporate and operational risks were reviewed at Board and Executive management meetings to ensure that mitigating actions were completed, and risks were managed as much as possible.

The Board continued to closely monitor the impact on income identified primarily because of the continuing cost-of-living crisis and to a lesser extent the impact of COVID. Once again, the Board made a significant investment from reserves to support the delivery of Palliative and End of Life services across North Northamptonshire. Just over £342k was allocated from reserves.

This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.



Service Development and our Future Plans

CHT continued to provide support for the implementation of the Palliative & End-of-Life Care strategy across Northamptonshire, ensuring an appropriate level of service provision for those in North Northamptonshire.

Many of the potential developments are now key actions in the plan and work supporting fourteen priorities commenced. This included work on:

- Palliative Care Hub facility
- Developing an Information Platform
- Improving the Palliative Care Register
- Bereavement Support
- A Review of Training
- Measuring Success
- User by experience Engagement

The Board reviewed its five-year plan at the end of the financial year using the latest available data and amended its aims of growing income to enable further investment in services for the people of North Northamptonshire.

With certainty about the provision of 'in-patient' services at Cransley Hospice clarified, the Trust Board is now planning to invest in upgrading facilities at the hospice to enable it to function more effectively as well as securing additional funding to support the development of new services in support of equality of provision across North Northamptonshire.



Trustee's Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2024.

Full Name of Charity:	Cransley Hospice Trust
	1151018
Registration Charity Number:	08102611
Company No	
	St Mary's Hospital
The principal office is at:	77 London Road
	Kettering
	Northants
	NN15 7PW
Directors & Trustees:	Mr. Andrew Attfield
	Mr. Felix Connolly
	Dr. Hannah Rosarie Doherty (Vice Chair)
	Mr. Paul Humphrey (Chair until 24.01.24)
	Ms. Lenea Makala (resigned 16.01.24)
	Ms. Katie Milling
	Mrs. Dierdre Mukhtar
	Rev Dr. John S Smith (resigned 24.07.24)
	Mr Keith Southcombe (appointed 24.01.24)
	Ms Kerry Thompson (appointed 22.11.23)
	Mr. Christopher Turner (Treasurer/Chair 24.0124)
Chief Executive:	Mr Philip Talbot
Patron:	Rev Dr. John S Smith (appointed 24.07.24)

The advisors used by the Charity during the year ended 31 March 2024 were:

Bankers	Lloyds Bank
	2 George Row
	Northampton
	NN1 1DJ
Auditors	Hawsons Chartered Accountants (for 2022/23)
	Jubilee House
	32 Duncan Close
	Moulton Park
	Northampton
	NN3 6WL
	Ellacotts (for 2023/24)
	Vantage House
	2700 Kettering parkway
	Kettering Venture Park, Kettering,
	Northamptonshire
	NN15 6XR

Structure, Governance and Management

Cransley Hospice Trust is governed by a Board of Trustees/Directors. Its Articles of Association and Memorandum of Association were signed and dated on 12 June 2012. No amendments were made in the year to the M&As.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all of its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.

The Board of Trustees monitor the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain. Newly appointed Trustees take part in an induction process in which they are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test
In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management
The major risks to which the Charity is exposed have been identified and considered. These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.
Income and expenditure is being monitored monthly and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves. Our Fundraising

Our Fundraising Practises
Our Approach to Fundraising. We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice.

Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct.

We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by many volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shops; helping with administration duties in our office; and collecting and counting the cash donated from the community. All of these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. In undertaking an assessment of our volunteer support, we were able to estimate the financial contribution 'in time' provided by the volunteers amounted to c£374,000. This, of course, does not value the many and varied contributions they provide 'in kind'. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continue to work with Your Hospice Lottery (operated by St Helena Hospice) who are experts

in their field and an experienced and professional team. They adhere to codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council.

Quarterly meetings are held to receive updates and ensure best practice is adhered to. We use professional fundraisers as part of our contract with 'Your Hospice Lottery'. These fundraisers are employed by Your Hospice Lottery but work on our behalf to promote the lottery. Your Hospice Lottery requires that their fundraisers are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences. All direct marketing for specific events is undertaken by the fundraising department and we ensure that it is not unreasonably intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We work on the basis of legitimate interest when communicating with supporters by post and an opt in (supporter has given agreement) basis for e-mail and mobile phone communications.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints about our fundraising activities during the year. However, we did have two accidental, non-reportable, Information Commissioners' Office breaches which were dealt with appropriately to the satisfaction of those involved.

Reserves Policy

Cransley Hospice Trust is a fundraising, commissioning and influencing charity relying primarily on the generosity of our donors.

To be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain an agreed sum within free reserves equivalent to the closing costs of the organisation. This cost may vary annually, and a calculation is made at the end of a financial year based on the estimated future cost of closure. At the end of 2023-24 the figure was calculated as £700k. The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services. This will now be linked to the strategy objectives and proposed new contract arrangements with NHFT in 2024-25.

Partnership Working and Networks

Palliative care patients in the North of Northamptonshire are the main beneficiaries of the charity. The delivery of Palliative and End of Life services is undertaken by a complex network of organisations. Currently we mainly commission Northamptonshire Healthcare NHS Foundation Trust (NHFT), which is the largest single provider having responsibility for the 'in house' hospice facility (Cransley Hospice) and the Hospice at Home service. We continue to develop positive working relations with NHFT. The advent of the 'Integrated Care System' (ICS) in Northamptonshire (replacing the CCGs), has led us to develop a partnership with the local ICS (ICN). This partnership is seen as key to delivering an improved service provision across North Northamptonshire through agreed commissioning objectives in line with the strategy.

Partnership working is considered important to the Charity. During 2023-24 we continued to work more closely with Cynthia Spencer Hospice Charity who carry out a similar role in West Northamptonshire. We now share an investment in a specialist P&EoLC capability (Head of Service Development and Innovation) who is leading on operational developments with the NICB and NHFT. Throughout the year partnerships have been developed and new ones formed with members of the corporate sector, the local community and membership organisations as well as individuals.

Investment Policy

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low risk approach to the investments. As a health charity, we do not invest in companies whose primary activity is tobacco related.

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Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 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 Charities SORP 2015 (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping 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.

Signed on behalf of the trustees by: Chris Turner

Name: **Christopher Turner**

Chair

Date: 11/12/2024 | 21:25 GMT

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Charity registration number 1151018

Company registration number 08102611 (England and Wales)

CRANSLEY HOSPICE TRUST

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

CRANSLEY HOSPICE TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose 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

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), We exercise professional judgment and maintain professional scepticism throughout the audit. We also performed the following procedures:

- Enquiry of management and those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Reviewed income and expenditure to ensure classified to the appropriate fund.
- Reviewed minutes of board meetings to ensure that all grants agreed in the year had been recognised in the financial statements.
- Auditing the risk of management override of controls, including thorough testing of journal entries and other adjustments for appropriateness, and evaluating the rationale of significant transactions outside the normal course of business for the charity.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

CRANSLEY HOSPICE TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CRANSLEY HOSPICE TRUST

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Charlotte Toemaes

.....

Charlotte Toemaes BSc FCA (Senior Statutory Auditor)
for and on behalf of Ellacotts Audit Services Limited

Chartered Accountants
Statutory Auditor
Countrywide House
23 West Bar
Banbury
Oxfordshire
England
OX16 9SA

12/12/2024 | 09:46 GMT

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CRANSLEY HOSPICE TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Current financial year	Notes	Unrestricted funds general 2024 £000's	Unrestricted funds Designated funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's	Total 2023 £000's
Income from:						
Donations and legacies	**3**	244	-	11	255	457
Other trading activities	**4**	559	-	-	559	522
Investments	**5**	46	-	-	46	37
Total income		849	-	11	860	1,016
Expenditure on:						
Raising funds	**6**	522	-	-	522	552
Charitable activities						
Charity enhancement of hospice care	**7**	220	-	8	228	230
End of life service funding	**7**	-	455	-	455	542
Total charitable expenditure		220	455	8	683	772
Total expenditure		742	455	8	1,205	1,324
Net gains/(losses) on investments	**12**	3	-	-	3	(38)
Net income/(expenditure)		110	(455)	3	(342)	(346)
Transfers between funds		(500)	550	(50)	-	-
Net movement in funds	**9**	(390)	95	(47)	(342)	(346)
Reconciliation of funds:						
Fund balances at 1 April 2023		736	449	80	1,265	1,611
Fund balances at 31 March 2024		346	544	33	923	1,265

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

CRANSLEY HOSPICE TRUST

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

Prior financial year	Notes	Unrestricted funds general 2023 £000's	Unrestricted funds Designated funds 2023 £000's	Restricted funds 2023 £000's	Total 2023 £000's
Income from:					
Donations and legacies	**3**	446	-	11	457
Other trading activities	**4**	522	-	-	522
Investments	**5**	37	-	-	37
Total income		1,005	-	11	1,016
Expenditure on:					
Raising funds	**6**	552	-	-	552
Charity enhancement of hospice care	**7**	203	-	27	230
End of life service funding	**7**	542	-	-	542
Total expenditure		1,297	-	27	1,324
Net gains/(losses) on investments	**12**	(38)	-	-	(38)
Net income		(330)	-	(16)	(346)
Transfers between funds		537	(537)	-	-
Net movement in funds	**9**	207	(537)	(16)	(346)
Reconciliation of funds:					
Fund balances at 1 April 2022		529	986	96	1,611
Fund balances at 31 March 2023		736	449	80	1,265

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

CRANSLEY HOSPICE TRUST

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £000's	2024 £000's	2023 £000's	2023 £000's
Fixed assets					
Tangible assets	**14**		34		4
Investments	**15**		782		779
			816		783
Current assets					
Stocks	**16**	-		2	
Debtors	**17**	57		249	
Cash at bank and in hand		518		552	
		575		803	
Creditors: amounts falling due within one year	**18**	(468)		(321)	
Net current assets			107		482
Total assets less current liabilities			923		1,265
Net assets excluding pension liability			923		1,265
The funds of the charity					
Restricted income funds	**20**		33		80
Unrestricted funds - general			346		736
Unrestricted funds - Designated funds	**21**		544		449
			923		1,265

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved by the Trustees on 11/12/2024 | 21:25 GMT

Chris Turner

Christopher Turner
Trustee

Company registration number 08102611 (England and Wales)

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

CRANSLEY HOSPICE TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £000's	2024 £000's	2023 £000's	2023 £000's
Cash flows from operating activities					
Cash absorbed by operations	**25**		(48)		(281)
Investing activities					
Purchase of tangible fixed assets		(32)		(6)	
Investment income received		46		37	
Net cash generated from investing activities			14		31
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(34)		(250)
Cash and cash equivalents at beginning of year			552		802
Cash and cash equivalents at end of year			518		552

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

CRANSLEY HOSPICE TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Cransley Hospice Trust is a charity registered with the Charity Commission and a private company limited by guarantee incorporated in England and Wales. The registered office is St Mary's Hospital, London Road, Kettering, NN15 7PW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”) and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £000's.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives. Unrestricted funds include designated funds of the charity, where the trustees, at their discretion, have created a fund for a specific purpose.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacy income

Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once the confirmation has been received from the representatives of the estate (s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

Grants received

Grants that do not impose specified future performance-related conditions are recognised in income when the grant proceeds are received or receivable. Grants that impose specific future performance-related conditions are recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

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1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Grant commitments are recognised when a constructive obligation arises that results in payment being unavoidable.

Contractual arrangements are recognised as goods or services are supplied.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

Expenditure on raising funds

Expenditure of raising funds relate to expenses incurred to support fund-raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

Expenditure on charitable activities

Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 8.

Governance costs

Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant & machinery	33%
Promotional materials	50%

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

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1 Accounting policies **(Continued)**

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments

The charity has elected to apply the provisions of Section 11 ‘Basic Financial Instruments’ and Section 12 ‘Other Financial Instruments Issues’ of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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2 Critical accounting estimates and judgements

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

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

In the opinion of the Trustees there are no significant accounting estimates or judgements in these financial statements.

3 Income from donations and legacies

	Unrestricted funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's	Unrestricted funds 2023 £000's	Restricted funds 2023 £000's	Total 2023 £000's
Donations and gifts	191	11	202	259	11	270
Legacies receivable	20	-	20	187	-	187
Income from grants	33	-	33	-	-	-
	244	11	255	446	11	457

4 Income from other trading activities

	Unrestricted funds 2024 £000's	Unrestricted funds 2023 £000's
Events income	264	217
Shop sales	153	137
Lottery income	142	168
Other trading activities	559	522

5 Income from investments

	Unrestricted funds 2024 £000's	Unrestricted funds 2023 £000's
Investment income	46	37

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6 Expenditure on raising funds

	Unrestricted funds 2024 £000's	Unrestricted funds 2023 £000's
Fundraising and publicity		
Seeking donations, grants and legacies	39	112
Advertising	21	24
Other fundraising costs	38	1
Staff costs	416	410
	514	547
Trading costs		
Operating charity shops	8	5
Total costs	522	552

7 Expenditure on charitable activities

	Charity enhancement of hospice care 2024 £000's	End of life service funding 2024 £000's	Total 2024 £000's	Charity enhancement of hospice care 2023 £000's	End of life service funding 2023 £000's	Total 2023 £000's
Direct costs						
Depreciation and impairment	3	-	3	2	-	2
Charity enhancement of hospice care	63	455	518	68	542	610
	66	455	521	70	542	612
Share of support and governance costs (see note 8)						
Support	119	-	119	114	-	114
Governance	43	-	43	46	-	46
	228	455	683	230	542	772
Analysis by fund						
Unrestricted funds - general	220	-	220	203	542	745
Unrestricted funds - Designated funds	-	455	455	-	-	-
Restricted funds	8	-	8	27	-	27
	228	455	683	230	542	772

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8 Support costs allocated to activities

	2024 £000's	2023 £000's
Office costs	117	112
Bank charges	2	2
Governance costs	43	46
	162	160
Analysed between:		
Charity enhancement of hospice care	162	160

Governance costs comprise:	2024 £000's	2023 £000's
Staff costs	35	41
Audit fees	8	5
	43	46

9 Net movement in funds

	2024 £000's	2023 £000's
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	8	5
Depreciation of owned tangible fixed assets	3	2

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

11 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
	12	13

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11 Employees **(Continued)**

Employment costs	**2024 £000's**	**2023 £000's**
Wages and salaries	393	402
Social security costs	52	32
Other pension costs	6	17
	451	451

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	**2023 Number**
£60,001 to £70,000	1	1

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2024 £000's	**2023 £000's**
Aggregate compensation	165	158

12 Gains and losses on investments

Gains/(losses) arising on:	**Unrestricted funds 2024 £000's**	**Unrestricted funds 2023 £000's**
Sale of investments	3	(38)

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

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14 Tangible fixed assets

	Plant & machinery	Promotional materials	Total
	£000's	£000's	£000's
Cost			
At 1 April 2023	19	4	23
Additions	30	2	32
Disposals	(17)	-	(17)
At 31 March 2024	32	6	38
Depreciation and impairment			
At 1 April 2023	17	1	18
Depreciation charged in the year	1	2	3
Eliminated in respect of disposals	(17)	-	(17)
At 31 March 2024	1	3	4
Carrying amount			
At 31 March 2024	31	3	34
At 31 March 2023	1	3	4

15 Fixed asset investments

	Listed investments
	£000's
Cost or valuation	
At 1 April 2023	779
Valuation changes	3
At 31 March 2024	782
Carrying amount	
At 31 March 2024	782
At 31 March 2023	779

16 Stocks

	2024	2023
	£000's	£000's
Finished goods and goods for resale	-	2

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17 Debtors

Amounts falling due within one year:	2024 £000's	2023 £000's
Trade debtors	3	5
Other debtors	39	233
Prepayments and accrued income	15	11
	57	249

18 Creditors: amounts falling due within one year

	2024 £000's	2023 £000's
Other taxation and social security	5	8
Trade creditors	226	294
Other creditors	-	2
Accruals and deferred income	237	17
	468	321

19 Retirement benefit schemes

Defined contribution schemes	2024 £000's	2023 £000's
Charge to profit or loss in respect of defined contribution schemes	6	17

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

20 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	At 31 March 2024 £000's
Wish List	5	-	-	-	5
Memory Boxes	18	-	(2)	-	16
Hospice at Home	1	-	-	-	1
Nurses Fund	2	-	(1)	-	1
Hospice Day Room	-	10	-	-	10
Palliative Care Hub	54	-	(4)	(50)	-
Volunteer Events	-	1	(1)	-	-
	80	11	(8)	(50)	33

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

20 Restricted funds **(Continued)**

Previous year:	At 1 April 2022 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	At 31 March 2023 £000's
Restricted reserves	96	11	(27)	-	80

Wish List: Funds received from Tata Steel being utilised for direct requests from Cransley Hospice.

Memory Boxes: Funds received being utilised for the creation of individual memory boxes which are provided to patient's relatives or friends.

Hospice at Home: Funds received from Robert Wallinger to be utilised for direct support for the Hospice at home service.

Nurses Fund: Funds received being utilised for requests received from the Cransley Hospice nurses.

Hospice Day Room: Funds received from Nationwide Building Society being utilised for the refurbishment of the day room within Cransley Hospice.

21 Unrestricted funds - Designated funds

These are unrestricted funds which have been set aside by the charity to be used for specific purposes.

The only designated fund at the year end relates to amounts set aside in respect of palliative and end of life services in the future.

	At 1 April 2023 £000's	Resources expended £000's	Transfers £000's	At 31 March 2024 £000's
NHFT Support	447	(455)	548	540
Nurses Fund	2	-	2	4
	449	(455)	550	544

Previous year:	At 1 April 2022 £000's	Resources expended £000's	Transfers £000's	At 31 March 2023 £000's
Reprovisions - New building	984	-	(984)	-
Nurses Fund	2	-	-	2
NHFT Support	-	-	447	447
	986	-	(537)	449

Docusign Envelope ID: DA4D5C50-736F-4195-A5E3-5C2D92E84ECC

22 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

	At 1 April 2023 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	Gains and losses £000's	At 31 March 2024 £000's
General funds	736	849	(742)	(500)	3	346

Previous year:	At 1 April 2022 £000's	Incoming resources £000's	Resources expended £000's	Transfers £000's	Gains and losses £000's	At 31 March 2023 £000's
General funds	529	1,005	(1,297)	537	(38)	736

23 Analysis of net assets between funds

	Unrestricted funds general 2024 £000's	Unrestricted funds Designated funds 2024 £000's	Restricted funds 2024 £000's	Total 2024 £000's
At 31 March 2024:				
Tangible assets	34	-	-	34
Investments	782	-	-	782
Current assets/(liabilities)	(467)	544	30	107
	349	544	30	923
Per balance sheet	346	544	33	923
Balance to allocate	(3)	-	3	-

	Unrestricted funds general 2023 £000's	Unrestricted funds Designated funds 2023 £000's	Restricted funds 2023 £000's	Total 2023 £000's
At 31 March 2023:				
Tangible assets	4	-	-	4
Investments	779	-	-	779
Current assets/(liabilities)	(47)	449	80	482
	736	449	80	1,265

24 Related party transactions

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24 Related party transactions **(Continued)**

There were no related party transactions to note during the year or in the prior year.

25 Cash generated from operations

	2024 £000's	2023 £000's
Deficit for the year	(342)	(346)
Adjustments for:		
Investment income recognised in statement of financial activities	(46)	(37)
(Gain)/loss on disposal of investments	(3)	38
Depreciation and impairment of tangible fixed assets	3	2
Movements in working capital:		
Decrease in stocks	2	-
Decrease/(increase) in debtors	191	(126)
Increase in creditors	147	188
Cash absorbed by operations	(48)	(281)

26 Analysis of changes in net funds

The charity had no material debt during the year.

CRANSLEY HOSPICE TRUST

England & Wales - Charity number 1151018

Accounts

Official

Cransley Hospice Trust

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

Registered Charity Number 1151018
Registered Company No 08102611

Annual Report and Accounts for the year ended 31 March 2023

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Foreword by the Chair of Trustees of Cransley Hospice Trust

In the 25th Anniversary year of the building of the hospice, I am pleased to report another year where we raised just over £1m for the purpose of enhancing end of life care within North Northamptonshire. To continue this achievement against significant headwinds, such as the increased cost of living and the continuing consequences of the pandemic, is a testament to both the expertise and determination of the entire Crasley Hospice Trust (CHT) team and the steadfast support of the local community.

This allows us to continue supporting not only Cransley Hospice in-patient services but also the Hospice at Home programme and other support services including Bereavement support.

To help illustrate the fabulous support you provide in our community this report highlights some of the feedback we have received during the year from those we have helped.

As you may know, the future of the Cransley Hospice in-patient facility in Kettering has been uncertain for some years, so I am delighted to confirm that we have worked with NHFT to ensure we have continuity of service, making service delivery from the site in Kettering guaranteed for the foreseeable future. We now have the opportunity to invest in the facilities to upgrade and modernise the facility for the years ahead.

The Board's longer-term strategy is to support the growth of our income over the coming years to enable us to further develop support for Palliative and End of Life Care services across North Northamptonshire. I am pleased to also report that following the appointment during the year of Victoria Gray as Head of Service Development and Innovation at the Trust, alongside the other commissioning partners, we have been able to drive focus across all stakeholders to clarify and align the future service developments that will best serve the needs of the local community. The Board remains of a view that this clarity is essential to ensure that our hard-won funds are used to achieve the greatest impact on current and future services.

I thank my fellow Trustees for their time and expertise. We have had two Trustees retire this year. I would like to thank Maxine Estop-Green and Dan Freeland for their invaluable support during the past few years. Also we have had three new Trustees join our charity (Ros Gardner, Felix Connolly and Katie Milling).

It is also an opportunity to thank the staff and volunteers for all the hard work to make this another successful year in such challenging times. I was delighted to attend a thank you event for volunteers last October where we were able to recognise the significant achievements of our volunteers in supporting our activities.

In closing, most of all, I would like to thank our supporters for their magnificent efforts in helping us achieve our fundraising goals.

Paul Humphrey
Chair



Review of 2022-23 by the Chief Executive

July 2022 saw significant changes in the way the NHS is managed. I have provided a more detailed explanation later in this report for context. The introduction of Integrated Care Systems (ICSs), run by a local Integrated Care Board (ICB) also brought with it new responsibilities for the provision of Palliative and End-of-Life care (P&EoLC).

The local ICS, Integrated Care Northamptonshire (ICN), is a partnership between all those with an interest in health and social care across Northamptonshire and is run through the Northamptonshire Integrated Care Board (NICB).

The new responsibilities of ICN include statutory responsibility for the provision of P&EoLC.

These new responsibilities subsequently led the ICN to develop a strategy for P&EoLC across the county and Cransley Hospice Trust (CHT) has been at the forefront of influencing the development of the strategy. The strategy was co-produced and involved a number of engagement events with the public and professionals.

Broadly the strategy sets out the benefits to the individual, their families and carers and how all parties involved will work towards a comprehensive service delivery across Northamptonshire with a focus on locality-based service provision, where it is practical to do so, and to ensure equality of provision across the county. This strategy affects all service provision whether it be the NHS, Social Care, charities or the private sector such as care homes.

As a funder for this system, CHT ensured that the needs of the people of North Northamptonshire would be properly addressed and that the funds that the charity provide are well used and add to the provision of the overall service.

As part of this work CHT (with Cynthia Spencer Hospice Charity (CSHC) and the NICB) commissioned the development of a framework for a Palliative Care Hub where those in need would be able to access specialist advice and support anytime of the day or night. This service is a key development in the provision of support and is programmed to be implemented as a priority during the first year of the strategy which commences in April 2024.

CHT also recognised that to achieve our aims and meet our statutory responsibilities, we needed to work in partnership with the other commissioners across the system (CSHC and NICB) to ensure that the investments we are making are well spent.

To help achieve this, we agreed a contractual arrangement with the key provider which included monitoring of performance and quality standards and the impact of provision for those in the system. Whilst progress will take some time, these initiatives are significant in achieving our aims to ensure that the provision of end-of-life care across North Northamptonshire is the best it can be with the resources available.

Besides achieving our primary goal, the Board is also responsible for the effective running of the charity, reviewing its performance and setting new aims for the forthcoming year. During the year, the Board, together with the staff, reviewed and developed a revised set of objectives for 2023-24 and a new set of values for the organisation. You can find the detail of these later in this report.

As part of its review on performance the Board agreed to take part in a 'benchmarking' exercise with other similar organisations across the country. The results have enabled us to evaluate where we can potentially perform better and recognise 'trends' in our supporter behaviour. The outcome has enabled us to consider where our future focus should be and amend plans appropriately.

I cannot write a review without mentioning the invaluable contribution that our volunteers make. Whether it is in the office, volunteering at events or in our shops, we simply could not achieve so much without them. I know the team value their support. Let's hope the fun and enthusiasm they showed in the wonderful video[1] about volunteering inspires others to join us.

Our primary objective is to raise funds to support the better provision of P&EoL care across North Northamptonshire and the efforts of our supporters to continue to do so even in such challenging times is humbling and inspirational. There have been a number of highlights during the year, one of the best being the Christmas tree recycling programme. The combination of staff, volunteers and local business support illustrates so well how we can achieve our fundraising aims, provide a local service, and be environmentally responsible.

We began our 25th Anniversary celebrations in January 2023 and we look forward to a successful fundraising year and reporting on some of the highlights in the next Annual Report.

Whether you have left us a legacy in your Will, bought something in our shops, played our local lottery, fundraised in the community, worked with us as a partner sponsor, sent us regular donations or simply put money in one of our collection tins, we are hugely grateful. Please be assured we are committed to making sure that the money you give is invested well and you really do provide additional support to those who are going through the most challenging of times.

Thank you.

Philip Talbot
Chief Executive



1 https://www.youtube.com/watch?v=T_XG9WXwTnY&t=40s

"You don't get a sense of what a hospice can do until you need it. And we were lucky that when we needed it, we got everything that we needed. Dad got everything that he needed.

As soon as he walked in they knew him by name. They introduced themselves, took him straight to his bed and let him get settled in. He sat in his chair and he just relaxed, you could see it.

For the weeks before, his shoulders were hunched, he was tense. As soon as he sat in that chair next to his bed his shoulders just dropped. I couldn't believe the difference in my Dad in 20 minutes."

Michael Dobbs **(Son)**

Who we are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance end of life care in North Northamptonshire. This care includes in-patient services at Cransley Hospice, Hospice at Home care which supports patients who prefer to remain at home in the last weeks of life, Palliative Lymphoedema support, Outpatient support and Bereavement support.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, who provide similar services for West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of individuals as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.

The Trust is registered as a general purpose charity. (Registered Charity number 1151018.)

The Trust is also a company limited by guarantee (Company Registration number 08102611).



What we aim to do

Our Primary Aim

CHT's main purpose is to raise money to commission enhancements to palliative and end of life care services across North Northamptonshire.

Our Values

CHT reviewed its values for the organisation and agreed the following position:

OUR VALUES

Our values underpin all that we do; how we act, how we behave and how we operate.

TO ACT RESPONSIBLY **TO ACT WITH INTEGRITY** **TO ACT FAIRLY** **TO ACT ETHICALLY**



Swim Sywell 2022

Our Objectives

CHT revised its annual objectives during 2022-23, developing further clarity on what we do, why we do it and the impact we wish to have. These are:

WHAT WE DO?	HOW WE DO IT?	OUR IMPACT NOW & IN THE FUTURE
We raise funds to provide Palliative and End-of-Life Care (P&EoLC) services across the Cransley Hospice catchment area of North Northamptonshire	We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services	Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire Our five year plan is to double our commissioning fund to c£1m annually
We ensure the provision of locally accessible, P&EoLC services in the North Northamptonshire area as part of a partnership of service provision across the Northamptonshire health and care system	As a partner commissioner of P&EoLC services in Northamptonshire, we ensure there is fair and equitable P&EoLC service delivery to the people of North Northamptonshire We monitor the provision of P&EoLC services across North Northamptonshire by commissioned service providers including performance and IMPACT measures to ensure the investments in service are of public benefit We commission restricted and unrestricted reserves to support sustainable service developments of P&EoLC service provision across North Northamptonshire	CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire We plan to ensure equitable services are delivered across North Northamptonshire We plan to further enhance the provision and quality of End of Life services across North Northamptonshire
We listen to, and influence and inform the public and health care professionals on P&EoLC issues to improve services	We work with other relevant organisations to raise public awareness of what is available to support the individual, their families and carers We influence positive change in the wider health system	We help people get a greater understanding of End of Life issues in the community We plan to positively change the way the public perceives End of Life care We plan to establish more investment in End of Life care, particularly in non-medical service provision
We raise our profile and enhance our 'trusted' reputation as a charity	We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area	We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire
We evolve Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector	We update our Strategy and Implementation Plan to support the development of the organisation for 2023-24 and beyond We will establish a staff, and volunteers support programme that provides motivation and loyalty to Cransley Hospice Trust (CHT) We will ensure our policies and financial processes enable us to work in the agile way we have adopted	We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters

How we invest the funds

During the year CHT undertook a substantive review of how we should monitor the value of our investment in P&EoLC services. As a result, we concluded the need for better provision of quantitative, qualitative and impact information from providers and we secured agreement to review this provision as part of the new strategy implementation.

CHT currently invests in service provision in Cransley Hospice, the in-patient service provision where individuals primarily go for medicine management and a range of support services, but also have the option to die there.

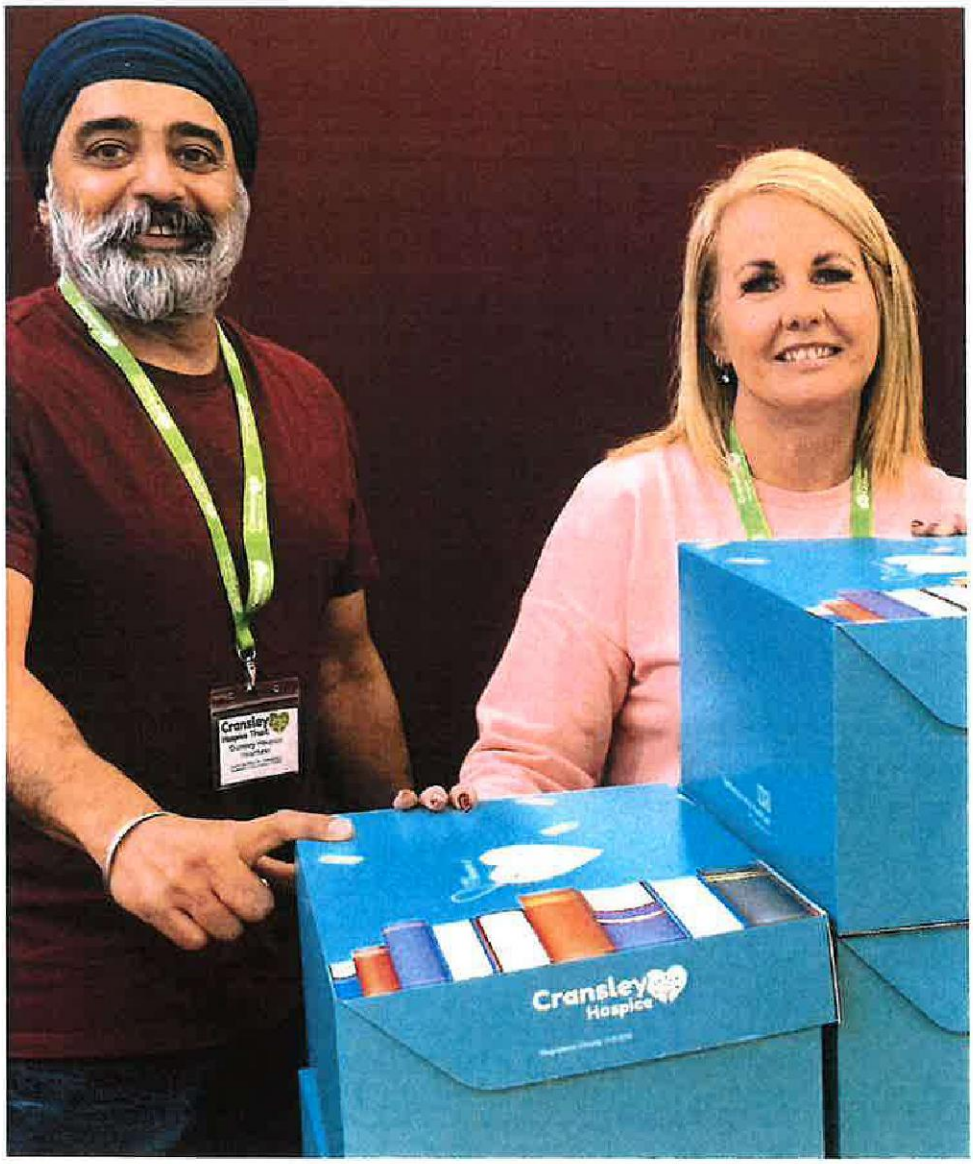
We also support the Hospice at Home service across North Northamptonshire.

A third area of investment is the provision of support for cancer related Lymphoedema.

There are a number of support service interventions for those individuals, their families and carers, including such things as bereavement support. CHT uses the funds raised across North Northamptonshire to provide support in a variety of ways, one notable one being our Childrens memory boxes.

During the past year the CHT Board has recognised the value of working in partnership with the other funders (commissioners) of P&EoLC services. As a result we were key contributors to the new P&EOL strategy for Northamptonshire and we are an active member of stakeholder groups which monitor the outputs in North Northamptonshire and influence ways we can improve services.

With the many pressures on budgets within the sector it is becoming increasingly important to regularly review what is done and seek new ways of working which improve both the quantity and quality of service delivery.



"Thankyou for the 3 memory boxes and memory teddy for our granchildren."

John

Achievements and Performance

It is always a pleasure to reflect on the highlights during the year although there is never enough space to comment on all those worthy of note.

Our fundraising team managed to grow income despite challenges around recruitment which impacted our ability to raise funds from the community in the latter half of the year. We saw a marked change in supporter behaviour and attitudes towards charity fundraising particularly around mass participation events, including the reduced number of people participating as well as a significant move to last minute sign ups.

We launched the 25th Anniversary celebrations of the building of Cransley Hospice in January with the laying of a stone along the Kettering Timeline supported by North Northamptonshire Council and Councilor Larry Henson, and partnered with local Kettering potter Louise Crookenden Johnson to launch our art installation project 'Robins appear when loved one's are near.'

We were fortunate to receive a significant legacy late in the year. Our legacy income generation is currently considerably lower than others whom we currently benchmark against. Legacy fundraising is built up over time and as a young organisation our legacy marketing programme is in its infancy.

Our events proved to be well supported but not to the pre-pandemic levels and income fell short of our predictions. We nevertheless had some key successes with Cycle for Cransley, the Starlight Walk and the Tree of Lights which returned to an "in person" event for the first time since 2019. All proved popular with supporters and were well attended despite inclement weather conditions.

Our general community fundraising programme proved very successful with a range of contributions from supporters undertaking personal challenges together with our community engagement programmes. We were particularly grateful to the volunteers, local companies and sponsors who supported the Christmas Tree re-cycling scheme. Without their giving of time and resources we would not be able to undertake such a major support service. Family fundraising is so helpful, and I thought it worth noting this year two families who have reached 'landmarks' in their fundraising support.



The Crick family 'Crickfest', held for the past ten years at Rushden Cricket Club has raised a staggering £64,000 in support of the Trust and the Dobbs family who have cycled, swam, abseiled and quizzed to raise an impressive £43,000 to date. Thank you so much to both families.

Our community 'tubs' have been well distributed again this year thanks to the support of our loyal team of volunteer tub collectors, Jo Rogers, Scott Edwards, Tony Sharp, Roger Spicer and particular thanks to Peter Wilson for his marvelous efforts to distribute and collect them on a regular basis for over ten years. In this new digital age, it has been heartening to find so many tubs still receiving cash donations.

Our lottery income dropped this year possibly because of the impact of the cost-of-living challenges people are facing. The lottery provides us with around £150,000 of income per year and we know that this form of fundraising is popular with our supporters offering the opportunity to receive a prize whilst providing funds to support services.



We were fortunate to receive a number of grants from local and national grant making trusts (see list below), together with project funding to develop the Palliative Care Hub framework to enhance service delivery.

The Albert Hunt Trust
Arnold and George Yeomans Feakin Charitable Trust
The Benham Charitable Settlement
Craigend Trust
The Douglas Compton James Charitable Trust
E A Timson Family Trust
Frederick & Phyllis Cann Trust
Gilander Foundation
Hospice UK
Hospital Saturday Fund
The Maud Elkington Charitable Trust
Michael Guest Charitable Foundation
North Northamptonshire Council
Oundle & District Care
The Paget Charitable Trust
Peggy Hale Charitable Trust
Peter Wilson Family Trust
Province of Northampton Huntingdon & Bedford
Sir Robert McAlpine Ltd
Timson Benevolent Trust
Woodford Charity Estate

Our retail income has taken great strides in increasing our sales over the last year. Re-developing Curated at Cransley and reorganising the charity shop have both attracted more customers through the doors. We began a programme to develop the staff skills for selling on line and we are hopeful this will contribute to increases in 2023-24. The retail team supported by volunteers have also worked hard to maximise income through gift aid and ensure that the quality and choice of products available are of a high standard. Sustainability will continue to be a hot topic throughout the coming years offering us the opportunity to increase the range and type of products we sell.

As part of the re-organisation of our fundraising team, we have identified the need to develop our corporate supporters. This is now a complex process ensuring that we are compliant with the rules and regulations of the Fundraising regulator however our testing has shown that these hurdles can be overcome with the right offer and we are poised to launch in our anniversary year.

Our regular giving offer was re-vamped in 2022 and we produced a 16% increase in sign-ups with a 95% retention rate. We are sure we can improve on this and our efforts in 2023-24 will be focussed on further growth.

Commenting on our overall performance is a relative matter. An overall growth is positive, particularly given the residue of the pandemic, changes in peoples' approach to giving and the challenging economic environment we are currently experiencing.

When we benchmark with other similar organisations, we see that our income per head of population is nearly £1 per head lower than the average, so we clearly have room to improve.

Other analysis tells us that we are only reaching a relatively low number of the population and so we have the opportunity to increase support across North Northamptonshire.

We have also been performing in an uncertain environment and with security of tenure for the hospice we need to capitalise on this certainty and galvanise support to provide better services.

In summary CHT was pleased with its efforts but recognises we can do better going forward and develop the services across North Northamptonshire.



Marketing

We have continued to expand and build on our brand marketing in the last year. Our social media and digital marketing continue to evolve as we battle the ever changing algorithms and the introduction of new online channels and platforms. We continue to focus our efforts on increasing engagement from our posts rather than growth ensuring that our supporters are seeing and receiving content that is relevant to them. We delivered the following campaigns to increase brand awareness and support fundraising in 22-23:

- Regular giving (Amy's story)
- Our case for Support
- Volunteers and the importance of volunteering to the individual
- Art installation – Sale of Robins
- Dying Matters
- Grief Support
- The Magic of Hospice care – Tree of Lights
- Clear out for Cransley.

Family and patient stories are invaluable to the organisation helping describe the support provided and the impact. We are hugely grateful to each and every individual who shared their personal story with us. We published nine family/ patient stories in 22-23.

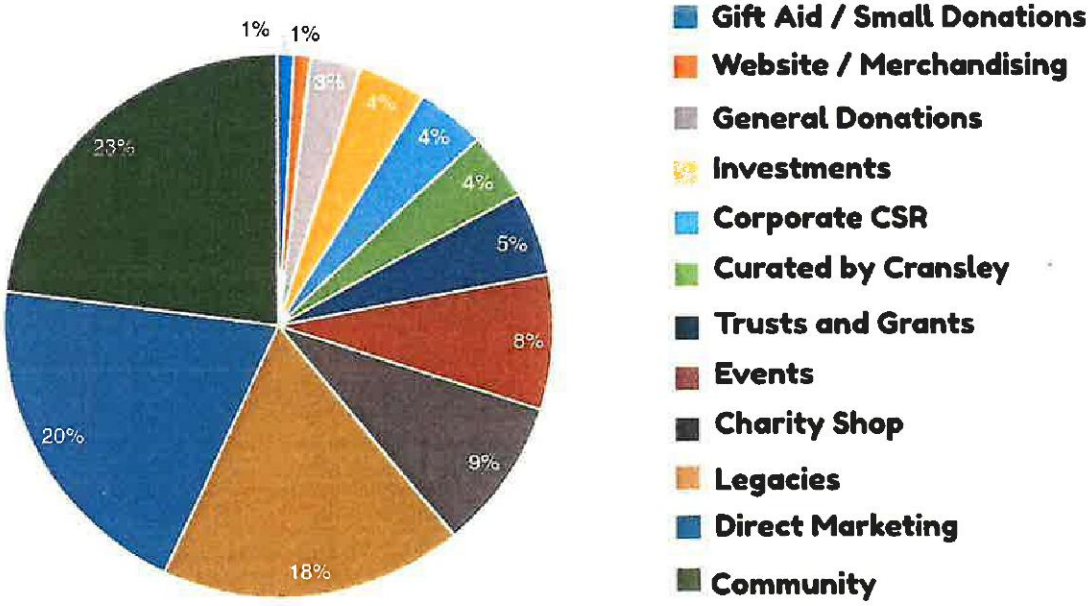
We created and delivered our first digital case for support video[1] involving the wonderful hospice team which was viewed and seen by over 5000 people.

We recognised and valued our volunteers with a special celebration event and highlighted the importance of volunteering for the individual through a digital marketing campaign.

We launched the 25th year Anniversary celebrations in January, which has helped us to increase our brand awarenes through traditional media channels namely newspaper and radio.

1 https://www.youtube.com/watch?v=SJWyGaJqcNc

Source of Income 2022-2023



Re-structure of the NHS

The delivery of Palliative and End-of-Life care across North Northamptonshire has always been a partnership approach with the NHS. The structure of the NHS is complex but essentially, in Northamptonshire, one part of the NHS (the commissioner) together with the two local charities, pay for another part of the NHS (the provider) to deliver End-of-Life services. The additional funds are used to enhance the service provision.

In July 2022 the NHS made significant changes in the way they were to be managed.

NHS England introduced the Integrated Care Systems (ICSs) across the country to manage the delivery of NHS care. These systems are run by local Integrated Care Boards (ICBs) who are effectively scrutined by local people through Integrated Care Partnerships. (ICPs).

The local ICS is known as Integrated Care Northamptonshire (ICN) and involves a partnership between all those with an interest in health and social care across Northamptonshire.

The Board that runs it is the Northamptonshire Integrated Care Board (NICB).

The second major change was that Palliative and End-of-Life care was formally recognised in law as a responsibility of the NHS (through inclusion in the Health and Care Act 2022 amendment).

CHT has been discussing the implications of these changes with the NHS locally throughout 2022-23 and agreed to work more closely to ensure that the provision of services is more co-ordinated and has real impact for the people it is meant to serve.

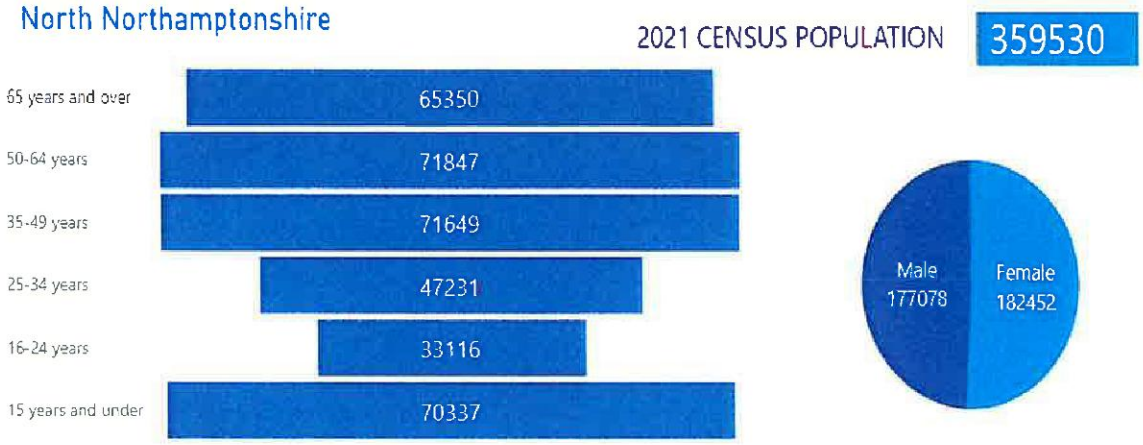
This also led to bringing together the whole provider network under the banner of the All Age Last Years of Life Delivery Group (AALYoLDG).

In March 2023, the group had developed and agreed a new strategy for Northamptonshire, the implementation of which would commence in 2023-24 and become fully operational in 2024-25. This is a major step change for the sector locally and one Cransley Hospice Trust, with Cynthia Spencer Hospice Charity and the local ICB, are proud to have achieved.



Facts and Figures for North Northamptonshire

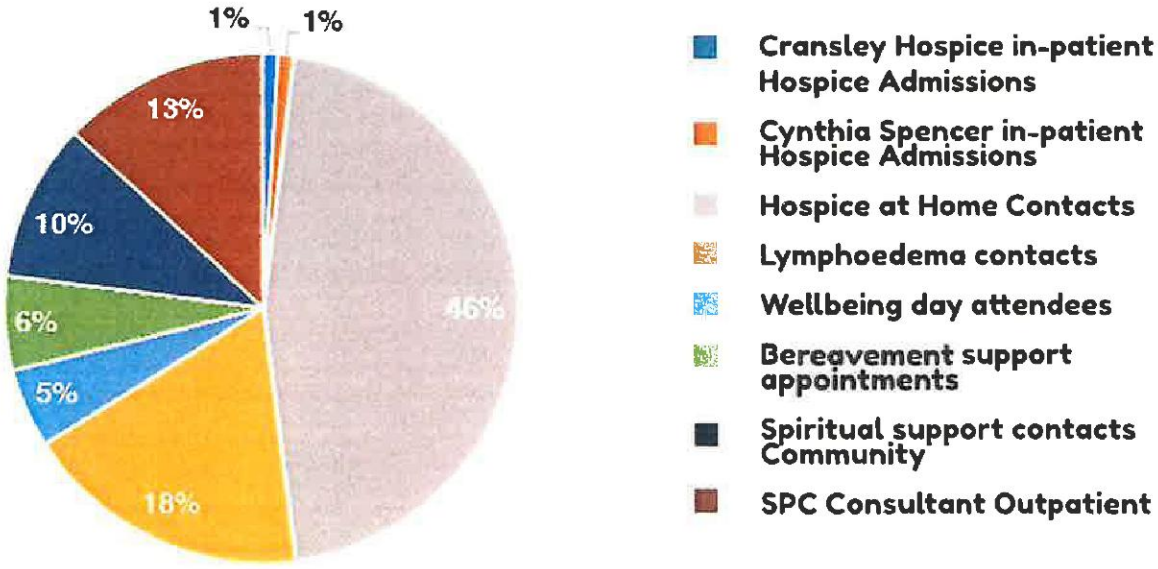
Population data for North Northamptonshire:



In 2022-23 there were 3655 registered adult deaths across North Northamptonshire of these about 12% (423) were palliative care patients.

Engagement with Palliative and End of Life Services: There were 32,777 engagements

Northamptonshire End of Life Engagement Data 2022-2023

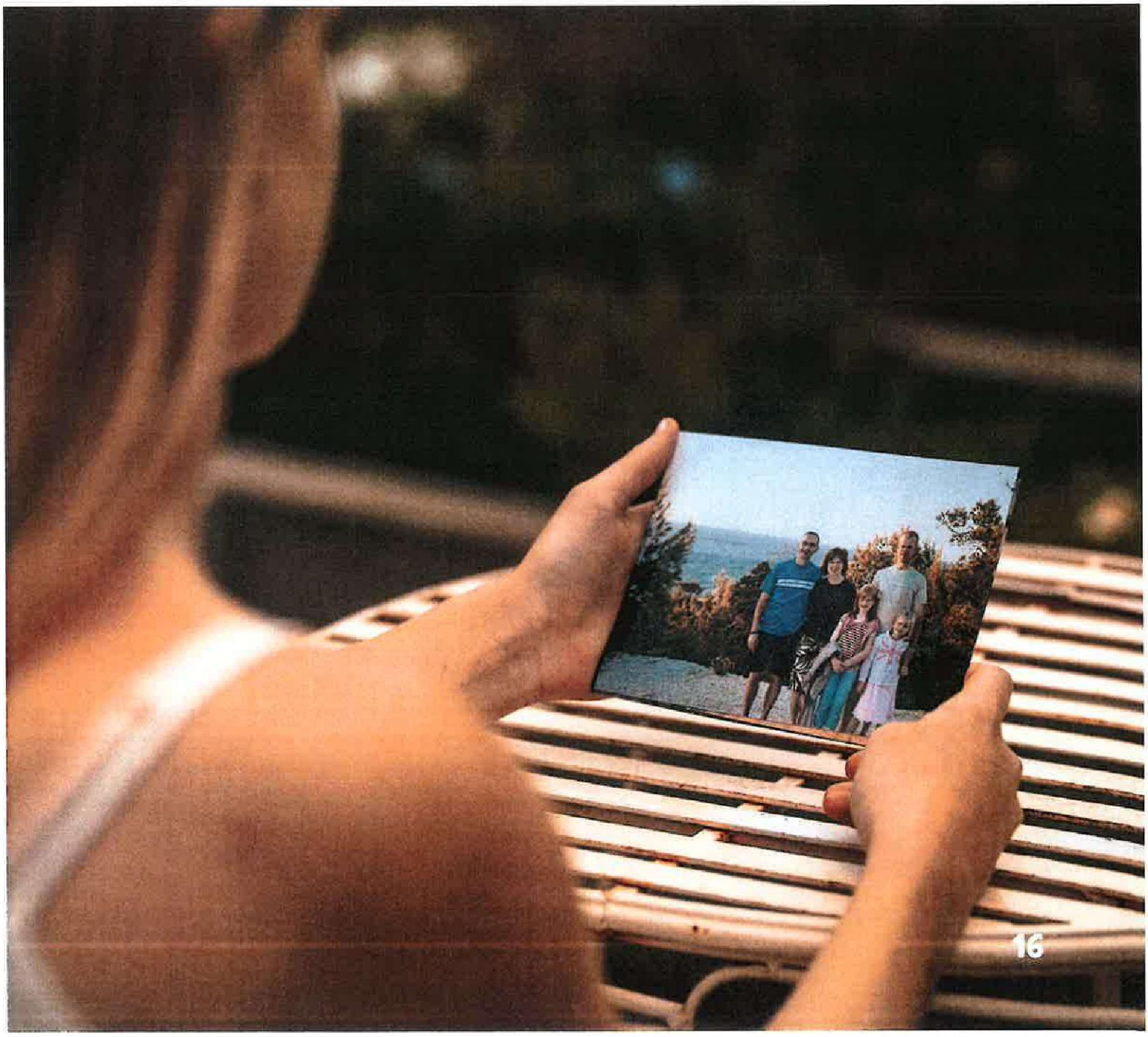


The average cost of a bed in Cransley Hospice was £755.00 per day in 2022-23.

Risk Management

During the first full year of its implementation, the Board monitored a number of risks associated with the organisation. Corporate and operational risks were reviewed at Board and Executive management meetings to ensure that mitigating actions were completed, and risks were managed as much as possible.

The Board continued to closely monitor the impact on income from the cost-of-living crisis and the apparent changes in community giving as the country moved back to a 'normalised' environment following COVID. Once again, the Board made a significant investment from reserves to support the delivery of Palliative and EoL services across North Northamptonshire. Just over £281,000 was allocated from reserves. This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.



Service Development and our Future Plans

Cransley Hospice provides specialist care to patients and their families who have complex care needs because of a life limiting illness. Care is provided within the hospice, to outpatients and to patients within their own homes by the Community Team. Additional bereavement support is also provided to patients, their families and carers. The services provided through Cransley Hospice are funded through a combination of NHS and charitable monies.

The Board reviewed its five-year plan at the end of the financial year using the latest available data and amended its aims of growing income to enable further investment in services for the people of North Northamptonshire.

During the year CHT contributed significantly to the development of a new P&EoLC strategy ensuring the needs of the people of North Northamptonshire were equally addressed. The team subsequently began working on making the strategy 'happen' by contributing significantly to an Implementation Plan to achieve the strategic goals. This is due to be completed over the summer of 2023 and implemented progressively from then. The strategy is due to become fully operational in April 2024.

With certainty about the provision of in-patient services at Cransley Hospice clarified, the Trust Board is now planning to invest in upgrading facilities at the hospice to enable it to function more effectively as well as securing additional funding to support the development of new services such as the Palliative Care Hub, greater bereavement support and equality of provision across North Northamptonshire.



Remembrance: Father Gerard O'Flaherty



It was with great sadness that we received the news of the sudden death of our Chaplain, Father Gerard O'Flaherty in May 2023. He was a man of great spirit and commitment. His compassion, empathy and dedication provided support and comfort to many individuals and families facing such a difficult and challenging time. A cherished member of our community. He will be missed.

We are grateful he shared his words of wisdom with us, and we were able to capture these on our case for support video. His memory will live long in the hearts of all those he supported.

Trustee's Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2023.

Full Name of Charity:	Cransley Hospice Trust
Registration Charity Number:	1151018
Company No	08102611
The principal office is at:	St Mary's Hospital 77 London Road Kettering Northants NN15 7PW
Directors & Trustees:	Mr. Paul Humphrey (Chair) Rev Dr. John S Smith Mr. Daniel Freeland (resigned 25.01.23) Mr. Andrew Attfield Mr. Christopher Turner (Treasurer) Dr. Dierdre Mukhtar Ms. Maxine Estop-Green (reigned 25.01.23) Dr Hannah R Doherty (appointed 22.06.22) (Vice Chair) Mr. Felix Connolly (appointed 22.06.22) Mrs. Katie Milling (appointed 26.10.22) Mrs. Lenea Makala (appointed 24.05.23) Mrs. Kerry Thompson (appointed 22.11.23)
Chief Executive Officer	Mr Philip Talbot Esq

The advisors used by the Charity during the year ended 31 March 2023 were:

Bankers	Lloyds Bank 2 George Row Northampton NN1 1DJ
Auditors	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL

Structure, Governance and Management

Cransley Hospice Trust is governed by a Board of Trustees/Directors. Its Articles of Association and Memorandum of Association were signed and dated on 12 June 2012. During the year, the Trustees made one minor amendment to the M&As, formally introducing Honorary Officer roles of Chair, Vice Chair and Treasurer.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all of its legal responsibilities.
- Day to day operation of the charity is vested with the Chief Executive.

The Board of Trustees monitor the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain.

Newly appointed Trustees are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test

In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management

The major risks to which the Charity is exposed have been identified and considered.
These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.
Income and expenditure is being monitored monthly and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

Our Fundraising Practises

Our Approach to Fundraising - We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by a large number of volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shops; helping with administration duties in our office; and collecting and counting the cash donated from the community.

All of these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. In undertaking an assessment of our volunteer support, we were able to estimate the financial contribution 'in time' provided by the volunteers amounted to c£374,000. This, of course, does not value the many and varied contributions they provide 'in kind'. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continue to work with Your Hospice Lottery (operated by St Helena Hospice) who are experts in their field and an experienced and professional team. They adhere to codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. We use professional fundraisers as part of our contract with 'Your Hospice Lottery'. These fundraisers are employed by Your Hospice Lottery but work on our behalf to promote the lottery. We are assured via Your Hospice Lottery that their fundraisers are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department and we ensure that it is not unreasonably intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We do occasionally work on the basis of legitimate interest when communicating with supporters. This applies to our annual in memory Tree of Lights event. However these communications also contain clear instructions on how a supporter can be removed from this mailing list completely.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints with regard to our fundraising activities during the year. However we did have two accidental, non-reportable, ICO breaches which were dealt with appropriately to the satisfaction of those involved.

Reserves Policy

Cransley Hospice Trust is a fundraising, commissioning and influencing charity relying primarily on the generosity of our donors.
In order to be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain an agreed sum within free reserves equivalent to the closing costs of the organisation. This cost may vary annually and a calculation is made at the end of a financial year based on the estimated future cost of closure. At the end of 2022-23 the figure was calculated as £619,901.

At the March 2023 Board meeting the Board considered a revision to the allocation of reserves following the changes in the strategy. The Board agreed to de-designate those reserves previously designated to a reprovision programme. This led to a transfer of funds back to unrestricted reserves which stand at £1.185M.

The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services. This will now be linked to the strategy objectives and proposed new contract arrangements with NHFT in 2024-25.

Partnership Working and Networks

Palliative care patients in North Northamptonshire are the main beneficiary of the charity. The delivery of Palliative and End of Life services is undertaken by a complex network of organisations. Currently we mainly commission Northamptonshire Healthcare NHS Foundation Trust (NHFT), which is the largest single provider having responsibility for the 'in patient' hospice facility (Cransley Hospice) and the Hospice at Home service. We continue to develop positive working relations with NHFT.

The advent of the 'Integrated Care System' (ICS) in Northamptonshire (replacing the CCGs), has led us to develop a partnership with the local ICS (ICN). This partnership is seen as key to delivering an improved service provision across North Northamptonshire through agreed commissioning objectives in line with the strategy.

Partnership working is considered important to the Charity. During 2022-23 we continued to work more closely with Cynthia Spencer Hospice Charity who provide similar services in West Northamptonshire. We now share an investment in a specialist P&EoLC capability (Head of Service Development and Innovation) who is leading on operational developments with the NICB and NHFT.

Throughout the year partnerships have been developed and new ones formed with members of the corporate sector, the local community and membership organisations as well as individuals.

Investment Policy

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low risk approach to the investments.

As a health charity, we do not invest in companies whose primary activity is tobacco related.



Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements/

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 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 Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping 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.

Signed on behalf of the trustees by:



Name: Paul Humphrey
Chair

Date: 7-12-23

Cransley Hospice Trust Statement of Financial Activities (including income and expenditure account) For the year ended 31 March 2023

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2023 Funds £000's	Total 31 March 2022 Funds £000's
INCOME:						
Donations & Legacies:	3					
Donations		259	-	11	**270**	**383**
Legacies		187	-	-	**187**	**111**
Other trading activities	4	522	-	-	**522**	**512**
Income from investments		37	-	-	**37**	**37**
Income from grants receivable	15	-	-	-	-	**80**
Total income and endowments		**1,005**	-	**11**	**1,016**	**1,123**
EXPENDITURE:						
Expenditure on Raising funds	5	552	-	-	**552**	**589**
Expenditure on charitable activities:	7					
End of life service funding		542	-	-	**542**	**542**
Charity enhancement of hospice care		157	-	27	**184**	**160**
Governance costs	6	46	-	-	**46**	**18**
Total expenditure		**1,297**	-	**27**	**1,324**	**1,309**
Net expenditure before losses on investments		**(292)**	-	**(16)**	**(308)**	**(186)**
Net (losses)/gains on investments	12	(38)	-	-	**(38)**	**56**
Transfer between funds	16	537	(537)	-	-	-
Net movement in funds for the year		**207**	**(537)**	**(16)**	**(346)**	**(130)**
Reconciliation of funds: **Total Funds b/f at 31 March 22**		**529**	**986**	**95**	**1,610**	**1,740**
Total Funds c/f at 31 March 23		**736**	**449**	**79**	**1,264**	**1,610**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Cransley Hospice Trust Balance Sheet
(Company number 08102611)
As at 31 March 2023

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2023 Funds £000's	Total 31 March 2022 Funds £000's
Fixed assets:						
Tangible fixed assets	11	5	-	-	5	-
Investments	12	779	-	-	779	817
Total fixed assets		784	-	-	784	817
Current assets:						
Stock		2	-	-	2	2
Debtors and prepayments	13	246	-	-	246	122
Cash at bank and in hand	13	24	449	79	552	802
Total current assets		272	449	79	800	926
Liabilities Creditors: Amounts falling due within one year	14	320	-	-	320	133
Net current (liabilities)/assets'		(48)	449	79	480	793
Total assets less current liabilities		736	449	79	1,264	1,610
Funds of the Charity:						
Unrestricted Income Funds	16	736	-	-	736	529
Restricted Income Funds	16	-	-	79	79	95
Designated Income Funds	16	-	449	-	449	986
Total charity funds		736	449	79	1,264	1,610

The notes at pages 27 to 36 form part of these accounts

The financial statements were approved by the trustees on 22 Nov 2023 *and signed on their behalf by:*

Paul Humphrey
Charity Chair

Cransley Hospice Trust Statement of Cash Flows
For the year ended 31 March 2023

	Note	Total 31 March 2023 Funds £000's	Total 31 March 2022 Funds £000's
Cash flows from operating activities:			
Net cash provided by operating activities	18	(287)	(215)
Cash flows from investing activities:			
Dividends from investments		37	37
Net cash provided by investing activities		37	37
Change in cash and cash equivalents in the reporting period		(250)	(178)
Cash and cash equivalents at the beginning of the reporting period		802	980
Cash and cash equivalents at the end of the reporting period	13	552	802

Notes on the accounts

1. Summary of significant accounting policies and key accounting estimates

(a) General information and basis of preparation

The charity is a company limited by guarantee incorporated in England within the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 10 of these financial statements.

Cransley Hospice Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared on a going concern basis under the historic cost convention, with the exception of any investments which are included at market value. The financial statements are presented in sterling, which is the functional currency of the charity and rounded to the nearest £1,000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted income funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds of the charity, where the trustees, at their discretion, have created a fund for a specific purpose.

(c) Income

Income is recognised once the charity has entitlement to the resources, it is probable that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability.

(d) Income from legacies
Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once confirmation has been received from the representatives of the estate(s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

(e) Government grants
Grants that do not impose specified future performance-related conditions are recognised in income when the grant proceeds are received or receivable. Grants that impose specific future performance-related conditions are recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

(f) Expenditure
Expenditure is recognised when a liability is incurred. Grant commitments are recognised when a constructive obligation arises that result in payment being unavoidable.

Contractual arrangements are recognised as goods or services supplied.

(g) Irrecoverable VAT
Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

(h) Allocation of overhead and support costs
Overhead and support costs have been allocated directly or apportioned on an appropriate basis (refer to note 6) between Charitable Activities and Governance Costs. Once allocation and/ or apportionment of overhead and support costs has been made between Charitable Activities and Governance Costs, the cost attributable to Charitable Activities is apportioned across those activities in proportion to total spend.

(i) Expenditure on raising funds
Expenditure of raising funds relate to expenses incurred to support fund raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

(j) Expenditure on charitable activities
Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 6.

(k) Governance costs
Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

(l)Tangible fixed assets
Individual fixed assets costing £2,000 or more with a useful life of over 18 months are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis as follows:

Asset class	Depreciation rate
Plant and machinery	33%
Promotional material	50%

(m) Fixed asset investments
Any investments are stated at market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

(n) Net gains and losses
All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later).

Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later). This calculation is detailed in note 12.

(o) Pensions

The Charity operates a defined contribution pension scheme. Premiums payable to the scheme are charged to the SOFA in the period to which they relate.

(p) Operating leases
Rentals applicable to operating leases are charged to the SOFA over the period in which the costs are incurred.

2. Related party transactions

There were no related party transactions to note during the year.

3. Analysis of income from donations and legacies

	31 March 23 £000's	31 March 22 £000's
Donations over £5k	211	351
Other donations	59	32
Total donations	270	383
Legacies	187	111
Total	457	494

Included in total donations above is £11,000 of restricted funds (2022: £89,000).

4. Other trading activities

	31 March 2023	31 March 2022
	£000's	£000's
Events income	217	261
Shop sales	137	89
Lottery	168	162
Total	522	512

5. Expenditure on raising funds

(Relates to notes 3 and 4 combined)

	31 March 2023	31 March 2022
	£000's	£000's
Fundraising direct expenditure	58	59
Shop running costs	5	50
Coffee shop running costs	2	33
Staff costs	348	367
Apportioned overheads (note 6)	122	65
Legacy costs	-	4
Community fundraising costs	16	11
Corporate fundraising costs	1	-
Total	552	589

6. Analysis and allocation of support costs and overheads

Total support and overhead costs of the charity excluding fundraising was £160,000. An allocation and apportionment of overhead and support costs has been made to Governance Costs as outlined below and the balance has been apportioned across Expenditure on Raising funds in proportion to actual direct outlay.

Support cost analysis	31 March 2023 Total	Allocated to Governance	Residual for Apportionment
	£000's	£000's	£000's
Support staff costs	41	41	-
External Audit fees	5	5	-
Professional fees & services	-	-	-
Office costs	112	-	112
Bank charges	2	-	2
Total	160	46	114

Support cost analysis	31 March 2022 Total	Allocated to Governance	Residual for Apportionment
	£000's	£000's	£000's
Support staff costs	13	13	-
External Audit fees	5	5	-
Professional fees & services	-	-	-
Office costs	63	-	63
Bank charges	2	-	2
Total	83	18	65

7. Expenditure on charitable activities

The charity's direct expenditure in the year supported the following activities.

	Unrestricted expenditure	Designated expenditure	Restricted expenditure	Total
	£000's	£000's	£000's	£000's
Grant Activity				
End of life service funding	542	-	-	542
Charity enhancement of hospice care	157	-	27	184
	699	-	27	726

8. Analysis of grants

The grants highlighted in note 7 were made to Northamptonshire Healthcare Foundation Trust. The charity does not make grants to individuals.

9. Analysis of staff costs

	31 March 2023 Total £000	31 March 2022 Total £000
Salaries and wages	402	393
Social security costs	32	30
Other pension costs	18	14
Total	452	437

Staff costs are allocated between the various categories of expenditure as follows:

	31 March 2023 Total £000	31 March 2022 Total £000
E Commerce/coffee shop running costs	22	12
Shop running costs	35	32
Charity enhancement of hospice care (unrestricted)	40	25
Expenditure on raising funds	314	355
Governance costs	41	13
Total	452	437

The average number of full-time equivalent staff during the year was 13 (2022: 13) with all staff time involved in providing fundraising and support services for charitable activities.
One staff member had total remuneration in the band of £60,000 - £70,000 (2022: £nil).

The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

The key management personnel of the charity comprise the Chief Executive Officer. The total employee benefits of the key management personnel of the Trust were £60,482 (2022: £48,666).

10. Auditor's remuneration

The auditor's remuneration of £5,045 (2022: £4,545) relates to the audit fee and preparation of the charity's statutory accounts.

11. Tangible fixed assets

	Plant and Machinery	Promotional Material	Total
	£000	£000	£000
Cost			
At 1st April 2022	16	-	16
Additions	3	4	7
At 31st March 2023	19	4	23
Depreciation			
At 1st April 2022	16	-	16
Charge for the year	1	1	2
At 31st March 2023	17	1	18
Net Book Value			
At 31st March 2023	2	3	5
At 31st March 2022	-	-	-

12. Fixed asset investments

	As at 31 March 23 £000	As at 31 March 22 £000
Market value brought forward	817	761
Net (loss)/gain on revaluation	(38)	56
Market value carried forward	779	817

Holdings which individually represent in excess of 4% of the total Investments are as follows:

Investments in a Common Investment Fund

	2023 £000	2022 £000
M&G Charibond	200	213
M&G Charifund	176	190
Schroders Equity Income Trust for Charities A Income Units	403	414

13. Analysis of current assets

Debtors under 1 year

	As at 31 March 23 £000's	As at 31 March 22 £000's
Other debtors	235	109
Prepayments	11	13
	246	122

There are no long-term debtors.

Analysis of cash at bank

	As at 31 March 23 £000's	As at 31 March 22 £000's
Bank balance held in Lloyds current account	24	49
Savings account	528	753
	552	802

14. Analysis of current liabilities and long-term creditors

	As at 31 March 23 £000	As at 31 March 22 £000
Trade Creditors	294	91
Accruals	17	33
Other Creditors	9	9
	320	133

There are no long-term creditors.

15. Income from grants receivable

	As at 31 March 23 £000	As at 31 March 22 £000
Covid-19 Retail Support Grant	-	2
Covid-19 Job Retention Scheme	-	7
NHFT hospice grant	-	71
	-	80

16. Analysis of movements and purpose of main funds by category

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2023.

	Balance at 31st March 2022 £000's	Transfer £000's	Income £000's	Expenditure £000's	Losses on investments £000's	Balance at 31st March 2023 £000's
Unrestricted Funds						
General Fund	529	537	1,005	(1,297)	(38)	736
Total	**529**	**537**	**1,005**	**(1,297)**	**(38)**	**736**
Designated Funds						
Nurses Fund	2	-	-	-	-	2
Reprovisions – New building	984	(984)	-	-	-	-
NHFT support 2023/24		447	-	-	-	447
Total	**986**	**(537)**	**-**	**-**	**-**	**449**
Restricted Funds						
Restricted reserves	95	-	11	(27)	-	79
Total	**95**	**-**	**11**	**(27)**	**-**	**79**
Total for Cransley Funds	**1,610**	**-**	**1,016**	**(1,324)**	**(38)**	**1,264**

The following provides analysis of movements by designation for the year ended 31 March 2023.

Designated Fund

A designated fund has been set aside out of unrestricted funds by the trustees representing monies that are held on behalf of the nurses to pay for services on site.

The Reserves policy was reviewed by Trustees in the year. It was agreed to release the designation set aside for hospice reprovisioning, and to designate funds for support of Palliative and End of Life services in 2023/24.

17. Analysis of the charity's net assets between funds

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2023				
Tangible fixed assets	5	-	-	5
Investments	779	-	-	779
Net current (liabilities)/assets	(48)	449	79	480
	736	449	79	1,264

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2022				
Tangible fixed assets	-	-	-	-
Investments	-	817	-	817
Net current assets	529	169	95	793
	529	986	95	1,610

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

	As at 31 March 23 £000's	As at 31 March 22 £000's
Net movements in funds	(346)	(130)
Losses/(Gains) on investments	38	(56)
Dividends from investments	(37)	(37)
Depreciation	2	2
Fixed asset (additions)/disposals	(7)	-
Increase in debtors	(124)	(78)
Increase in creditors	187	84
Net cash used in operating activities	(287)	(215)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CRANSLEY HOSPICE TRUST

Opinion

We have audited the financial statements of Cransley Hospice Trust for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations that were most significant included FRS 102, Charities Act 2011, and Health and Safety regulations. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override on controls), and determined that the principal risks were related to the posting of inappropriate accounting entries to improve the charity's results for the period, and management bias in key accounting estimates. In addition to this, we have also identified the following principal risk areas:

- Revenue recognition – there are two components to this risk, being revenue completeness and revenue cut-off;
- Going concern – an area that requires enhanced scrutiny in the context of the current challenging economic conditions;
- Grant expenditure – there is a risk that grants made close to the period-end could be included within the incorrect period;
- Daily cash banking - there is a risk that daily cash transactions are not banked into the charity's bank account and that cash donations pledged are not subsequently received.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustees' meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Robustly challenging the Trustees' assessment of going concern;
- Reviewing the grant expenditure close to the period-end to gain assurance that expenditure is included in the period to which it relates;
- Reviewing the valuation of investment portfolios at the year-end, and comparing share values to market values available on that date, to ensure values are recognised as appropriate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work,or this report, or for the opinions we have formed.

Hawsons

David Owens
Senior Statutory Auditor
for and on behalf of: Hawsons Chartered Accountants, Statutory Auditor
Jubilee House
32 Duncan Close
Moulton Park
Northampton
NN3 6WL

17 December 2023

CRANSLEY HOSPICE TRUST

England & Wales - Charity number 1151018

Accounts

Cransley Hospice Trust

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

Registered Company No 08102611
Registered Charity Number 1151018

Annual Report and Accounts for the year ended 31 March 2022

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Foreword by the Chair of Trustees of Cransley Hospice Trust

It is a tribute to our supporters, staff and volunteers of Cransley Hospice Trust that, even as the pandemic still affected all our lives, so many people in North Northamptonshire continued to support our fundraising activities, enabling us to grow our income again in 2021-22 to just over £1M.

I would, once again, like to pay tribute to the amazing dedication and flexibility of the entire CHT community who displayed such resilience and resourcefulness in so many ways during the year. Although 2022 has thankfully seen the world start to emerge from the pandemic, its impact in 2021 remained significant and many of our events remained 'virtual'. Of course, it has also been the case that many of the crucial end of life care services that we fund were also subject to restrictions relating to managing COVID-19 well into 2022.

In a change to the format of our annual report I am pleased that we are able to include some specific information about the performance of end of life care services in Northamptonshire. I am sure you will join with me in expressing our appreciation for the dedication of all those who have supported patients, carers and families during the year across all of our care settings.

Halfway through the year our Chief Executive, Peter Kelby, decided to retire. His contribution to developing Cransley Hospice Trust has been well documented over the years in previous Annual Reports and it only remains for me to thank him on behalf of all those involved in the Trust and wish him the very best for the future.

We were delighted to recruit a new Chief Executive, Philip Talbot, who joined us in October and began the task of helping us move forward in the next phase of our ambition to grow the Trust.

The challenge of the Cransley Hospice inpatient site continued to be a key focus during the year and we worked hard with Northamptonshire Healthcare (NHS) Foundation Trust (NHFT) to develop a preferred option for both organisations to pursue. This work has continued throughout the summer and an extension to the lease on the current Pipers Hill Road location has been agreed, and further plans are now being explored to develop the facilities on the site.

The security of the 'in house' facility was a priority for the Board's strategy, however the Board also continued to review the strategy and set a number of objectives which are outlined in detail later in the report. With stronger strategic clarity and alignment, CHT will continue to grow and increase its contribution over the coming 4 years and beyond.

Looking forward, the Trust is engaging with the development of a new strategy for end-of-life care in partnership with all the providers and commissioners. As part of this development and partnership we have specifically been developing a proposed 24/7 Single Point of Access service which we hope to have commissioned in 2023. This service will offer patients, families and carers better access to end of life support services.

We will also be celebrating the 25th anniversary of the opening of Cransley Hospice. We are planning a series of events to mark the occasion and we hope you will be able to continue to support us throughout the year.

In closing, I thank my fellow Trustees for their time and expertise and our staff and volunteers for their hard work and dedication to our cause. Most of all I would like to thank our supporters for their magnificent efforts in helping us achieve our fundraising goals.



Paul Humphrey
Chair



"When Mum was admitted to the hospice, we felt like a weight was lifted and we could just focus on being there for Mum, rather than having to worry about the care she so desperately needed.

"The hospice staff were beyond amazing. It was like they could read your mind and they knew what we needed as a family even before we did!

"When we were all sleeping at the hospice to be by Mum's side, the team were simply incredible. I recall a wonderful Nurse, Becky, who turned up with toast and tea to make sure we were looking after ourselves too, so that we had the strength to support Mum."

"The hospice team really did go above and beyond to help both our Mum and our family. I'm so aware that if Mum had been in hospital, our experience could have been so very different – so we are incredibly grateful for the care and support of Cransley Hospice in our time of need."

Toni Smith **(loving daughter)**



Who we are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance end of life care in North Northamptonshire.

This care is based around the 'in house' services provided by Cransley Hospice and is managed and operated by Northamptonshire Healthcare NHS Foundation Trust (NHFT).

End of life services provide care for patients with life limiting illnesses including Hospice at Home which supports patients who would prefer to remain at home in the last weeks and days of life; Palliative Lymphoedema support; Outpatient support; and a Bereavement support service.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, providing similar services to West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of patients as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.
The Trust is registered as a general-purpose charity under registration number 1151018.
The Trust is also a Company Limited by Guarantee (Registration No 08102611).

"Cransley Hospice will forever have a special place in all of our hearts. It is an amazing facility that helps so many families like ours through difficult times with an unrelenting level of care and support."

The Dobbs family.

What we aim to do

Our Primary Aim

In 2021-22, following a review of the impact of COVID-19 on our community, and the predicted changes to the Health and Care Act, CHT revised its main aim (object) with a view to better reflecting the role it plays in supporting the needs of people in end of life situations in the local community. It now states that CHT's main purpose is to commission services:

'For the care of patients in Cransley Hospice and the community who require palliation and end of life care'.

CHT interprets the community to be those living in and around North Northamptonshire who can benefit from a range of end-of-life care services.



Our Objectives

CHT also revised its annual objectives during 2021-22, developing further clarity on what we do, why we do it, and the impact we wish to have. These are:

WHAT WE DO?	HOW WE DO IT?	OUR IMPACT NOW & IN THE FUTURE
We raise funds to provide enhanced palliative and End of Life care services across the Cransley Hospice catchment area of North Northamptonshire	We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services	Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire Our five year plan is to double our commissioning fund to c£1m annually
We commission enhanced palliative and End of Life care services in the North Northamptonshire area as part of a partnership of service delivery, and improvement of service provision across the Northamptonshire health and care system	We ensure the enhanced service provision by the NHS provider (NHFT) is properly delivered and performance monitored to enable CHT to highlight the IMPACT of funds raised on the provision of better services for the local community of North Northamptonshire We commission restricted and unrestricted funds to support the development of End of Life service provision across the health and care sector in North Northamptonshire	CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire We plan to ensure equitable services are delivered across North Northamptonshire We plan to further enhance the provision and quality of End of Life services across North Northamptonshire
We listen to, inform and influence the public, and health and care professionals on End of Life issues to improve services	We undertake activities within the local community to raise public awareness of End of Life issues We influence positive change in the wider health system	We help people get a greater understanding of End of Life issues in the community We plan to positively change the way the public perceives End of Life care We plan to establish more investment in End of Life care, particularly in non-medical service provision
We raise our profile and enhance our 'trusted' reputation as a charity	We build our following of supporters to raise our profile across the wider Cransley hospice catchment area	We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire
We develop Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector	We establish a Strategy and Implementation Plan to support the development of the organisation We establish our systems to meet the needs of the organisation, its staff, and volunteers We ensure our administrative support systems enable us to work as a hybrid organisation	We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters

How we invest the funds

The income we generate is used to support the hospice and associated services in the community for the provision of specialist care to patients with complex needs, supporting patients in their chosen place of care at the end of life, be it in the hospice or the patient's home.

We do this in partnership with the local NHS commissioning body known as the Integrated Care Board (ICB) and Cynthia Spencer Hospice Charity, enabling there to be an integrated approach across both unitary local authorities in Northamptonshire (North and West).

Where the support is given is identified by the demand of patients and planned through the development of a longer-term strategy to support patients as locally as possible to their homes.

Having identified what services are required, we collectively 'commission' providers across the county to deliver those services.

The delivery is tracked by monitoring both the provision of the services (quantitative analysis) and the quality of the care and patient outcomes (qualitative analysis).

People are at the heart of everything we do at CHT. This extends beyond the wellbeing of patients and their families to the hospice team and the fundraising office staff. Our volunteers are also a pivotal part of the CHT team. They support the work of the Hospice, the running of the Charity and are essential to the success of our fundraising initiatives. Without them we could not achieve our aims.

In setting plans for the year, the Trustees gave consideration to the Charity Commission's general guidance on public benefit and, in particular, to the public benefit of providing support for the relief of ill-health.



"I don't know how myself and my daughter would have managed without Hospice at Home.

They are the most understanding, caring people you could hope to meet. They are very special people.

The nurses would talk to my husband as a person not as a number. I cannot put into words what a lovely lot of people you have.

When myself or my daughter were upset they would chat to us and listen to our concerns and help us to come to terms with what was happening."

Janice Stuart, **(loving wife)**



"You don't realise until you're in Cransley, how important it is.

"Despite her blindness, Claire got to know all the nurses by their voices and they all took a shine to her, everybody did – she was the best.

"All the staff were fantastic, I can't praise them enough. Claire was the patient, but they still made time for me and Mason, always putting us at ease.

They helped make a bed up in her room so that I could be there with her and they would always come and see us to check that we were doing ok."

Mick Massey **(loving husband)**

Performance and Achievements

The impact of COVID-19 has continued to challenge the sector throughout the year, and we have seen a curtailment or continued adaption of a number of programmes as a fundraising organisation.

Whilst this has been frustrating for our fundraiser supporters and our own fundraising activities, it is a credit to all concerned that we recorded a significant increase in fundraising by the end of the year, achieving just over £1m income (excluding bank interest and investment income).

The team continued to innovate and adapt to the ever changing social and economic landscape finding new ways of fundraising and working.

Our charity shop re-opened after closure during the COVID lockdown and demand increased steadily throughout the year. Following a review of our coffee shop provision we converted the shop into a 'new look', designer led outlet and 'Curated by Cransley' was introduced.

We also took the first tentative steps into e-commerce with an online shopping function enabling people from a wider community to support us.

Our legacy income is notoriously difficult to predict however we maintained a level of income from legacies in line with the previous year but below our target expectations.

Our legacy marketing programme will highlight the importance of these gifts and provide easy ways for our supporters to leave a gift in their will to Cransley Hospice Trust.

In the first half of the financial year, our events programme was again affected, we were able to make both Cycle for Cransley and our annual Tree of Lights remembrance events virtual. We began a gradual return to staging events in September with the new Starlight Walk staged at Boughton House with the kind permission of the Duke of Buccleuch. Its success encouraged us to gradually return our full events programme by 2022-23.

Our lottery income continued to perform well during the year with income up from 2020/21. Our lottery provider Your Hospice Lottery (YHL), continued telephone fundraising due to restrictions imposed by the pandemic, this work is undertaken by a third party. We work closely with YHL to ensure that all legal requirements are met along with training for any staff undertaking calls on our behalf.



Regular giving remained stable during the year and we are enormously grateful for this continued and valuable support.

During 2021/22 we began to implement our revised fundraising strategy and structure.

We continued to invest in our online activity throughout the year. We made further investments in our website and digital marketing channels.

Our focus on community engagement and supporter experience resulted in a robust return on our investment. We are hugely grateful to our local community of individuals and businesses who continue to provide invaluable support through their continued fundraising efforts in addition to volunteering their time and expertise, sponsorship of events and gifts in kind. Our successful Christmas tree recycling project was a great example of how our business and local communities came together over a weekend providing support with equipment and planning, volunteering their time and the generation of income from the collection of trees.

Gift Aid remains a valuable additional source of income and we continue to encourage our supporters to sign up where appropriate.

Marketing

The investment in the Digital Co-ordinator has provided us with a significant growth in our ability to market our fundraising portfolio and the Cransley profile. An additional impact has been to enable us to inform our communities of wider end of life issues.

Successful programmes included patient and family case studies to support our fundraising activities, most notably the Tree of Lights – Kyle's Story - shared by Kyle's wife Gemma Devlin, and the Memory Box project, supported by our partner health professionals, which supports families to open difficult conversations with their children, helping them to remember their special person and to be involved and included in saying their goodbyes.

Our social media channels grew over the last year with Facebook page reach up 33.5%, Instagram audience growth up 55% LinkedIn audience growth up 39% and Twitter audience growth up 21%, on the previous year. We will continue to develop our social media channels for marketing and engagement activity and respond to new and emerging trends.

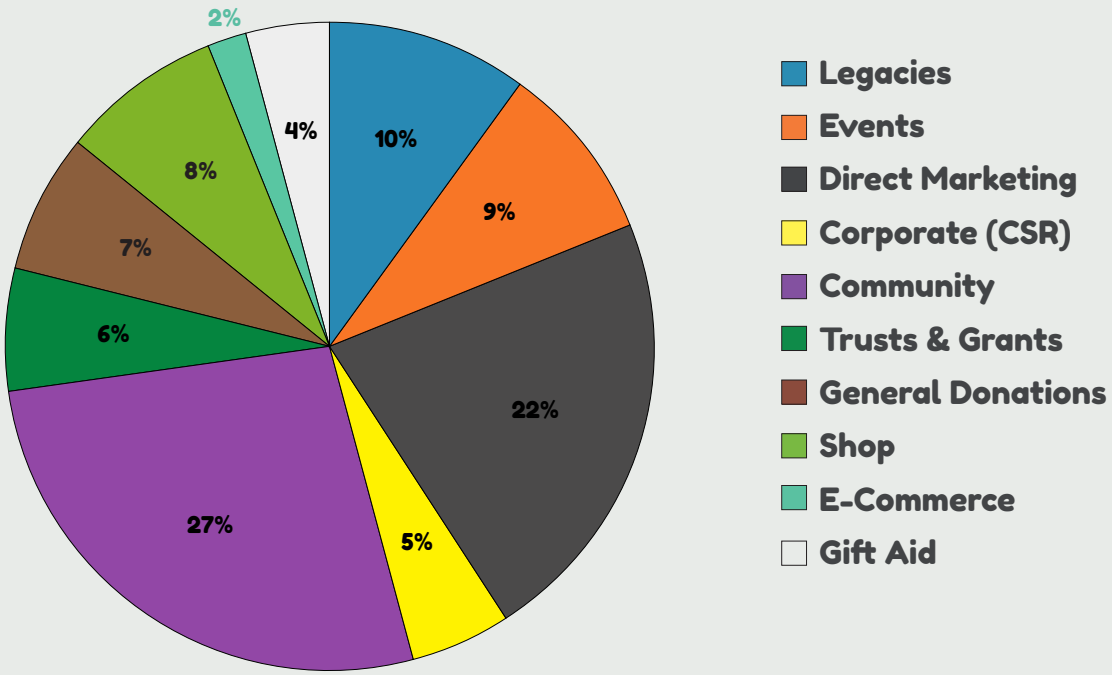
"The nurses are absolute angels, they treated Kyle as a person, they would talk and laugh with us and most importantly they listened.

When Kyle wanted me to stay with him, they set up a bed for me right next to his. Nothing was too much trouble.

They were patient and kind to our little boy who was inquisitive about everything!

Gemma, **(loving wife)**

Source of Income



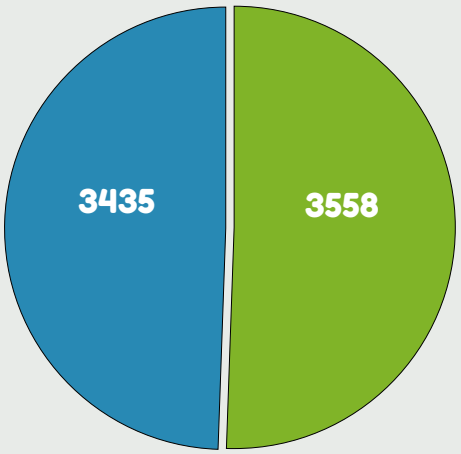
"I subscribe monthly to the lottery and know this money is going to a very worthy cause"

Louise Kerr **(supporter)**

Our Impact with End of Life Services

North Northamptonshire has a current **population of 359,500** people and makes up 46% of the population covered by the new Northamptonshire Integrated Care system which covers the two unitary authorities of West Northamptonshire and North Northamptonshire.

Number of deaths in Northamptonshire

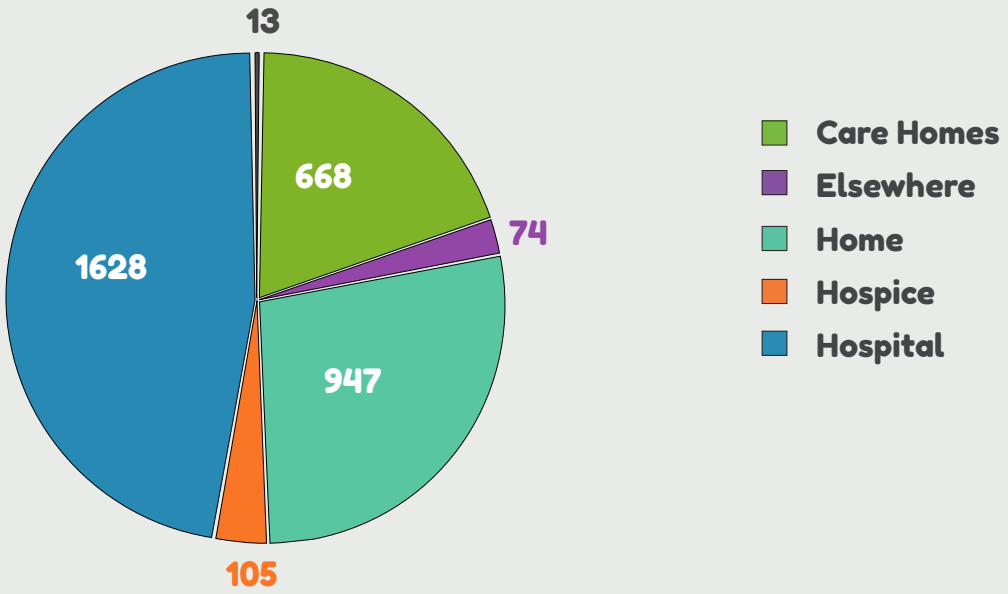


The total number of deaths in 2021-22, in North Northamptonshire was 3,435.

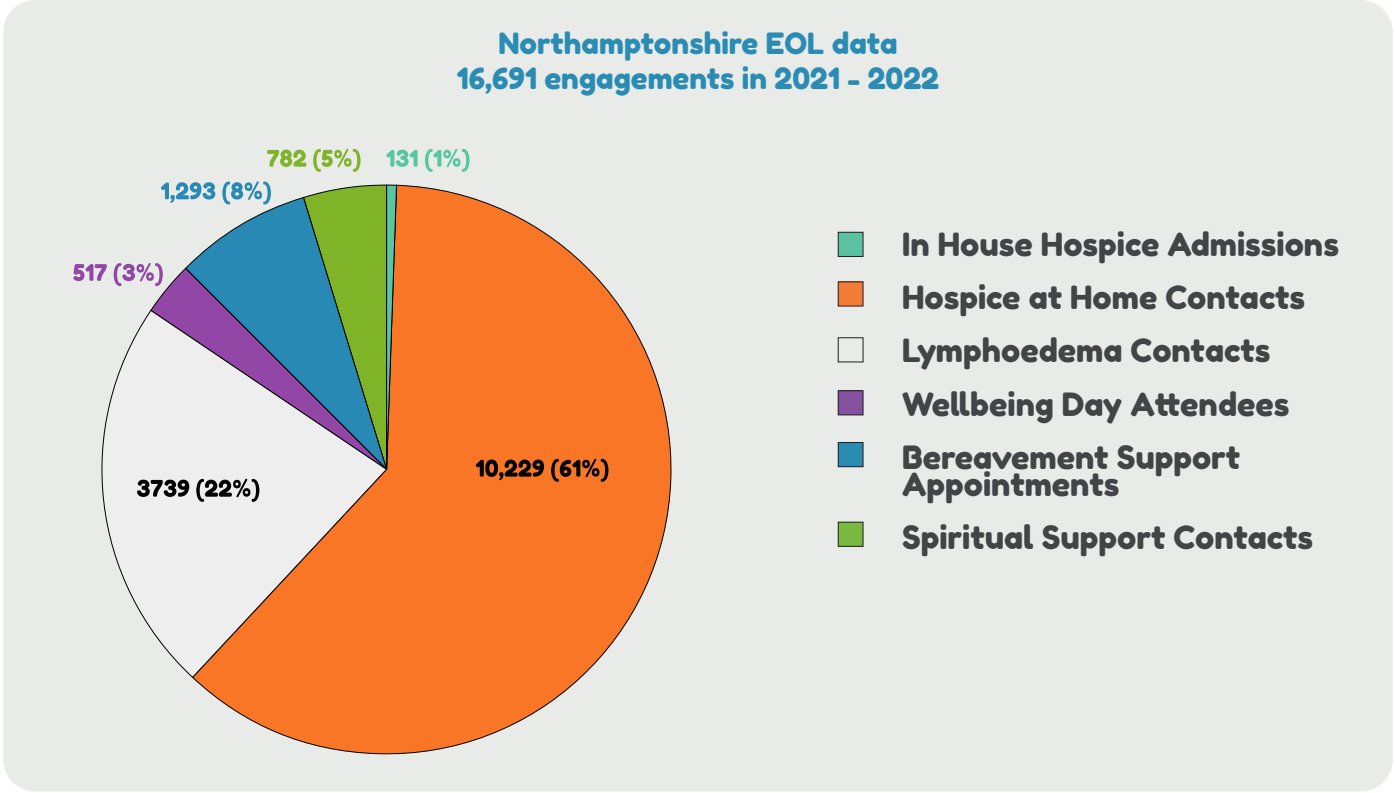
There is no verifiable data available at present on the number of deaths with a palliative and End-of-Life care diagnosis.

This pie chart illustrates the places where people died across North Northamptonshire.

The number of people and place of death in North Northamptonshire



There is currently little verifiable data providing information about the use of palliative and end of life services across North Northamptonshire. Northamptonsire ICB however, has analysed data from NHFT (the main provider of palliative and end of life care) and the following pie chart illustrates the number of engagements across the services NHFT provide.



We are endeavouring to develop the monitoring and reporting of information on the delivery of services and plan to provide further details in the next Annual Report.



Risk Management

Following the experiences of managing our way through COVID-19, the Board has introduced more robust risk management processes. Corporate and operational risks were reviewed and are now part of the regular agenda at board and senior management meetings.

It is worth noting that whilst for most people, COVID-19 has become an 'experience of the past', it still affects performance within the hospice as NHS safety regulations have limited the number of bed occupancies and NHS sickness due to COVID-19 continues to affect delivery. This has had an impact on our investment returns across the end-of-life service programme.

In addition, hospices were used in the year to alleviate some continued demands on the wider system, and this was recognised by NHS England who were able to compensate us for the use of the facilities to support wider needs. This amounted to a £71,000 contribution for the period of January 2022 to the end of March 2022.

The impact of COVID-19 was most vividly illustrated by the significant investment the Board decided to make from reserves at the end of the year. Just over £130,000 was allocated from reserves to meet the investment made in the current end of life services programme. This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.



Service Development and our Future Plans

Cransley Hospice provides specialist care to patients and their families who have complex care needs because of a life limiting illness. Care is provided both within the hospice and to patients within their own homes by the Community Team which works in the community. The services provided through Cransley Hospice are funded through a combination of NHS and charitable monies.

The Board has developed a five-year plan with the aim of growing income to enable further investment in services for the people of North Northamptonshire. Our strategy includes increasing the range of patients able to access hospice care and to develop the care available to patients in their own homes.

The Board has also undertaken a comprehensive review of our service provider contractual arrangements, and is establishing a new approach to commissioning services which supports the development of services, and enables more effective monitoring of the contracts. This ensures that by achieving our fundraising targets, and controlling our costs, we will be able to provide our partners with the required income to develop services.

We aim to maintain a level of charitable funding for the palliative care service relating to Cransley Hospice, this will enable Northamptonshire Healthcare (NHS) Foundation Trust to deliver its contractual obligations. Our additional investment will also enable the wider delivery of better End of Life services across North Northamptonshire.

The need for a refreshed strategy for end-of-life care across Northamptonshire has increased. It is clear that inequality of access to some services exists across North Northamptonshire. We see the provision of services in an appropriate local place to be a key local outcome for patients, their families and carers. We are actively engaged in planning the development of facilities and services across North Northamptonshire with a view to ensuring the community is properly supported at a critical time in their lives.

As part of this development programme, we were fortunate enough to secure funding at the end of the year to support the development of a 24/7 Single Point of Access service. This is now in the development stage with plans for it to be commissioned sometime in 2023 in conjunction with the new strategy development.



Trustees Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2022.

Full Name of Charity:	Cransley Hospice Trust
Registration Charity Number:	1151018
Company No	08102611
The principal office is at:	77 London Road Kettering Northants NN15 7PW
Directors & Trustees:	Rev Dr J S Smith Mr. Daniel Freeland Mr. Andrew Attfield Mr. Christopher Turner Mrs. D Mukhtar Ms. M Estop-Green (Vice Chair) Mr P Humphrey (Chair)
Chief Executive Officer	Mr. P J Kelby (until1/10/21) Mr Philip Talbot (from 11/10/21)

The advisors used by the Charity during the year ended 31 March 2022 were:

Bankers	Lloyds Bank 2 George Row Northampton NN1 1DJ
Auditors	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL

Structure, Governance and Management

Cransley Hospice Trust is governed by a board of Trustees/Directors. Its Articles of Association and Memorandum of Association were signed and dated on 12 June 2012. During the year, the Trustees made two minor amendments to the M&As, clarifying the Object more clearly and clarifying the role of a Trustee as a member of the organisation.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all of its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.The main Board monitors the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain.

Newly appointed Trustees are provided with information about the Charity, including the strategy and plans, previous annual reports and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test

In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management

The major risks to which the Charity is exposed have been identified and considered.

These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.

Income and expenditure is being monitored monthly and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

Our Fundraising Practises

Our Approach to Fundraising

We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by a large number of volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shop; helping with administration duties in our office; and collecting and counting the cash donated from the community. All of these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continue to work with Your Hospice Lottery (operated by St Helena Hospice) who are experts in their field and an experienced and professional team. They adhere to codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. We use professional fundraisers as part of our contract with 'Your Hospice Lottery'. These fundraisers are employed by Your Hospice Lottery but work on our behalf to promote the lottery. We are assured via Your Hospice Lottery that their fundraisers are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department and we ensure that it is not unreasonably intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We do occasionally work on the basis of legitimate interest when communicating with supporters this only applies to our annual in memory Tree of Lights event, this communication also contains clear instructions on how a supporter can be removed from this mailing list completely.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints with regard to our fundraising activities during the year.

Reserves Policy

Cransley Hospice Trust is primarily a fundraising charity relying primarily on the generosity of our donors.

In order to be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain free reserves of 1 year's total expenditure.

At present, total unrestricted reserves are £1.51m. Of this, £986,000 has been designated for the potential reprovisioning of the hospice. Free reserves are therefore £0.52m, which represents approximately 6 months' worth of expenditure at current levels.

This is below the target set out in the policy. The charity continued to be affected by the consequences of the pandemic during 2021-22, however decided to use reserves to maintain the service provision for patients. It is in the process of rebuilding its fundraising income as the impact of the pandemic reduces, and starting to diversify income sources, and so is likely to run at a lower reserves level in the short to medium term. A 5-year plan has been agreed, that should see the charity have ability to rebuild reserves from the financial year ending March 2024. During that period, the charity's resilience and ability to maintain grant-giving in response to financial shocks is potentially lowered.

The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services. This should be strengthened by the proposed new contract arrangements with NHFT in 2022-23.

The Board also recognises that the new approach being taken to the reprovision of Cransley Hospice may enable them to revise their Reserves Policy and they will be reviewing this during 2022-23.

Partnership Working and Networks

Palliative care patients in the North of Northamptonshire are the main beneficiary of the charity. The delivery of palliative and end of life services is undertaken by a complex network of organisations. Most of our commissioning is undertaken by Northamptonshire Healthcare NHS Foundation Trust (NHFT), which is the largest single provider having responsibility for the 'in house' hospice facility (Cransley Hospice) and the Hospice at Home service. We continue to develop positive working relations with NHFT. The advent of the 'Integrated Care System' (ICS) in Northamptonshire (replacing the CCGs), has led us to develop a partnership with the local ICS. The realisation that a co-ordinated approach to commissioning is important for all our patients has also led to an initiative to develop a new strategy for end-of-life care for the county. It is expected this will be completed in 2023.

Partnerships are very important to the Charity. During 2022 we recognised the need to work more closely with Cynthia Spencer Hospice Charity who provide similar services in West Northamptonshire. This included the 24/7 Single Point of Access programme; and work on developing a formal contract with NHFT. They are also our partners in the ICS engagement.

We are also grateful to them for leading on the development of the Wellbeing service based in Northampton but enabling patients from North Northamptonshire to attend.

Throughout the year partnerships have been formed with members of the corporate sector, the local community and membership organisations as well as individuals.

Investment Policy

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low risk approach to the investments.

As a health charity, we do not invest in companies whose primary activity is tobacco related.



Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 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 Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping 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.

Signed on behalf of the trustees by:

Name: **Paul Humphrey**
Chair

Date: **15th December 2022**

CRANSLEY HOSPICE TRUST
ANNUAL REPORT
AND
ACCOUNTS

FOR THE YEAR ENDED
31 MARCH 2022

Registered Company No 08102611

Registered Charity Number 1151018

Annual Report and Accounts for the year ended 31 March 2022

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Foreword by the Chairman of Trustees of the Cransley Hospice Trust

It is a tribute to our supporters, staff and volunteers of Cransley Hospice Trust that, even as the pandemic still affected all our lives, so many people in North Northamptonshire continued to support our fundraising activities, enabling us to grow our income again in 2021-22 to just over £1M.

I would, once again, like to pay tribute to the amazing dedication and flexibility of the entire CHT community who displayed such resilience and resourcefulness in so many ways during the year. Although 2022 has thankfully seen the world start to emerge from the pandemic, its impact in 2021 remained significant and many of our events remained 'virtual'. Of course, it has also been the case that many of the crucial end-of-life care services that we fund were also subject to restrictions relating to managing COVID-19 well into 2022.

In a change to the format of our annual report I am pleased that we are able to include some specific information about the performance of end-of-life care services in Northamptonshire. I am sure you will join with me in expressing our appreciation for the dedication of all those who have supported patients, carers and families during the year across all of our care settings.

Halfway through the year our Chief Executive, Peter Kelby, decided to retire. His contribution to developing Cransley Hospice Trust has been well documented over the years in previous Annual Reports and it only remains for me to thank him on behalf of all those involved in the Trust and wish him the very best for the future.

We were delighted to recruit a new Chief Executive, Philip Talbot, who joined us in October and began the task of helping us move forward in the next phase of our ambition to grow the Trust.

The challenge of the Cransley Hospice inpatient site continued to be a key focus during the year and we worked hard with Northamptonshire Health Foundation (NHS) Trust (NHFT) to develop a preferred option for both organisations to pursue. This work has continued throughout the summer and an extension to the lease on the current Pipers Hill Road location has been provisionally agreed, and further plans are now being explored to develop the facilities on the site.

The security of the 'in house' facility was a priority for the Board's strategy, however the Board also continued to review the strategy and set a number of objectives which are outlined in detail later in the report. With stronger strategic clarity and alignment, CHT will continue to grow and increase its contribution over the coming 4 years and beyond.

Looking forward, the Trust is engaging with the development of a new strategy for end-of-life care in partnership with all the providers and commissioners. As part of this development and partnership we have specifically been developing a proposed 24/7 Single Point of Access service which we hope to have commissioned in 2023. This service will offer patients, families and carers better access to end of life support services.

We will also be celebrating the 25th anniversary of the opening of Cransley Hospice. We are planning a series of events to mark the occasion and we hope you will be able to continue to support us throughout the year.

In closing, I thank my fellow Trustees for their time and expertise and our staff and volunteers for their hard work and dedication to our cause. Most of all I would like to thank our supporters for their magnificent efforts in helping us achieve our fundraising goals.

Paul Humphrey, Chair

Who We Are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance end of life care in North Northamptonshire. This care is based around the 'in house' services provided by Cransley Hospice and is managed and operated by Northamptonshire Healthcare NHS Foundation Trust (NHFT). End of life services provide care for patients with life limiting illnesses including Hospice at Home which supports patients who would prefer to remain at home in the last weeks and days of life; Palliative Lymphoedema support; Outpatient support; and a Bereavement support service.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, providing similar services for West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of patients as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.

The Trust is registered as a general-purpose charity under registration number 1151018.
The Trust is also a Company Limited by Guarantee (Registration No 08102611).

What We Aim to Do:

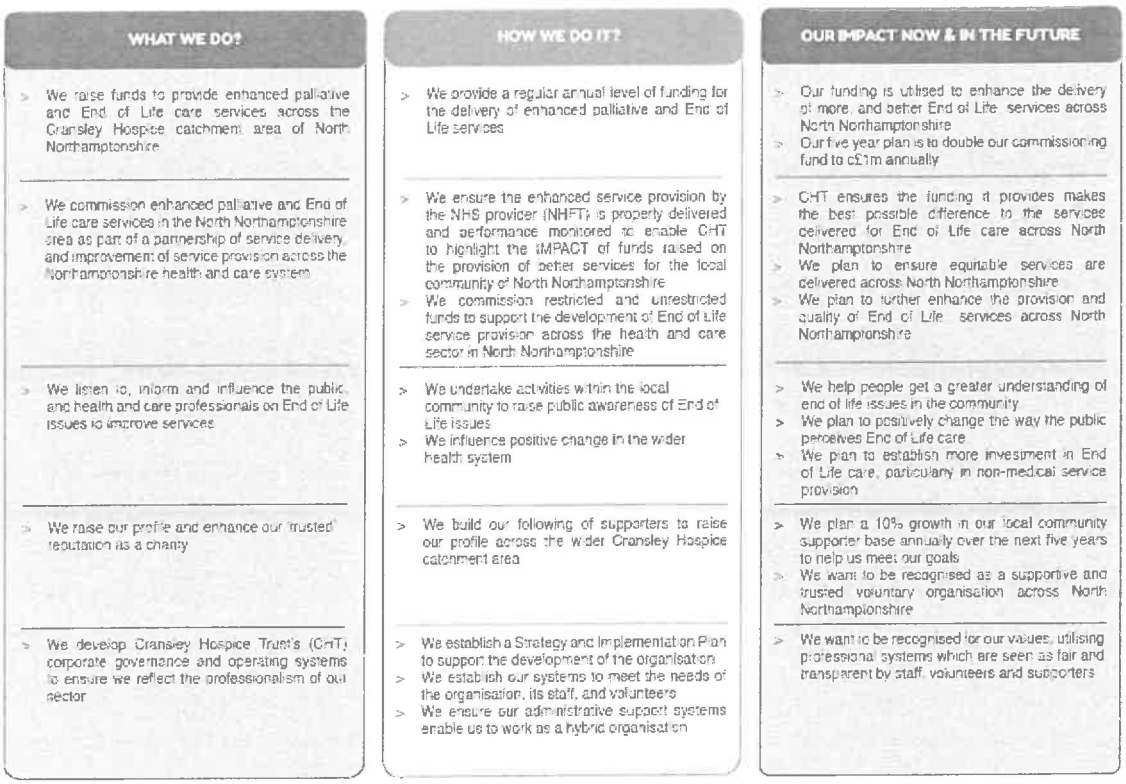
Our Primary Aim
In 2021-22, following a review of the impact of COVID-19 on our community, and the predicted changes to the Health and Care Act, CHT revised its main aim (object) with a view to better reflecting the role it plays in supporting the needs of people in end of life situations in the local community. It now states that CHT's main purpose is to commission services:

'For the care of patients in Cransley Hospice and the community who require palliation and end of life care'.

CHT interprets the community to be those living in and around North Northamptonshire who can benefit from a range of end-of-life care services.

Our Objectives

CHT also revised its annual objectives during 2021-22, developing further clarity on what we do, why we do it and the impact we wish to have. These are:



WHAT WE DO?	HOW WE DO IT?	OUR IMPACT NOW & IN THE FUTURE
> We raise funds to provide enhanced palliative and End of Life care services across the Cransley Hospice catchment area of North Northamptonshire	> We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services	> Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire > Our five year plan is to double our commissioning fund to c£1m annually
> We commission enhanced palliative and End of Life care services in the North Northamptonshire area as part of a partnership of service delivery, and improvement of service provision across the Northamptonshire health and care system	> We ensure the enhanced service provision by the NHS provider (NHFT) is properly delivered and performance monitored to enable CHT to highlight the IMPACT of funds raised on the provision of better services for the local community of North Northamptonshire > We commission restricted and unrestricted funds to support the development of End of Life service provision across the health and care sector in North Northamptonshire	> CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire > We plan to ensure equitable services are delivered across North Northamptonshire > We plan to further enhance the provision and quality of End of Life services across North Northamptonshire
> We listen to, inform and influence the public and health and care professionals on End of Life issues to improve services	> We undertake activities within the local community to raise public awareness of End of Life issues > We influence positive change in the wider health system	> We help people get a greater understanding of end of life issues in the community > We plan to positively change the way the public perceives End of Life care > We plan to establish more investment in End of Life care, particularly in non-medical service provision
> We raise our profile and enhance our 'trusted' reputation as a charity	> We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area	> We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals > We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire
> We develop Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector	> We establish a Strategy and Implementation Plan to support the development of the organisation > We establish our systems to meet the needs of the organisation, its staff, and volunteers > We ensure our administrative support systems enable us to work as a hybrid organisation	> We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters

How we invest the funds

The income we generate is used to support the hospice and associated services in the community for the provision of specialist care to patients with complex needs, supporting patients in their chosen place of care at the end of life, be it in the hospice or the patient's home.

We do this in partnership with the local NHS commissioning body known as the Integrated Care Board (ICB) and Cynthia Spencer Hospice Charity, enabling there to be an integrated approach across both unitary local authorities in Northamptonshire (North and West).

Where the support is given is identified by the demand of patients and planned through the development of a longer-term strategy to support patients as locally as possible to their homes.

Having identified what services are required, we collectively 'commission' providers across the county to deliver those services.

The delivery is tracked by monitoring both the provision of the services (quantitative analysis) and the quality of the care and patient outcomes (qualitative analysis).

People are at the heart of everything we do at CHT. This extends beyond the wellbeing of patients and their families to the hospice team and the fundraising office staff. Our volunteers are also a pivotal part of the CHT team. They support the work of the Hospice, the running of the Charity and are essential to the success of our fundraising initiatives. Without them we could not achieve our aims.

In setting plans for the year, the Trustees gave consideration to the Charity Commission's general guidance on public benefit and, in particular, to the public benefit of providing support for the relief of ill-health.

Performance and Achievements

The impact of COVID-19 has continued to challenge the sector throughout the year, and we have seen a curtailment or continued adaption of a number of programmes as a fundraising organisation.

Whilst this has been frustrating for our fundraiser supporters and our own fundraising activities, it is a credit to all concerned that we recorded a significant increase in fundraising by the end of the year, achieving just over £1m income (excluding bank interest and investment income).

The team continued to innovate and adapt to the ever changing social and economic landscape finding new ways of fundraising and working.

Our charity shop re-opened after closure during the COVID lockdown and demand increased steadily throughout the year. Following a review of our coffee shop provision we converted the shop into a 'new look', designer led outlet and 'Curated by Cransley' was introduced.

We also took the first tentative steps into e-commerce with an online shopping function enabling people from a wider community to support us.

Our legacy income is notoriously difficult to predict however we maintained a level of income from legacies in line with the previous year but below our target expectations.

Our legacy marketing programme will highlight the importance of these gifts and provide easy ways for our supporters to leave a gift in their will to Cransley Hospice Trust.

In the first half of the financial year, our events programme was again affected, we were able to make both Cycle for Cransley and our annual Tree of Lights remembrance events virtual. We began a gradual return to staging events in September with the new Starlight Walk staged at Boughton Hall with the kind permission of the Duke of Buccleuch. Its success encouraged us to gradually return our full events programme by 2022-23.

Our lottery income continued to perform well during the year with income up from 2020/21. Our lottery provider Your Hospice Lottery (YHL), continued telephone fundraising due to restrictions imposed by the pandemic, this work is undertaken by a third party. We work closely with YHL to ensure that all legal requirements are met along with training for any staff undertaking calls on our behalf.

Regular giving remained stable during the year and we are enormously grateful for this continued and valuable support.

During 2021/22 we began to implement our revised fundraising strategy and structure.

We continued to invest in our online activity throughout the year. We made further investments in our website and digital marketing channels.

Our focus on community engagement and supporter experience resulted in a robust return on our investment. We are hugely grateful to our local community of individuals and businesses who continue to provide invaluable support through their continued fundraising efforts in addition to volunteering their time and expertise, sponsorship of events and gifts in kind. Our successful Christmas tree recycling project was a great example of how our business and local communities came together over a weekend providing support with equipment and planning, volunteering their time and the generation of income from the collection of trees.

Gift Aid remains a valuable additional source of income and we continue to encourage our supporters to sign up where appropriate.

Marketing

The investment in the Digital Co-ordinator has provided us with a significant growth in our ability to market our fundraising portfolio and the Cransley profile.

An additional impact has been to enable us to inform our communities of wider end of life issues.

Successful programmes included patient and family case studies to support our fundraising activities, most notably the Tree of Lights – Kyle's Story - shared by his wife Gemma Devlin, and the Memory Box project, supported by our partner health professionals, which supports families to open difficult conversations with their children, helping them to remember their special person and to be involved and included in saying their goodbyes.

Our social media channels grew over the last year with Facebook page reach up 33.5%, Instagram audience growth up 55%, LinkedIn audience growth up 39%, and Twitter audience growth up 21%, on the previous year. We will continue to develop our social media channels for marketing and engagement activity and respond to new and emerging trends.

Our Impact with End of Life Services

The following diagrams illustrate the environment in which Cransley Hospice Trust works and provides an overview of the engagement impact our funds have in supporting End of Life Services across North Northamptonshire.

Risk Management

Following the experiences of managing our way through COVID-19, the Board has introduced more robust risk management processes. Corporate and operational risks were reviewed and are now part of the regular agenda at board and senior management meetings.

It is worth noting that whilst for most people, COVID-19 has become an 'experience of the past', it still affects performance within the hospice as NHS safety regulations have limited the number of bed occupancies and NHS sickness due to COVID-19 continues to affect delivery. This has had an impact on our investment returns across the end-of-life service programme.

In addition, hospices were used in the year to alleviate some continued demands on the wider system, and this was recognised by NHS England who were able to compensate us for the use of the facilities to support wider needs. This amounted to a £71,000 contribution for the period of January 2022 to the end of March 2022.

The impact of COVID-19 was most vividly illustrated by the significant investment the Board decided to make from reserves at the end of the year. Just over £130,000 was allocated from reserves to meet the investment made in the current end of life services programme. This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.

Service Development and our Future Plans

Cransley Hospice provides specialist care to patients and their families who have complex care needs because of a life limiting illness. Care is provided both within the hospice and to patients within their own homes by the Community Team which works in the community. The services provided through Cransley Hospice are funded through a combination of NHS and charitable monies.

The Board has developed a five-year plan with the aim of growing income to enable further investment in services for the people of North Northamptonshire.

Our strategy includes increasing the range of patients able to access hospice care and to develop the care available to patients in their own homes.

The Board has also undertaken a comprehensive review of our service provider contractual arrangements and is establishing a new approach to commissioning services which supports the development of services and enables more effective monitoring of the contracts. This ensures that by achieving our fundraising targets and controlling our costs, we will be able to provide our partners with the required income to develop services.

We aim to maintain a level of charitable funding for the palliative care service relating to Cransley Hospice, this will enable Northamptonshire Healthcare (NHS) Foundation Trust to deliver its contractual obligations. Our additional investment will also enable the wider delivery of better End of Life services across North Northamptonshire.

The need for a refreshed strategy for end-of-life care across Northamptonshire has increased. It is clear that inequality of access to some services exists across North Northamptonshire. We see the provision of services in an appropriate local place to be a key local outcome for patients, their families and carers. We are actively engaged in planning the development of facilities and services across North Northamptonshire with a view to ensuring the community is properly supported at a critical time in their lives.

As part of this development programme, we were fortunate enough to secure funding at the end of the year to support the development of a 24/7 Single Point of Access service. This is now in the development stage with plans for it to be commissioned sometime in 2023 in conjunction with the new strategy development.

Trustee's Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2022.

Full Name of Charity:	Cransley Hospice Trust
Registration Charity Number:	1151018
Company No	08102611
The principal office is at:	St Mary's Hospital 77 London Road Kettering Northants NN15 7PW
Directors & Trustees:	Rev Dr J S Smith Mr. Daniel Freeland Mr. Andrew Attfield Mr. Christopher Turner Mrs. D Mukhtar Ms. M Estop-Green (Vice Chair) Mr P Humphrey (Chair)
Chief Executive Officer	Mr. P J Kelby (until1/10/21) Mr Philip Talbot (from 11/10/21)

The advisors used by the Charity during the year ended 31 March 2022 were:

Bankers	Lloyds Bank 2 George Row Northampton NN1 1DJ
Auditors	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL

Structure, Governance and Management

Cransley Hospice Trust is governed by a board of Trustees/Directors. Its Articles of Association and Memorandum of Association were signed and dated on 12 June 2012. During the year, the Trustees made two minor amendments to the M&As, clarifying the Object more clearly and clarifying the role of a Trustee as a member of the organisation.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all of its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.

The main Board monitors the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain.

Newly appointed Trustees are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test

In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management

The major risks to which the Charity is exposed have been identified and considered.
These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.

Income and expenditure is being monitored monthly and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

Our Fundraising Practises

Our Approach to Fundraising

We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by a large number of volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shop; helping with administration duties in our office; and collecting and counting the cash donated from the community. All of these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continue to work with Your Hospice Lottery (operated by St Helena Hospice) who are experts in their field and an experienced and professional team. They adhere to codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. We use professional fundraisers as part of our contract with 'Your Hospice Lottery'. These fundraisers are employed by Your Hospice Lottery but work on our behalf to promote the lottery. We are assured via Your Hospice Lottery that their fundraisers are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department and we ensure that it is not unreasonably intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We do occasionally work on the basis of legitimate interest when communicating with supporters this only applies to our annual in memory Tree of Lights event, this communication also contains clear instructions on how a supporter can be removed from this mailing list completely.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints with regard to our fundraising activities during the year.

Reserves Policy

Cransley Hospice Trust is primarily a fundraising charity relying primarily on the generosity of our donors.
In order to be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain free reserves of 1 year's total expenditure.

At present, total unrestricted reserves are £1.51m. Of this, £986,000 has been designated for the potential reprovisioning of the hospice. Free reserves are therefore £0.53m, which represents approximately 6 months' worth of expenditure at current levels.

This is below the target set out in the policy. The charity continued to be affected by the consequences of the pandemic during 2021-22, however decided to use reserves to maintain the service provision for patients. It is in the process of rebuilding its fundraising income as the impact of the pandemic reduces, and starting to diversify income sources, and so is likely to run at a lower reserves level in the short to medium term. A 5-year plan has been agreed, that should see the charity have ability to rebuild reserves from the financial year ending March 2024. During that period, the charity's resilience and ability to maintain grant-giving in response to financial shocks is potentially lowered.

The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services. This should be strengthened by the proposed new contract arrangements with NHFT in 2022-23.

The Board also recognises that the new approach being taken to the reprovision of Cransley Hospice may enable them to revise their Reserves Policy and they will be reviewing this during 2022-23.

Partnership Working and Networks

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Partnerships are very important to the Charity. During 2022 we recognised the need to work more closely with Cynthia Spencer Hospice Charity who provide similar services in West Northamptonshire. This included the 24/7 Single Point of Access programme; and work on developing a formal contract with NHFT. They are also our partners in the ICS engagement. We are also grateful to them for leading on the development of the Wellbeing service based in Northampton but enabling patients from North Northamptonshire to attend.

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We invest funds to generate income while, where possible maintaining the value of the assets. We take a low risk approach to the investments.

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- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping 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.

Signed on behalf of the trustees by:



Name: **Paul Humphrey**
Chair

Date: 12/12/22

Cransley Hospice Trust Statement of Financial Activities (including income and expenditure account) For the year ended 31 March 2022

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2022 Funds £000's	Total 31 March 2021 Funds £000's
INCOME:						
Donations & Legacies:	3					
Donations		294	-	89	383	302
Legacies		111	-	-	111	138
Other trading activities	4	512	-	-	512	346
Income from investments	13	37	-	-	37	34
Income from grants receivable	16	80	-	-	80	78
Total income and endowments		1,034	-	89	1,123	898
EXPENDITURE:						
Expenditure on Raising funds	5	621	-	-	621	510
Expenditure on charitable activities:	7					
Medical Equipment purchase		-	-	-	-	2
Core service funding		542	-	-	542	316
Charity enhancement of hospice care		116	7	5	128	99
Governance costs	6	18	-	-	18	17
Total expenditure		1,297	7	5	1,309	944
Net expenditure before losses on investments		(263)	(7)	84	(186)	(46)
Net gains on investments	12	56	-	-	56	114
Net movement in funds for the year		(207)	(7)	84	(130)	68
Reconciliation of funds: **Total Funds b/f at 31 March 21**		736	993	11	1,740	1,672
Total Funds c/f at 31 March 22		529	986	95	1,610	1,740

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Cransley Hospice Trust Balance Sheet
(Company number 08102611)
As at 31 March 2022

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2022 Funds £000's	Total 31 March 2021 Funds £000's
Fixed assets:						
Tangible fixed assets	11	-	-	-	-	2
Investments	12	-	817	-	817	761
Total fixed assets		-	817	-	817	763
Current assets:						
Stock		2	-	-	2	2
Debtors and prepayments	14	122	-	-	122	44
Cash at bank and in hand	14	538	169	95	802	980
Total current assets		662	169	95	926	1,026
Liabilities Creditors: Amounts falling due within one year	15	133	-	-	133	49
Net current assets		529	169	95	793	977
Total assets less current liabilities		529	986	95	1,610	1,740
Funds of the Charity:						
Unrestricted Income Funds	17	529	-	-	529	736
Restricted Income Funds	17	-	-	95	95	11
Designated Income Funds	17	-	986	-	986	993
Total charity funds		529	986	95	1,610	1,740

The notes at pages 19 to 28 form part of these accounts

The financial statements were approved by the trustees and signed on their behalf by:

Paul Humphrey
Charity Chair

12 December 2022

Cransley Hospice Trust Statement of Cash Flows
For the year ended 31 March 2022

	Note	Total 31 March 2022 Funds £000's	Total 31 March 2021 Funds £000's
Cash flows from operating activities:			
Net cash used in operating activities	18	(215)	(126)
Cash flows from investing activities:			
Dividends from investments	13	37	34
Net cash provided by investing activities		37	34
Change in cash and cash equivalents in the reporting period		(178)	(92)
Cash and cash equivalents at the beginning of the reporting period		980	1,072
Cash and cash equivalents at the end of the reporting period	14	802	980

Notes on the accounts

1. Summary of significant accounting policies and key accounting estimates

(a) General information and basis of preparation

The charity is a company limited by guarantee incorporated in England within the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 11 of these financial statements.

Cransley Hospice Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared on a going concern basis under the historic cost convention, with the exception of any investments which are included at market value. The financial statements are presented in sterling, which is the functional currency of the charity and rounded to the nearest £1,000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds structure

Restricted funds and designated funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted income funds comprise those funds which the Trustee is free to use for any purpose in furtherance of the charitable objects of the identified special purpose fund. Unrestricted funds include designated funds, where the donor has made known their non-binding wishes or where the trustees, at their discretion, have created a fund for a specific purpose.

(c) Income

Income is recognised once the charity has entitlement to the resources, it is probable that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability.

(d) Income from legacies
Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once confirmation has been received from the representatives of the estate(s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

(e) Government grants
Grants that do not impose specified future performance-related conditions are recognised in income when the grant proceeds are received or receivable. Grants that impose specific future performance-related conditions are recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

(f) Expenditure
Expenditure is recognised when a liability is incurred. Grant commitments are recognised when a constructive obligation arises that result in payment being unavoidable.

Contractual arrangements are recognised as goods or services supplied.

(g) Irrecoverable VAT
Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

(h) Allocation of overhead and support costs
Overhead and support costs have been allocated directly or apportioned on an appropriate basis (refer to note 6) between Charitable Activities and Governance Costs. Once allocation and/ or apportionment of overhead and support costs has been made between Charitable Activities and Governance Costs, the cost attributable to Charitable Activities is apportioned across those activities in proportion to total spend.

(i) Expenditure on raising funds
Expenditure of raising funds relate to expenses incurred to support fund raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

(j) Expenditure on charitable activities
Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 6.

(k) Governance costs
Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

(l)Tangible fixed assets
Individual fixed assets costing £2,000 or more with a useful life of over 18 months are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis as follows:

Asset class	Depreciation rate
Plant and machinery	33%

(m) Fixed asset investments
Any investments are stated at market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

(n) Net gains and losses
All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later).
Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

(o) Pensions
One member of staff at the Charity is currently employed by Northamptonshire Healthcare NHS Foundation Trust with their full costs recharged to the Charity. Under this arrangement the Charity's staff are entitled to join the NHS Pensions Scheme. The Scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable participating bodies to identify their share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme: the cost to the charity of participating in the Scheme is taken as equal to the contributions payable to the Scheme for the accounting period.

The Scheme is a "final salary" scheme. Annual pensions are normally based on 1/80 of the best of the last 3 years pensionable pay for each year of service. A lump sum normally equivalent to 3 years pension is payable on retirement. Annual increases are applied to pension payments at rates defined by the Pensions (Increase) Act 1971, and are based on changes in retail prices in the twelve months ending 30 September in the previous calendar year. On death, a pension of 50% of the member's pension is normally payable to the surviving spouse.

The Scheme is subject to a full actuarial valuation every four years, and a FRS102 accounting valuation every year. The conclusion from the 2012 valuation was that the Scheme had accumulated a notional deficit of £10.3

billion against the notional assets as at 31 March 2012. However, after taking into account the changes in the benefit and contribution structure effective from 1 April 2015, the Scheme actuary reported that employer contributions could continue at the existing rate of 14.3% of pensionable pay.

The valuation of scheme liability in accordance with FRS102 is carried out annually by the Scheme Actuary. The latest assessment of the liabilities of the Scheme are contained in the Scheme Actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Resource Account, published annually. These accounts can be viewed on the NHS Pensions website.

The Charity also operates a defined contribution pension scheme. Premiums payable to the scheme are charged to the SOFA in the period to which they relate.

(p) Operating leases
Rentals applicable to operating leases are charged to the SOFA over the period in which the costs are incurred.

2. Related party transactions

There were no related party transactions to note during the year.

3. Analysis of income from donations and legacies

	31 March 22 £000's	31 March 21 £000's
Donations over £5k	351	215
Other donations	42	87
Legacies	111	138
Total	494	440

4. Other trading activities

	31 March 2022 £000's	31 March 2021 £000's
Events income	261	142
Shop sales	89	33
Lottery	162	171
Total	512	346

5. Expenditure on raising funds

(Relates to notes 3 and 4 combined)

	31 March 2022	31 March 2021
	£000's	£000's
Fundraising direct expenditure	59	33
Shop running costs	50	36
Coffee shop running costs	33	58
Salaries	399	341
Apportioned overheads (note 6)	65	42
Legacy costs	4	-
Community FR costs	11	-
Total	621	510

6. Analysis and allocation of support costs and overheads

Total support and overhead costs of the charity excluding fundraising was £68,000. An allocation and apportionment of overhead and support costs has been made to Governance Costs as outlined below and the balance has been apportioned across Expenditure on Raising funds in proportion to actual direct outlay.

Support cost analysis	31 March 2022 Total	Allocated to Governance	Residual for apportionment
	£000's	£000's	£000's
Support staff costs	13	13	-
External Audit fees	5	5	-
Professional fees & services	-	-	-
Office costs	63	-	63
Bank charges	2	-	2
Total	83	18	65

7. Expenditure on charitable activities

The charity's direct expenditure in the year supported the following activities.

	Unrestricted expenditure	Designated expenditure	Restricted expenditure	Total
	£000's	£000's	£000's	£000's
Grant Activity				
Medical Equipment purchase	-	-	-	-
Core service funding	542	-	-	542
Charity enhancement of hospice care	116	7	5	103
	658	7	5	645

8. Analysis of grants

The grants highlighted in note 7 were made to Northamptonshire Healthcare Foundation Trust. The charity does not make grants to individuals.

9. Analysis of staff costs

	31 March 2022 Total £000	31 March 2021 Total £000
Salaries and wages	393	412
Social security costs	30	25
Other pension costs	14	13
Total	437	450

Staff costs are allocated between the various categories of expenditure as follows:

	31 March 2022 Total £000	31 March 2021 Total £000
E Comm/coffee shop running costs	12	38
Shop running costs	29	24
Charity enhancement of hospice care (unrestricted)	-	35
Expenditure on raising funds	396	343
Governance costs	-	10
Total	437	450

The average number of full-time equivalent staff during the year was 13 (2021: 15) with all staff time involved in providing fundraising and support services for charitable activities.

No staff member had an emolument in excess of £ 60,000 (2021: None).

The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

The key management personnel of the charity comprise the Chief Executive Officer. The total employee benefits of the key management personnel of the Trust were £43,838 (2021: £44,346).

10. Auditor's remuneration

The auditor's remuneration of £4,545 (2021: £4,875) relates to the audit fee and preparation of the charity's statutory accounts.

11. Tangible fixed assets

	Plant and Machinery £000
Cost	
At 1st April 2021	16
Additions	-
At 31st March 2022	16
Depreciation	
At 1st April 2021	14
Charge for the year	2
At 31st March 2022	16
Net Book Value	
At 31st March 2022	-
At 31st March 2021	2

12. Fixed asset investments

	As at 31 March 22 £000	As at 31 March 21 £000
Market value brought forward	761	647
Net gain on revaluation	56	114
Market value carried forward	817	761

Holdings which individually represent in excess of 4% of the total Investments are as follows:-

Investments in a Common Investment Fund		
M&G Charibond	213	199
M&G Charifund	190	198
Schroders Equity Income Trust for Charities A Income Units	414	364

13. Total Gross income from investments and cash on deposit

£36,766 of investment income was received during the financial year (2021: £34,219).

14. Analysis of current assets

Debtors under 1 year

	As at 31 March 22 £000's	As at 31 March 21 £000's
Other debtors	109	36
Prepayments	13	8
	122	44

There are no long-term debtors

Analysis of cash at bank

	As at 31 March 22 £000's	As at 31 March 21 £000's
Bank balance held in Lloyds current account	49	50
Savings account	753	930
	802	980

15. Analysis of current liabilities and long-term creditors

	As at 31 March 22 £000	As at 31 March 21 £000
Trade Creditors	91	-
Accruals	33	46
Other Creditors	9	3
	133	49

There are no long-term creditors.

16. Income from grants receivable

	As at 31 March 22 £000	As at 31 March 21 £000
Covid-19 Retail Support Grant	2	40
Covid-19 Job Retention Scheme	7	38
NHFT hospice grant	71	-
	80	78

16. Analysis of movements and purpose of main funds by category

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2022.

	Balance at 31st March 2021 £000's	Income £000's	Expenditure £000's	Gains/ (Losses) on investments £000's	Transfers £000's	Balance at 31st March 2022 £000's
Unrestricted Funds						
General Fund	736	1,034	(1,297)	56	-	529
Total	**736**	**1,034**	**(1,297)**	**56**	**-**	**529**
Designated Funds						
Nurses Fund	2	-	-	-	-	2
Reprovisions – New building	991	-	(7)	-	-	984
Total	**993**	**-**	**(7)**	**-**	**-**	**986**
Restricted Funds						
New build fund	-	-	-	-	-	-
Equipment fund	-	-	-	-	-	-
Hospice at Home	11	89	(5)	-	-	95
Total	**11**	**89**	**(5)**	**-**	**-**	**95**
Total for Cransley Funds	**1,740**	**1,123**	**(1,309)**	**56**	**-**	**1,610**

Purpose of large funds

Cransley General Fund — Available to support the work of the Cransley Hospice

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2022.

Designated Fund

A designated fund has been set aside out of unrestricted funds by the trustees representing monies that are held on behalf of the nurses to pay for services on site.

A designated fund was set up out of general funds representing monies that are held specifically for the development and search of a new hospice site.

Restricted Fund

The new build fund relates to funds specifically held for the development and search for a new hospice site.

17. Analysis of the charity's net assets between funds

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2022				
Tangible fixed assets	-	-	-	-
Investments	-	817	-	817
Net current assets	529	169	95	793
	529	986	95	1,544

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2021				
Tangible fixed assets	2	-	-	2
Investments	-	761	-	761
Net current assets	734	232	11	977
	736	993	11	1,740

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

	As at 31 March 22 £000's	As at 31 March 21 £000's
Net movements in funds	(130)	68
(Gains) on investments	(56)	(114)
Dividends from investments	(37)	(34)
Depreciation	2	4
Decrease in stocks	-	4
(Increase)/Decrease in debtors	(78)	13
Increase/(Decrease) in creditors	84	(67)
Net cash used in operating activities	(215)	(126)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CRANSLEY HOSPICE TRUST

Opinion

We have audited the financial statements of Cransley Hospice Trust for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations that were most significant included FRS 102, Charities Act 2011, and Health and Safety regulations. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override on controls), and determined that the principal risks were related to the posting of inappropriate accounting entries to improve the charity's results for the period, and management bias in key accounting estimates. In addition to this, we have also identified the following principal risk areas:

- Revenue recognition – there are two components to this risk, being revenue completeness and revenue cut-off;
- Going concern – an area that requires enhanced scrutiny in the context of the challenging economic conditions caused by the COVID-19 pandemic;
- Grant expenditure – there is a risk that grants made close to the period-end could be included within the incorrect period;
- Portfolio valuation – there is a risk that the carrying value of the investment portfolio could be misstated due to changes in market values of shares.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustees' meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Robustly challenging the Trustees' assessment of going concern;
- Reviewing the grant expenditure close to the period-end to gain assurance that expenditure is included in the period to which it relates;
- Reviewing the valuation of investment portfolios at the year-end, and comparing share values to market values available on that date, to ensure values are recognised as appropriate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



David Owens
Senior Statutory Auditor
for and on behalf of: Hawsons Chartered Accountants, Statutory Auditor
Jubilee House
32 Duncan Close
Moulton Park
Northampton
NN3 6WL

15 December 2022

CRANSLEY HOSPICE TRUST
ANNUAL REPORT
AND
ACCOUNTS

FOR THE YEAR ENDED
31 MARCH 2022

Registered Company No 08102611

Registered Charity Number 1151018

Annual Report and Accounts for the year ended 31 March 2022

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Foreword by the Chairman of Trustees of the Cransley Hospice Trust

It is a tribute to our supporters, staff and volunteers of Cransley Hospice Trust that, even as the pandemic still affected all our lives, so many people in North Northamptonshire continued to support our fundraising activities, enabling us to grow our income again in 2021-22 to just over £1M.

I would, once again, like to pay tribute to the amazing dedication and flexibility of the entire CHT community who displayed such resilience and resourcefulness in so many ways during the year. Although 2022 has thankfully seen the world start to emerge from the pandemic, its impact in 2021 remained significant and many of our events remained 'virtual'. Of course, it has also been the case that many of the crucial end-of-life care services that we fund were also subject to restrictions relating to managing COVID-19 well into 2022.

In a change to the format of our annual report I am pleased that we are able to include some specific information about the performance of end-of-life care services in Northamptonshire. I am sure you will join with me in expressing our appreciation for the dedication of all those who have supported patients, carers and families during the year across all of our care settings.

Halfway through the year our Chief Executive, Peter Kelby, decided to retire. His contribution to developing Cransley Hospice Trust has been well documented over the years in previous Annual Reports and it only remains for me to thank him on behalf of all those involved in the Trust and wish him the very best for the future.

We were delighted to recruit a new Chief Executive, Philip Talbot, who joined us in October and began the task of helping us move forward in the next phase of our ambition to grow the Trust.

The challenge of the Cransley Hospice inpatient site continued to be a key focus during the year and we worked hard with Northamptonshire Health Foundation (NHS) Trust (NHFT) to develop a preferred option for both organisations to pursue. This work has continued throughout the summer and an extension to the lease on the current Pipers Hill Road location has been provisionally agreed, and further plans are now being explored to develop the facilities on the site.

The security of the 'in house' facility was a priority for the Board's strategy, however the Board also continued to review the strategy and set a number of objectives which are outlined in detail later in the report. With stronger strategic clarity and alignment, CHT will continue to grow and increase its contribution over the coming 4 years and beyond.

Looking forward, the Trust is engaging with the development of a new strategy for end-of-life care in partnership with all the providers and commissioners. As part of this development and partnership we have specifically been developing a proposed 24/7 Single Point of Access service which we hope to have commissioned in 2023. This service will offer patients, families and carers better access to end of life support services.

We will also be celebrating the 25th anniversary of the opening of Cransley Hospice. We are planning a series of events to mark the occasion and we hope you will be able to continue to support us throughout the year.

In closing, I thank my fellow Trustees for their time and expertise and our staff and volunteers for their hard work and dedication to our cause. Most of all I would like to thank our supporters for their magnificent efforts in helping us achieve our fundraising goals.

Paul Humphrey, Chair

Who We Are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to enhance end of life care in North Northamptonshire. This care is based around the 'in house' services provided by Cransley Hospice and is managed and operated by Northamptonshire Healthcare NHS Foundation Trust (NHFT). End of life services provide care for patients with life limiting illnesses including Hospice at Home which supports patients who would prefer to remain at home in the last weeks and days of life; Palliative Lymphoedema support; Outpatient support; and a Bereavement support service.

CHT works in partnership with Cynthia Spencer Hospice Charity (CSHC) in Northampton, providing similar services for West Northamptonshire.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of patients as well as the staff who look after them in Cransley Hospice and within the local community.

Income is generated from several sources including community and corporate fundraising, legacies, trusts and foundation giving, individual giving, and Gift Aid.

The Trust is registered as a general-purpose charity under registration number 1151018.
The Trust is also a Company Limited by Guarantee (Registration No 08102611).

What We Aim to Do:

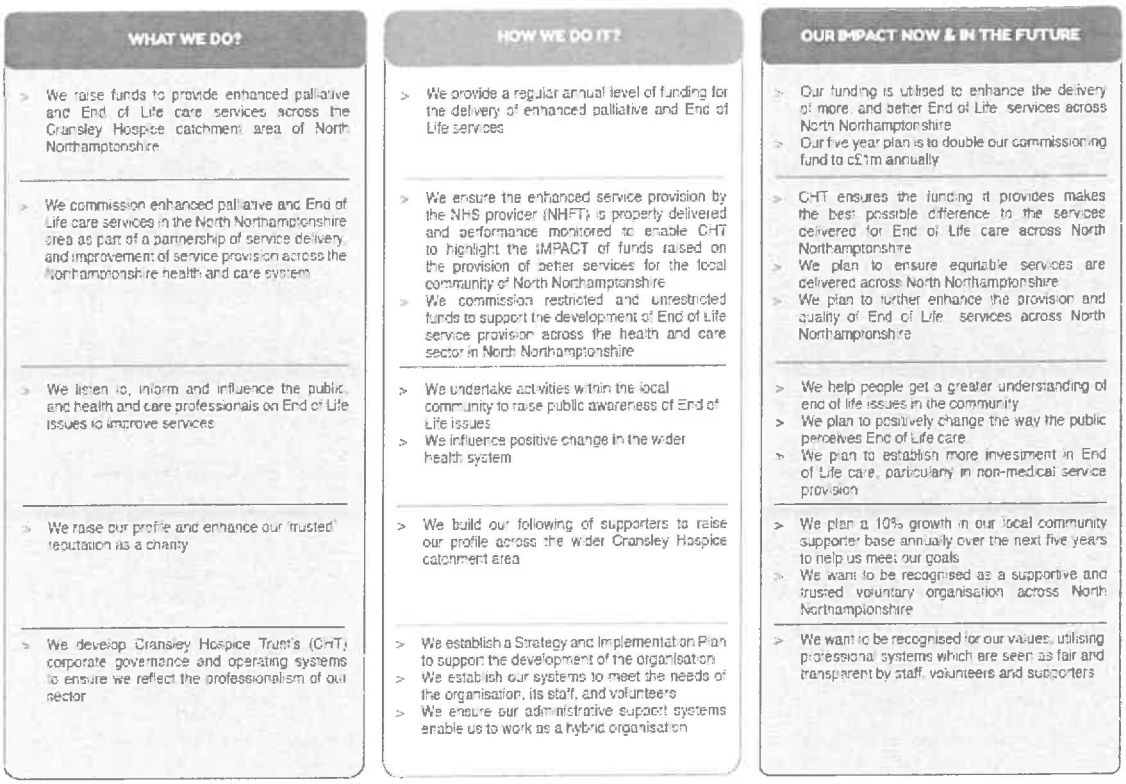
Our Primary Aim
In 2021-22, following a review of the impact of COVID-19 on our community, and the predicted changes to the Health and Care Act, CHT revised its main aim (object) with a view to better reflecting the role it plays in supporting the needs of people in end of life situations in the local community. It now states that CHT's main purpose is to commission services:

'For the care of patients in Cransley Hospice and the community who require palliation and end of life care'.

CHT interprets the community to be those living in and around North Northamptonshire who can benefit from a range of end-of-life care services.

Our Objectives

CHT also revised its annual objectives during 2021-22, developing further clarity on what we do, why we do it and the impact we wish to have. These are:



WHAT WE DO?	HOW WE DO IT?	OUR IMPACT NOW & IN THE FUTURE
> We raise funds to provide enhanced palliative and End of Life care services across the Cransley Hospice catchment area of North Northamptonshire	> We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services	> Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire > Our five year plan is to double our commissioning fund to c£1m annually
> We commission enhanced palliative and End of Life care services in the North Northamptonshire area as part of a partnership of service delivery, and improvement of service provision across the Northamptonshire health and care system	> We ensure the enhanced service provision by the NHS provider (NHFT) is properly delivered and performance monitored to enable CHT to highlight the IMPACT of funds raised on the provision of better services for the local community of North Northamptonshire > We commission restricted and unrestricted funds to support the development of End of Life service provision across the health and care sector in North Northamptonshire	> CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire > We plan to ensure equitable services are delivered across North Northamptonshire > We plan to further enhance the provision and quality of End of Life services across North Northamptonshire
> We listen to, inform and influence the public and health and care professionals on End of Life issues to improve services	> We undertake activities within the local community to raise public awareness of End of Life issues > We influence positive change in the wider health system	> We help people get a greater understanding of end of life issues in the community > We plan to positively change the way the public perceives End of Life care > We plan to establish more investment in End of Life care, particularly in non-medical service provision
> We raise our profile and enhance our 'trusted' reputation as a charity	> We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area	> We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals > We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire
> We develop Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector	> We establish a Strategy and Implementation Plan to support the development of the organisation > We establish our systems to meet the needs of the organisation, its staff, and volunteers > We ensure our administrative support systems enable us to work as a hybrid organisation	> We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters

How we invest the funds

The income we generate is used to support the hospice and associated services in the community for the provision of specialist care to patients with complex needs, supporting patients in their chosen place of care at the end of life, be it in the hospice or the patient's home.

We do this in partnership with the local NHS commissioning body known as the Integrated Care Board (ICB) and Cynthia Spencer Hospice Charity, enabling there to be an integrated approach across both unitary local authorities in Northamptonshire (North and West).

Where the support is given is identified by the demand of patients and planned through the development of a longer-term strategy to support patients as locally as possible to their homes.

Having identified what services are required, we collectively 'commission' providers across the county to deliver those services.

The delivery is tracked by monitoring both the provision of the services (quantitative analysis) and the quality of the care and patient outcomes (qualitative analysis).

People are at the heart of everything we do at CHT. This extends beyond the wellbeing of patients and their families to the hospice team and the fundraising office staff. Our volunteers are also a pivotal part of the CHT team. They support the work of the Hospice, the running of the Charity and are essential to the success of our fundraising initiatives. Without them we could not achieve our aims.

In setting plans for the year, the Trustees gave consideration to the Charity Commission's general guidance on public benefit and, in particular, to the public benefit of providing support for the relief of ill-health.

Performance and Achievements

The impact of COVID-19 has continued to challenge the sector throughout the year, and we have seen a curtailment or continued adaption of a number of programmes as a fundraising organisation.

Whilst this has been frustrating for our fundraiser supporters and our own fundraising activities, it is a credit to all concerned that we recorded a significant increase in fundraising by the end of the year, achieving just over £1m income (excluding bank interest and investment income).

The team continued to innovate and adapt to the ever changing social and economic landscape finding new ways of fundraising and working.

Our charity shop re-opened after closure during the COVID lockdown and demand increased steadily throughout the year. Following a review of our coffee shop provision we converted the shop into a 'new look', designer led outlet and 'Curated by Cransley' was introduced.

We also took the first tentative steps into e-commerce with an online shopping function enabling people from a wider community to support us.

Our legacy income is notoriously difficult to predict however we maintained a level of income from legacies in line with the previous year but below our target expectations.

Our legacy marketing programme will highlight the importance of these gifts and provide easy ways for our supporters to leave a gift in their will to Cransley Hospice Trust.

In the first half of the financial year, our events programme was again affected, we were able to make both Cycle for Cransley and our annual Tree of Lights remembrance events virtual. We began a gradual return to staging events in September with the new Starlight Walk staged at Boughton Hall with the kind permission of the Duke of Buccleuch. Its success encouraged us to gradually return our full events programme by 2022-23.

Our lottery income continued to perform well during the year with income up from 2020/21. Our lottery provider Your Hospice Lottery (YHL), continued telephone fundraising due to restrictions imposed by the pandemic, this work is undertaken by a third party. We work closely with YHL to ensure that all legal requirements are met along with training for any staff undertaking calls on our behalf.

Regular giving remained stable during the year and we are enormously grateful for this continued and valuable support.

During 2021/22 we began to implement our revised fundraising strategy and structure.

We continued to invest in our online activity throughout the year. We made further investments in our website and digital marketing channels.

Our focus on community engagement and supporter experience resulted in a robust return on our investment. We are hugely grateful to our local community of individuals and businesses who continue to provide invaluable support through their continued fundraising efforts in addition to volunteering their time and expertise, sponsorship of events and gifts in kind. Our successful Christmas tree recycling project was a great example of how our business and local communities came together over a weekend providing support with equipment and planning, volunteering their time and the generation of income from the collection of trees.

Gift Aid remains a valuable additional source of income and we continue to encourage our supporters to sign up where appropriate.

Marketing

The investment in the Digital Co-ordinator has provided us with a significant growth in our ability to market our fundraising portfolio and the Cransley profile.

An additional impact has been to enable us to inform our communities of wider end of life issues.

Successful programmes included patient and family case studies to support our fundraising activities, most notably the Tree of Lights – Kyle's Story - shared by his wife Gemma Devlin, and the Memory Box project, supported by our partner health professionals, which supports families to open difficult conversations with their children, helping them to remember their special person and to be involved and included in saying their goodbyes.

Our social media channels grew over the last year with Facebook page reach up 33.5%, Instagram audience growth up 55%, LinkedIn audience growth up 39%, and Twitter audience growth up 21%, on the previous year. We will continue to develop our social media channels for marketing and engagement activity and respond to new and emerging trends.

Our Impact with End of Life Services

The following diagrams illustrate the environment in which Cransley Hospice Trust works and provides an overview of the engagement impact our funds have in supporting End of Life Services across North Northamptonshire.

Risk Management

Following the experiences of managing our way through COVID-19, the Board has introduced more robust risk management processes. Corporate and operational risks were reviewed and are now part of the regular agenda at board and senior management meetings.

It is worth noting that whilst for most people, COVID-19 has become an 'experience of the past', it still affects performance within the hospice as NHS safety regulations have limited the number of bed occupancies and NHS sickness due to COVID-19 continues to affect delivery. This has had an impact on our investment returns across the end-of-life service programme.

In addition, hospices were used in the year to alleviate some continued demands on the wider system, and this was recognised by NHS England who were able to compensate us for the use of the facilities to support wider needs. This amounted to a £71,000 contribution for the period of January 2022 to the end of March 2022.

The impact of COVID-19 was most vividly illustrated by the significant investment the Board decided to make from reserves at the end of the year. Just over £130,000 was allocated from reserves to meet the investment made in the current end of life services programme. This was managed carefully throughout the year by the Board to ensure both CHT remained financially sound, and that service provision was not affected by funding challenges.

Service Development and our Future Plans

Cransley Hospice provides specialist care to patients and their families who have complex care needs because of a life limiting illness. Care is provided both within the hospice and to patients within their own homes by the Community Team which works in the community. The services provided through Cransley Hospice are funded through a combination of NHS and charitable monies.

The Board has developed a five-year plan with the aim of growing income to enable further investment in services for the people of North Northamptonshire.

Our strategy includes increasing the range of patients able to access hospice care and to develop the care available to patients in their own homes.

The Board has also undertaken a comprehensive review of our service provider contractual arrangements and is establishing a new approach to commissioning services which supports the development of services and enables more effective monitoring of the contracts. This ensures that by achieving our fundraising targets and controlling our costs, we will be able to provide our partners with the required income to develop services.

We aim to maintain a level of charitable funding for the palliative care service relating to Cransley Hospice, this will enable Northamptonshire Healthcare (NHS) Foundation Trust to deliver its contractual obligations. Our additional investment will also enable the wider delivery of better End of Life services across North Northamptonshire.

The need for a refreshed strategy for end-of-life care across Northamptonshire has increased. It is clear that inequality of access to some services exists across North Northamptonshire. We see the provision of services in an appropriate local place to be a key local outcome for patients, their families and carers. We are actively engaged in planning the development of facilities and services across North Northamptonshire with a view to ensuring the community is properly supported at a critical time in their lives.

As part of this development programme, we were fortunate enough to secure funding at the end of the year to support the development of a 24/7 Single Point of Access service. This is now in the development stage with plans for it to be commissioned sometime in 2023 in conjunction with the new strategy development.

Trustee's Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2022.

Full Name of Charity:	Cransley Hospice Trust
Registration Charity Number:	1151018
Company No	08102611
The principal office is at:	St Mary's Hospital 77 London Road Kettering Northants NN15 7PW
Directors & Trustees:	Rev Dr J S Smith Mr. Daniel Freeland Mr. Andrew Attfield Mr. Christopher Turner Mrs. D Mukhtar Ms. M Estop-Green (Vice Chair) Mr P Humphrey (Chair)
Chief Executive Officer	Mr. P J Kelby (until1/10/21) Mr Philip Talbot (from 11/10/21)

The advisors used by the Charity during the year ended 31 March 2022 were:

Bankers	Lloyds Bank 2 George Row Northampton NN1 1DJ
Auditors	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL

Structure, Governance and Management

Cransley Hospice Trust is governed by a board of Trustees/Directors. Its Articles of Association and Memorandum of Association were signed and dated on 12 June 2012. During the year, the Trustees made two minor amendments to the M&As, clarifying the Object more clearly and clarifying the role of a Trustee as a member of the organisation.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all of its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.

The main Board monitors the integrity of the annual financial statements of the Trust and reviews the significant financial reporting issues and judgements which they contain.

Newly appointed Trustees are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship and the current market environment in which the charity operates. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test

In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management

The major risks to which the Charity is exposed have been identified and considered.
These are included in a formal risk register and reviewed at each Board meeting and will include reference to mitigating actions.

Income and expenditure is being monitored monthly and is compared with the approved budget to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

Our Fundraising Practises

Our Approach to Fundraising

We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice.

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organises fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by a large number of volunteers. The roles undertaken include helping raise the profile of the charity in the local community; supporting on community-led fundraising activities; various duties in our shop; helping with administration duties in our office; and collecting and counting the cash donated from the community. All of these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continue to work with Your Hospice Lottery (operated by St Helena Hospice) who are experts in their field and an experienced and professional team. They adhere to codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. We use professional fundraisers as part of our contract with 'Your Hospice Lottery'. These fundraisers are employed by Your Hospice Lottery but work on our behalf to promote the lottery. We are assured via Your Hospice Lottery that their fundraisers are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising Practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection Regulation (GDPR). All personal data is kept securely, and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact). We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department and we ensure that it is not unreasonably intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We do occasionally work on the basis of legitimate interest when communicating with supporters this only applies to our annual in memory Tree of Lights event, this communication also contains clear instructions on how a supporter can be removed from this mailing list completely.

Complaints received from supporters

As part of our obligations under the Fundraising Regulator's code, we should highlight any complaints in our Annual Report. We have received no complaints with regard to our fundraising activities during the year.

Reserves Policy

Cransley Hospice Trust is primarily a fundraising charity relying primarily on the generosity of our donors.
In order to be able to ensure that the charity's support to hospice services in North Northamptonshire is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees current aim is to maintain free reserves of 1 year's total expenditure.

At present, total unrestricted reserves are £1.51m. Of this, £986,000 has been designated for the potential reprovisioning of the hospice. Free reserves are therefore £0.53m, which represents approximately 6 months' worth of expenditure at current levels.

This is below the target set out in the policy. The charity continued to be affected by the consequences of the pandemic during 2021-22, however decided to use reserves to maintain the service provision for patients. It is in the process of rebuilding its fundraising income as the impact of the pandemic reduces, and starting to diversify income sources, and so is likely to run at a lower reserves level in the short to medium term. A 5-year plan has been agreed, that should see the charity have ability to rebuild reserves from the financial year ending March 2024. During that period, the charity's resilience and ability to maintain grant-giving in response to financial shocks is potentially lowered.

The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services. This should be strengthened by the proposed new contract arrangements with NHFT in 2022-23.

The Board also recognises that the new approach being taken to the reprovision of Cransley Hospice may enable them to revise their Reserves Policy and they will be reviewing this during 2022-23.

Partnership Working and Networks

Palliative care patients in the North of Northamptonshire are the main beneficiary of the charity. The delivery of Palliative and End of Life services is undertaken by a complex network of organisations. Most of our commissioning is undertaken by Northamptonshire Healthcare NHS Foundation Trust (NHFT), which is the largest single provider having responsibility for the 'in house' hospice facility (Cransley Hospice) and the Hospice at Home service. We continue to develop positive working relations with NHFT. The advent of the 'Integrated Care System' (ICS) in Northamptonshire (replacing the CCGs), has led us to develop a partnership with the local ICS. The realisation that a co-ordinated approach to commissioning is important for all our patients has also led to an initiative to develop a new strategy for end-of-life care for the county. It is expected this will be completed in 2023.

Partnerships are very important to the Charity. During 2022 we recognised the need to work more closely with Cynthia Spencer Hospice Charity who provide similar services in West Northamptonshire. This included the 24/7 Single Point of Access programme; and work on developing a formal contract with NHFT. They are also our partners in the ICS engagement. We are also grateful to them for leading on the development of the Wellbeing service based in Northampton but enabling patients from North Northamptonshire to attend.

Throughout the year partnerships have been formed with members of the corporate sector, the local community and membership organisations as well as individuals.

Investment Policy

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low risk approach to the investments.

As a health charity, we do not invest in companies whose primary activity is tobacco related.

Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 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 Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping 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.

Signed on behalf of the trustees by:



Name: **Paul Humphrey**
Chair

Date: 12/12/22

Cransley Hospice Trust Statement of Financial Activities (including income and expenditure account) For the year ended 31 March 2022

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2022 Funds £000's	Total 31 March 2021 Funds £000's
INCOME:						
Donations & Legacies:	3					
Donations		294	-	89	383	302
Legacies		111	-	-	111	138
Other trading activities	4	512	-	-	512	346
Income from investments	13	37	-	-	37	34
Income from grants receivable	16	80	-	-	80	78
Total income and endowments		1,034	-	89	1,123	898
EXPENDITURE:						
Expenditure on Raising funds	5	621	-	-	621	510
Expenditure on charitable activities:	7					
Medical Equipment purchase		-	-	-	-	2
Core service funding		542	-	-	542	316
Charity enhancement of hospice care		116	7	5	128	99
Governance costs	6	18	-	-	18	17
Total expenditure		1,297	7	5	1,309	944
Net expenditure before losses on investments		(263)	(7)	84	(186)	(46)
Net gains on investments	12	56	-	-	56	114
Net movement in funds for the year		(207)	(7)	84	(130)	68
Reconciliation of funds: **Total Funds b/f at 31 March 21**		736	993	11	1,740	1,672
Total Funds c/f at 31 March 22		529	986	95	1,610	1,740

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Cransley Hospice Trust Balance Sheet
(Company number 08102611)
As at 31 March 2022

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2022 Funds £000's	Total 31 March 2021 Funds £000's
Fixed assets:						
Tangible fixed assets	11	-	-	-	-	2
Investments	12	-	817	-	817	761
Total fixed assets		-	817	-	817	763
Current assets:						
Stock		2	-	-	2	2
Debtors and prepayments	14	122	-	-	122	44
Cash at bank and in hand	14	538	169	95	802	980
Total current assets		662	169	95	926	1,026
Liabilities Creditors: Amounts falling due within one year	15	133	-	-	133	49
Net current assets		529	169	95	793	977
Total assets less current liabilities		529	986	95	1,610	1,740
Funds of the Charity:						
Unrestricted Income Funds	17	529	-	-	529	736
Restricted Income Funds	17	-	-	95	95	11
Designated Income Funds	17	-	986	-	986	993
Total charity funds		529	986	95	1,610	1,740

The notes at pages 19 to 28 form part of these accounts

The financial statements were approved by the trustees and signed on their behalf by:

Paul Humphrey
Charity Chair

12 December 2022

Cransley Hospice Trust Statement of Cash Flows
For the year ended 31 March 2022

	Note	Total 31 March 2022 Funds £000's	Total 31 March 2021 Funds £000's
Cash flows from operating activities:			
Net cash used in operating activities	18	(215)	(126)
Cash flows from investing activities:			
Dividends from investments	13	37	34
Net cash provided by investing activities		37	34
Change in cash and cash equivalents in the reporting period		(178)	(92)
Cash and cash equivalents at the beginning of the reporting period		980	1,072
Cash and cash equivalents at the end of the reporting period	14	802	980

Notes on the accounts

1. Summary of significant accounting policies and key accounting estimates

(a) General information and basis of preparation

The charity is a company limited by guarantee incorporated in England within the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 11 of these financial statements.

Cransley Hospice Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared on a going concern basis under the historic cost convention, with the exception of any investments which are included at market value. The financial statements are presented in sterling, which is the functional currency of the charity and rounded to the nearest £1,000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds structure

Restricted funds and designated funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted income funds comprise those funds which the Trustee is free to use for any purpose in furtherance of the charitable objects of the identified special purpose fund. Unrestricted funds include designated funds, where the donor has made known their non-binding wishes or where the trustees, at their discretion, have created a fund for a specific purpose.

(c) Income

Income is recognised once the charity has entitlement to the resources, it is probable that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability.

(d) Income from legacies
Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once confirmation has been received from the representatives of the estate(s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

(e) Government grants
Grants that do not impose specified future performance-related conditions are recognised in income when the grant proceeds are received or receivable. Grants that impose specific future performance-related conditions are recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

(f) Expenditure
Expenditure is recognised when a liability is incurred. Grant commitments are recognised when a constructive obligation arises that result in payment being unavoidable.

Contractual arrangements are recognised as goods or services supplied.

(g) Irrecoverable VAT
Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

(h) Allocation of overhead and support costs
Overhead and support costs have been allocated directly or apportioned on an appropriate basis (refer to note 6) between Charitable Activities and Governance Costs. Once allocation and/ or apportionment of overhead and support costs has been made between Charitable Activities and Governance Costs, the cost attributable to Charitable Activities is apportioned across those activities in proportion to total spend.

(i) Expenditure on raising funds
Expenditure of raising funds relate to expenses incurred to support fund raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

(j) Expenditure on charitable activities
Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 6.

(k) Governance costs
Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

(l)Tangible fixed assets
Individual fixed assets costing £2,000 or more with a useful life of over 18 months are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis as follows:

Asset class	Depreciation rate
Plant and machinery	33%

(m) Fixed asset investments
Any investments are stated at market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

(n) Net gains and losses
All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later).
Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

(o) Pensions
One member of staff at the Charity is currently employed by Northamptonshire Healthcare NHS Foundation Trust with their full costs recharged to the Charity. Under this arrangement the Charity's staff are entitled to join the NHS Pensions Scheme. The Scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable participating bodies to identify their share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme: the cost to the charity of participating in the Scheme is taken as equal to the contributions payable to the Scheme for the accounting period.

The Scheme is a "final salary" scheme. Annual pensions are normally based on 1/80 of the best of the last 3 years pensionable pay for each year of service. A lump sum normally equivalent to 3 years pension is payable on retirement. Annual increases are applied to pension payments at rates defined by the Pensions (Increase) Act 1971, and are based on changes in retail prices in the twelve months ending 30 September in the previous calendar year. On death, a pension of 50% of the member's pension is normally payable to the surviving spouse.

The Scheme is subject to a full actuarial valuation every four years, and a FRS102 accounting valuation every year. The conclusion from the 2012 valuation was that the Scheme had accumulated a notional deficit of £10.3

billion against the notional assets as at 31 March 2012. However, after taking into account the changes in the benefit and contribution structure effective from 1 April 2015, the Scheme actuary reported that employer contributions could continue at the existing rate of 14.3% of pensionable pay.

The valuation of scheme liability in accordance with FRS102 is carried out annually by the Scheme Actuary. The latest assessment of the liabilities of the Scheme are contained in the Scheme Actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Resource Account, published annually. These accounts can be viewed on the NHS Pensions website.

The Charity also operates a defined contribution pension scheme. Premiums payable to the scheme are charged to the SOFA in the period to which they relate.

(p) Operating leases
Rentals applicable to operating leases are charged to the SOFA over the period in which the costs are incurred.

2. Related party transactions

There were no related party transactions to note during the year.

3. Analysis of income from donations and legacies

	31 March 22 £000's	31 March 21 £000's
Donations over £5k	351	215
Other donations	42	87
Legacies	111	138
Total	494	440

4. Other trading activities

	31 March 2022 £000's	31 March 2021 £000's
Events income	261	142
Shop sales	89	33
Lottery	162	171
Total	512	346

5. Expenditure on raising funds

(Relates to notes 3 and 4 combined)

	31 March 2022	31 March 2021
	£000's	£000's
Fundraising direct expenditure	59	33
Shop running costs	50	36
Coffee shop running costs	33	58
Salaries	399	341
Apportioned overheads (note 6)	65	42
Legacy costs	4	-
Community FR costs	11	-
Total	621	510

6. Analysis and allocation of support costs and overheads

Total support and overhead costs of the charity excluding fundraising was £68,000. An allocation and apportionment of overhead and support costs has been made to Governance Costs as outlined below and the balance has been apportioned across Expenditure on Raising funds in proportion to actual direct outlay.

Support cost analysis	31 March 2022 Total	Allocated to Governance	Residual for apportionment
	£000's	£000's	£000's
Support staff costs	13	13	-
External Audit fees	5	5	-
Professional fees & services	-	-	-
Office costs	63	-	63
Bank charges	2	-	2
Total	83	18	65

7. Expenditure on charitable activities

The charity's direct expenditure in the year supported the following activities.

	Unrestricted expenditure	Designated expenditure	Restricted expenditure	Total
	£000's	£000's	£000's	£000's
Grant Activity				
Medical Equipment purchase	-	-	-	-
Core service funding	542	-	-	542
Charity enhancement of hospice care	116	7	5	103
	658	7	5	645

8. Analysis of grants

The grants highlighted in note 7 were made to Northamptonshire Healthcare Foundation Trust. The charity does not make grants to individuals.

9. Analysis of staff costs

	31 March 2022 Total £000	31 March 2021 Total £000
Salaries and wages	393	412
Social security costs	30	25
Other pension costs	14	13
Total	437	450

Staff costs are allocated between the various categories of expenditure as follows:

	31 March 2022 Total £000	31 March 2021 Total £000
E Comm/coffee shop running costs	12	38
Shop running costs	29	24
Charity enhancement of hospice care (unrestricted)	-	35
Expenditure on raising funds	396	343
Governance costs	-	10
Total	437	450

The average number of full-time equivalent staff during the year was 13 (2021: 15) with all staff time involved in providing fundraising and support services for charitable activities.

No staff member had an emolument in excess of £ 60,000 (2021: None).

The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

The key management personnel of the charity comprise the Chief Executive Officer. The total employee benefits of the key management personnel of the Trust were £43,838 (2021: £44,346).

10. Auditor's remuneration

The auditor's remuneration of £4,545 (2021: £4,875) relates to the audit fee and preparation of the charity's statutory accounts.

11. Tangible fixed assets

	Plant and Machinery £000
Cost	
At 1st April 2021	16
Additions	-
At 31st March 2022	16
Depreciation	
At 1st April 2021	14
Charge for the year	2
At 31st March 2022	16
Net Book Value	
At 31st March 2022	-
At 31st March 2021	2

12. Fixed asset investments

	As at 31 March 22 £000	As at 31 March 21 £000
Market value brought forward	761	647
Net gain on revaluation	56	114
Market value carried forward	817	761

Holdings which individually represent in excess of 4% of the total Investments are as follows:-

Investments in a Common Investment Fund		
M&G Charibond	213	199
M&G Charifund	190	198
Schroders Equity Income Trust for Charities A Income Units	414	364

13. Total Gross income from investments and cash on deposit

£36,766 of investment income was received during the financial year (2021: £34,219).

14. Analysis of current assets

Debtors under 1 year

	As at 31 March 22 £000's	As at 31 March 21 £000's
Other debtors	109	36
Prepayments	13	8
	122	44

There are no long-term debtors

Analysis of cash at bank

	As at 31 March 22 £000's	As at 31 March 21 £000's
Bank balance held in Lloyds current account	49	50
Savings account	753	930
	802	980

15. Analysis of current liabilities and long-term creditors

	As at 31 March 22 £000	As at 31 March 21 £000
Trade Creditors	91	-
Accruals	33	46
Other Creditors	9	3
	133	49

There are no long-term creditors.

16. Income from grants receivable

	As at 31 March 22 £000	As at 31 March 21 £000
Covid-19 Retail Support Grant	2	40
Covid-19 Job Retention Scheme	7	38
NHFT hospice grant	71	-
	80	78

16. Analysis of movements and purpose of main funds by category

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2022.

	Balance at 31st March 2021 £000's	Income £000's	Expenditure £000's	Gains/ (Losses) on investments £000's	Transfers £000's	Balance at 31st March 2022 £000's
Unrestricted Funds						
General Fund	736	1,034	(1,297)	56	-	529
Total	**736**	**1,034**	**(1,297)**	**56**	**-**	**529**
Designated Funds						
Nurses Fund	2	-	-	-	-	2
Reprovisions – New building	991	-	(7)	-	-	984
Total	**993**	**-**	**(7)**	**-**	**-**	**986**
Restricted Funds						
New build fund	-	-	-	-	-	-
Equipment fund	-	-	-	-	-	-
Hospice at Home	11	89	(5)	-	-	95
Total	**11**	**89**	**(5)**	**-**	**-**	**95**
Total for Cransley Funds	**1,740**	**1,123**	**(1,309)**	**56**	**-**	**1,610**

Purpose of large funds

Cransley General Fund — Available to support the work of the Cransley Hospice

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2022.

Designated Fund

A designated fund has been set aside out of unrestricted funds by the trustees representing monies that are held on behalf of the nurses to pay for services on site.

A designated fund was set up out of general funds representing monies that are held specifically for the development and search of a new hospice site.

Restricted Fund

The new build fund relates to funds specifically held for the development and search for a new hospice site.

17. Analysis of the charity's net assets between funds

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2022				
Tangible fixed assets	-	-	-	-
Investments	-	817	-	817
Net current assets	529	169	95	793
	529	986	95	1,544

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2021				
Tangible fixed assets	2	-	-	2
Investments	-	761	-	761
Net current assets	734	232	11	977
	736	993	11	1,740

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

	As at 31 March 22 £000's	As at 31 March 21 £000's
Net movements in funds	(130)	68
(Gains) on investments	(56)	(114)
Dividends from investments	(37)	(34)
Depreciation	2	4
Decrease in stocks	-	4
(Increase)/Decrease in debtors	(78)	13
Increase/(Decrease) in creditors	84	(67)
Net cash used in operating activities	(215)	(126)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CRANSLEY HOSPICE TRUST

Opinion

We have audited the financial statements of Cransley Hospice Trust for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- 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 the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations that were most significant included FRS 102, Charities Act 2011, and Health and Safety regulations. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override on controls), and determined that the principal risks were related to the posting of inappropriate accounting entries to improve the charity's results for the period, and management bias in key accounting estimates. In addition to this, we have also identified the following principal risk areas:

- Revenue recognition – there are two components to this risk, being revenue completeness and revenue cut-off;
- Going concern – an area that requires enhanced scrutiny in the context of the challenging economic conditions caused by the COVID-19 pandemic;
- Grant expenditure – there is a risk that grants made close to the period-end could be included within the incorrect period;
- Portfolio valuation – there is a risk that the carrying value of the investment portfolio could be misstated due to changes in market values of shares.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustees' meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Robustly challenging the Trustees' assessment of going concern;
- Reviewing the grant expenditure close to the period-end to gain assurance that expenditure is included in the period to which it relates;
- Reviewing the valuation of investment portfolios at the year-end, and comparing share values to market values available on that date, to ensure values are recognised as appropriate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



David Owens
Senior Statutory Auditor
for and on behalf of: Hawsons Chartered Accountants, Statutory Auditor
Jubilee House
32 Duncan Close
Moulton Park
Northampton
NN3 6WL

15 December 2022

CRANSLEY HOSPICE TRUST

England & Wales - Charity number 1151018

Accounts

CRANSLEY HOSPICE TRUST
ANNUAL REPORT
AND
ACCOUNTS

FOR THE YEAR ENDED
31 MARCH 2021

Cransley Hospice Trust

Registered Charity No. 1151018

Registered Company No 08102611

Annual Report and Accounts for the year ended 31 March 2021

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Foreword by the Chairman of Trustees of the Cransley Hospice Trust

Cransley Hospice Trust (CHT) remains as passionate as ever about high-quality hospice and end of life care being available to all. It is the driving force behind our continued work as an independent charity in raising funds to support and develop the delivery of these services for our local community in North Northamptonshire.

The year ending 31 March 2021 was, of course, significantly challenging from the outset as the Covid-19 pandemic tightened its grip upon us all and the resulting lockdown measures impacted our operations and activities. I would like to start by paying tribute to the amazing dedication and flexibility of the entire CHT community who displayed such resilience and resourcefulness in so many ways during the year. With a seemingly endless list of new challenges suddenly brought about by the pandemic, I was particularly struck by the way in which our team continued to draw on their deep well of innovative spirit. The online Tree of Lights service in December and our virtual cycle and walking events were particularly strong examples.

The significant negative impact of the pandemic on the 'third sector' has been well publicised - on average, fundraising income in the UK over the past year has reduced by approx. 40%. It is therefore a testament to all concerned that this report highlights CHT's fundraising at 34% less than the prior year. Clearly the impact will continue to be felt for some time yet, however, CHT has already set ambitious plans for post-pandemic recovery and a return to continued strong growth over the years ahead.

Perhaps the most visible service to which we contribute is the Cransley Hospice Inpatient Unit in Kettering (managed and provided by Northamptonshire Healthcare NHS Foundation Trust) which last year saw over 140 admissions during the year, lower than usual due to COVID-19. I also make a special additional mention to the staff and team at the Hospice who, in the height of the pandemic, so selflessly also joined with their wider NHS colleagues in support of the wider pandemic.

CHT has continued to contribute to the provision of other services within North Northamptonshire such as the "Hospice at Home" programme that sees therapists and nurses providing much needed hospice care and support within people's homes. Care support services such as chaplaincy were also supported by CHT.

It was with great sadness that we had to say goodbye to our coffee shop in Kettering town centre after more than 10 years of providing not just sustenance, but also comfort and friendship, for so many. I take this opportunity to repeat our recognition and thanks to the coffee shop staff and volunteers for their loyalty and passion.

Towards the end of the year, the Board of Trustees and Executive Officer dedicated specific time in reviewing and resetting the strategy for the next exciting phase of CHT's development. With stronger strategic clarity and alignment, CHT will deliver not just a post-pandemic recovery but also a continued growth and increased contribution over the coming 5 years and beyond.

At CHT, we continually challenge ourselves and our service providing partners to ensure that we extract the best benefit from each pound raised for the people of North Northamptonshire. It is therefore very pleasing that that we have been able to achieve a renewed level of engagement on this topic with our key partner. I would like to specifically

thank the Senior Executives and Chair at NHFT for their time in recent months which I am sure has been an extremely scarce resource.

CHT has now also completed its background work mentioned in the previous annual report on the identification of potential options and funding for possibly a new Cransley Hospice location within North Northamptonshire. It has been pleasing to see this work shared with the NHS at a senior level and engagement on the topic now receiving a renewed energy and sense of urgency.

Looking forward, the Trust and the Team are planning for a challenging but exciting year ahead with the reintroduction of some physical events, following the restrictions imposed as a result of the Covid virus.

This being my first Annual Report as Chair, on behalf of the Board, I would like to take this opportunity of reiterating our thanks to Maureen Gaskill who stepped down as Chair and from the Board after five years of dedicated service. I also extend the same to Richard Aveling and Laura Allanson who stepped down from the Board as Trustees during the year.

In closing, I thank my fellow Trustees for their time and expertise and our dedicated staff and volunteers, led by our Chief Executive, Peter Kelby and his management team.

Paul Humphrey

Chair

Incredible Mum of two, Gemma bravely completed a skydive for Cransley Hospice in memory of her beloved husband Kyle.

Gemma heartbreakingly shared with us that although she had been terrified to jump, nothing was scarier than life without Kyle, and she wanted to do something special in his honour and to thank the incredible team at Cransley Hospice for making Kyle's final weeks so special for the family. She commented:

"The nurses are absolute angels, they treated Kyle as a person, they would talk and laugh with us and most importantly they listened. Nothing was too much trouble.

"Kyle asked the doctors to do what they could to help manage his pain and prolong his life so that he could return home to be with his family, and with the help of the Hospice at Home team that is exactly what they did.



"The team are so genuine and the care they deliver comes from the heart! If you have to visit Cransley you'll find a place full of gentle kindness, laughter, love and amazing support. I can't thank them enough."

Who We Are

Cransley Hospice Trust (CHT) is an independent charity that raises funds to support and enhance the services provided by Cransley Hospice. The Hospice serves the community of North Northamptonshire, providing care for patients with life limiting illnesses and is managed and operated by Northamptonshire Healthcare NHS Foundation Trust (NHFT). CHT, alongside Cynthia Spencer Hospice Charity (CSHC) in Northampton, also provides a range of countywide services including Hospice at Home which supports patients who would prefer to remain at home in the last weeks and days of life.

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care. This support extends to the families and loved ones of patients as well as the staff who look after them in Cransley Hospice and within the local community. Income is generated from several sources including legacies, trusts and foundation giving, individual giving, and community and corporate fundraising.

The Trust is registered as a general-purpose charity under registration number 1151018.

What we aim to do: our objectives and activities

CHT supports the care of patients in Cransley Hospice and in the community, who require specialist palliative care (SPC) and end of life care.

We do this in partnership with the local Clinical Commissioning Group (CCG), who identify what services are needed (commissioning). We support the hospice and associated services in the community with funding for the provision of specialist care to patients with complex needs, supporting patients in their chosen place of care at the end of life, be it in the Hospice or the patient's home. Some of the services are countywide and we work with our partner, CSHC, to fund them. The services are provided by NHFT under the title of SPC.

We plan to continue to grow the services available to patients by increasing our fundraising. Our strategy includes increasing the range of patients able to access hospice care and, specifically, to develop the care available to patients in their own homes. The plans to deliver the strategy are reflected, each year, in a detailed budget which we closely monitor, and report to the Trustees. This ensures we are achieving our fundraising targets, controlling our costs, and providing the required income.

The expertise within the two charities (CHT and CSHC) in SPC enables us to take a lead in commissioning the services in the county in accordance with current best practice.

The ongoing expansion means that more patients are able to receive our services. This is tracked by monitoring both the increase in the number of people cared for and the quality of the care and patient outcomes.

People are at the heart of everything we do at CHT. This extends beyond the wellbeing of patients and their families to the hospice team and the fundraising office staff. Critically, our volunteers are a pivotal part of the CHT team. They support the work of the Hospice, the running of the Charity and are essential to the success of our fundraising initiatives. Without them we could not achieve our aims.

In setting plans for the year, the Trustees give consideration to the Charity Commission's general guidance on public benefit and, in particular, to the public benefit of providing support for the relief of ill-health.

Inspirational wife and mother, Alison Spence was just 42 when she died at home. Her daughter Shannon proudly speaks of her battle and how Cransley Hospice allowed the family to enjoy their beloved Alison in her final weeks of life.

Shannon shares "Mum began to insist that she wanted to die at home, so on the 20th November, it was arranged for mum to come home. I really can't explain how much Cransley supported us during this time – we were nervous about what to expect but the Nurses were so reassuring, and they sorted absolutely everything.

"Mum passed away peacefully at home at 11.30am on the 23rd November, surrounded by her family and four beloved cats – and with the support of the Hospice at Home nurses.

"Cransley gave us all a gift – the chance to enjoy mum in her final weeks. Caring for mum had become very difficult and that stress was completely lifted from us, allowing us to focus on making memories.



Achievement and Performance

Our Fundraising Performance

COVID-19 and the subsequent national lockdowns and restrictions had a significant effect on the country. Along with the sector we had a difficult year with our events programme and face to face fundraising cancelled and community fundraising severely impacted with our supporters unable to hold events or engage in fundraising activities; this resulted in a significant drop in income returning £863,725 (excluding bank interest and investment income) vs £1,297,086 in the previous year. The fundraising and marketing functions moved to remote working overnight supported and enabled by our digital functions and we continue to operate a flexible working pattern. The team continue to innovate and adapt to the ever changing social and economic landscape as we find new ways of fundraising and working as we return to some level of normality.

Our charity shop and coffee shop remained closed for the majority of the year having a devastating impact on our trading income. Income from trading was £73,172 (including Local Restriction grants) vs £174,790 in the previous year.

The restrictions imposed following the pandemic had a significant impact on income from the coffee shop situated in the retail unit at 2, The Horse Market, Kettering. Footfall dropped with a large proportion of trade reliant on customers using public transport, falling into the older vulnerable bracket and the knock-on effect of lower public confidence levels and rising rates of local infections. The coffee shop had been experiencing a drop in footfall and customers over several years and a number of measures were undertaken to offset this reduction in

income which included; a reduced menu, cost saving on consumables and local advertising to supporters, local businesses, and the reintroduction of loyalty cards over the years. In order to ensure that we are able to continue providing the necessary funds to support the hospice service delivery, we need all our fundraising operations to be profitable and so we made the difficult decision to close the coffee shop and repurpose the unit. Plans are underway to extend our retail operations and create an e-commerce function supporting our ambition to grow retail income through digital channels over the next 5 years. Sadly, we were unable to find alternative employment for the coffee shop staff and 3 roles were made redundant. We are hugely thankful to our coffee shop team of staff and loyal volunteers who over the years have provided refreshment and support to our local community and who should feel immensely proud of the role they have played in enabling us to support end of life care throughout North Northamptonshire.

Our legacy income was impacted with significant issues at HMCTS resulting in a backlog of approving grants of probate affecting the charity sector with income from gifts in wills severely delayed. Income from legacies was £138,041 vs £292,036 in the previous year. Our plans over the next 5 years include a legacy marketing programme highlighting the importance of these gifts and providing easy ways for our supporters to leave a gift in their will to Cransley Hospice Trust.

Although our events programme was severely affected, we were able to make both Cycle for Cransley and our annual Tree of Lights remembrance event virtual with 'Tree of Lights', raising £27,000 and 'Cycle for Cransley', raising £10,000. We will continue with a mix of virtual/digital events and physical events over the next 5 years as we review our events programme.

Our lottery income performed well during the year with income up from 2019/20. Our lottery provider Your Hospice Lottery, moved from face-to-face fundraising to telephone fundraising due to restrictions imposed by the pandemic, this work is undertaken by a third party. We work closely with YHL to ensure that all legal requirements are met along with training for any staff undertaking calls on our behalf. We have plans to increase our lottery income over the next 5 years working closely with our partner YHL.

During 2020/21 we reviewed our fundraising strategy and structure. We have begun work on developing a more diverse portfolio of fundraising activity that is inclusive and engaging and will continue to review and evaluate this activity to ensure best return on investment. Our online activity increased throughout the year in part due to the restrictions imposed by the pandemic and we made some investment in our website and digital marketing channels enabling us to engage with our supporters and supporting our fundraising activity. We will continue this work throughout 2021/22.

Marketing

The decision to recruit a full time Digital Co-ordinator in early 2020 was a significant factor in our ability to retain a high profile within the local community throughout 2020/21. This dedicated support and expertise ensured that we were able to adapt quickly to digital marketing activity and was vital to our fundraising and supporter engagement plans. We will continue to develop our digital strategy throughout 2021/22.

Our social media channels continued to grow over the last year with Facebook page reach up 114%, Instagram audience growth up 67%, LinkedIn audience growth up 206%, and Twitter audience growth up 16%, on the previous year. We will continue to develop our

social media channels for marketing and engagement activity and respond to new and emerging trends.

We began work on updating the website towards the latter half of the year. This included a refresh of our images, content, and some fundraising and information pages which we will continue throughout 2021/22. We also introduced easier payment methods such as Google Pay, and Apple pay. Our plans are to create an excellent user experience when visiting the website with further easy payment methods and a simplified layout so that visitors to the site are able to find information that is relevant to them.

Covid-19 – Risks and Impact

As for all charities, the coronavirus pandemic has had a significant impact on Cransley Hospice Trust in both a reduction in fund raised income and our staff largely operating from home. Our programme of moving towards being a digitally-enabled organisation meant that having most people working from home was an easy move and enabled us to react rapidly to the changing fundraising environment.

Our events programme was severely impacted with all physical events cancelled. We swiftly moved our annual Tree of Lights event and our cycle event to virtual activities which enabled us to mitigate risk to income.

Although charities that support NHS hospices were not included in the additional government funding for hospices, by working closely with our NHS partners we were able to gain central NHS funding for part of the year for the services. This funding went directly to the service provider (NHFT). The reduction in our funding to NHFT was covered by this additional money and as such the services provided by the hospice were not adversely impacted by the charities' decline in income.

In light of this, we have taken steps to minimise the effect, but this will still lead to a reduction in reserves. Our policy of retaining a healthy reserves balance to ensure continuity of service delivery means that we remain viable. We expect fundraising to be reduced over the next two to three years. We will continue to review the situation and adjust our plans to protect the delivery of hospice care in the long term.

The SPC services worked with the health and care system to provide capacity to support COVID-19 plans for the county.

Prior to the impact of the pandemic, our investments had returned excellent capital growth, but as the impact began to be felt, we experienced volatility in their values, however, by the year end, they had started to recover and ended the year at only £34k lower than our initial investment. We have also received £29k interest and dividends on our investments during the year.

Service Development and Our Future Plans

Cransley Hospice provides specialist care to patients and their families who have complex care needs because of a life limiting illness. Care is provided both within the hospice and to patients within their own homes by the Hospice at Home Service which works in the community. The services provided by Cransley Hospice are funded through a combination of NHS and charitable monies.

We aim to maintain the current level of charitable funding for the palliative care service relating to Cransley Hospice. This will enable Northamptonshire Healthcare Foundation (NHS) Trust to deliver its contractual obligations to the Clinical Commissioning Group. Cransley Hospice Trust will also continue to determine the extent of additional funding requirements both locally and countywide.

The Hospice at Home Service has continued to provide a service to provide extra care in the last weeks or days for our patients.

These services support the CCG's commissioning aspirations for Last Years of Life Care which particularly focus on the need for more patients to achieve their Preferred Place of Care, and provision of care closer to the patient's home.

An initial review of the need for hospice beds in the county has shown that we need to increase the number in the north of the county as the population and demand grows.

Covid-19 has had a significant impact on the development of services and it will be some time before we can resume developments within the provision of hospice care.



Rebecca's heart failure was sudden and unexpected recalls her beloved sister Joanne. "She was scared to go into the hospice at first because she thought she was going to die there, and she was adamant she wanted to die at home with her family around her.

"She was in and out for treatment and the more times she went the more she realised it was safe. They even let Mum stay with her and they were so good with her daughter Millie.

"At the end, she got to be at home. The Hospice at Home team took care of her and she passed away peacefully on the Sunday."

Trustee's Annual Report on Finance and Governance

Basis of preparation and legal framework

The Trustees present the Annual Report together with the Audited Financial Statements for the year ended 31 March 2021.

Full Name of Charity:	Cransley Hospice Trust
Registration Charity Number:	1151018
Company No	08102611
The principal office is at:	St Mary's Hospital 77 London Road Kettering Northants NN15 7PW
Directors & Trustees:	Mrs. M Gaskell (Chair – Resigned 01/01/21) Rev Dr J S Smith (Patron) Mr. R J Aveling (Resigned 01/01/21) Ms. Laura Allanson (Resigned 28.04.21) Mr. Daniel Freeland Mr. Andrew Attfield Mr. Christopher Turner Mrs. D Mukhtar Ms. M Estop-Green (Vice Chair from 24/02/21) Mr P Humphrey (Chair from 01/01/21)
Chief Executive Officer	Mr. P J Kelby

The advisors and administrators used by the Charity during the year ended 31 March 2021 were:

Bankers	Lloyds Bank 2 George Row Northampton NN1 1DJ
Auditors	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL

Structure, Governance and Management

Cransley Hospice Trust is governed by a board of Trustees/Directors. Its Articles of Association and Memorandum of Association were signed and dated on 12 June 2012.

Acting for the Trustees, the Chief Executive is responsible for the operational management of the Trust. This role is required to:

- Control, manage and monitor the use of resources.
- Provide support, guidance and encouragement for all its income raising activities whilst managing and monitoring the receipt of all income.
- Ensure that "best practice" is followed in the conduct of all its affairs fulfilling all of its legal responsibilities.

Day to day operation of the charity is vested with the Chief Executive.

The Audit and Risk Committee monitor the integrity of the annual financial statements of the Trust and review significant financial reporting issues and judgements which they contain.

Newly appointed Trustees are provided with information about the Charity, including the strategy and plans, previous annual report and accounts, budgets, policies and minutes, and information about trusteeship. The Chair gives new members a briefing on the current policies and priorities for the Charity and ensures any additional training that their role may require is also offered.

Public Benefit Test

In accordance with Section 4 of the 2006 Charities Act the Trustees have ensured that due regard has been taken to ensure that all expenditure incurred has met the Public Benefit test.

Risk Management

The major risks to which the Charity is exposed have been identified and considered.

These are included in a formal risk register, normally subject to bi-annual review and will include reference to mitigating actions. The coronavirus has caused a re-evaluation of risks and is being reviewed more regularly.

Income and Expenditure is being monitored in total and is compared with the approved budget on a quarterly basis to detect trends as part of the risk management process to avoid unforeseen calls on reserves.

Our Fundraising Practises

Our Approach to Fundraising

We are registered with the Fundraising Regulator and are a member of both Hospice UK and the Hospice Income Generation Network.

We ensure our fundraising is legal, conforms to recognised standards and follows best practice. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising practice

The charity is also a member of the Chartered Institute of Fundraising and is required to adhere to the Code of Fundraising Practice and the standards and behaviours set out in the Chartered Institute's Code of Conduct. We believe that every person who volunteers for us, works for us, or comes into contact with one of our fundraisers should be treated with dignity and respect, and feel that they are in a safe and supportive environment.

We consider ourselves to be an integral part of the community and it is these strong relationships that enable the charity to fund care provided by Cransley Hospice. Cransley Hospice Trust's fundraising team organise fundraising events and campaigns and co-ordinates the activities of our supporters in the community.

Our work is supported by a large number of volunteers. The roles undertaken range from helping raise the profile of the Charity in the local community, to people supporting on community-led fundraising activities and in our shop, to people helping with admin duties, to those counting the cash collected from the community. All of these people are valuable extensions to our network and enable us to build the best possible relationships with our supporters. All volunteer fundraisers receive an induction and follow up training to ensure that they are fully aware of our fundraising practices.

We continue to work with Your Hospice Lottery (operated by St Helena Hospice) who are experts in their field and an experienced and professional team. They adhere to codes of practice set out by the Code of Fundraising Practice, The Gambling Commission, and the Lotteries Council. Quarterly meetings are held to receive updates and ensure best practice is adhered to. We use professional fundraisers as part of our contract with 'Your Hospice Lottery'. These fundraisers are employed by Your Hospice Lottery, but work on our behalf to promote the lottery. We are assured via Your Hospice Lottery that their fundraisers are all trained and follow the appropriate codes of conduct.

Protection of the public

We do not provide any incentivised pay structure around fundraising. Each team member is aware of our ethical approach to fundraising and the requirement to work within the framework provided by the Code of Fundraising practice. The team are encouraged to build long term relationships and work to develop ongoing support. We understand the importance of building trust within the community and the fundraising team are transparent about how funds will be used, the options around restricting donations and the shortfalls that we may encounter in our fundraising activities.

We work to ensure that we are compliant with the General Data Protection regulations (GDPR). All personal data is kept safe and secure and we do not swap or sell personal details. When communicating with supporters we work on an opt in basis (we have been given permission to contact.) We communicate with our supporters in the way that is relevant to them and recognise that to build strong meaningful relationships we need to ensure that our communications are tailored to their personal preferences.

All direct marketing for specific events is undertaken by the fundraising department and we ensure that it is not unreasonably intrusive or persistent. All marketing materials contain clear instructions on how a supporter can alter their preferences or be removed from our mailing list completely. We do occasionally work on the basis of legitimate interest when communicating with supporters. This only applies to our annual in memory Tree of Lights

event and this communication also contains clear instructions on how a supporter can be removed from this mailing list completely.

Complaints received from supporters

We are pleased to report that there have been no complaints about our fundraising activity this year.

Reserves Policy

Cransley Hospice Trust is a fundraising charity without any secured or contracted income streams, relying wholly on the generosity of our donors. In order to be able to ensure that our support to the hospice is maintained when there are variations in fundraising income caused by factors outside the charity's control, the Trustees aim to maintain free reserves (unrestricted and liquid reserves) of 1 year's total expenditure.

At present, total unrestricted reserves are £1.74m. Of this, £0.99m has been designated for the reprovisioning of the hospice (as described elsewhere in the report) after the end of the lease on the current site. Free reserves are therefore £0.74m, which represents approximately 6 months' worth of expenditure at current levels.

This is below the target set out in the policy. The charity is in the process of rebuilding its fundraising income as the impact of the pandemic on day-to-day life lessens, and so is likely to run at a lower reserves level in the short to medium term, under a 5-year plan that should see the charity have ability to rebuild reserves from the financial year ending March 2024. During that period the charity's resilience and ability to maintain grant-giving in response to financial shocks is potentially lowered. The trustees continue to maintain an open dialogue with the NHS on funding levels required to maintain and strengthen end-of-life services, and expect to be able to support and protect the reprovisioning designation in the short term.

Partnership Working and Networks

Palliative care patients in the North of Northamptonshire are currently the main beneficiary of the Charity. By working in partnership with Northamptonshire Healthcare NHS Foundation Trust, which has overall responsibility for the delivery of the service, the Charity seeks to use its funds and those of the NHS to best effect.

Partnerships are very important to the Charity. Our partnerships with NHFT, the CCG and Cynthia Spencer Hospice Charity are a key part of the effective delivery of our strategy. Throughout the year partnerships have been formed with members of the corporate sector, the local community and membership organisations as well as individuals. Thanks go to all those who have made donations in the past financial year.

Investment Policy

We invest funds to generate income while, where possible maintaining the value of the assets. We take a low-risk approach to the investments.

As a health charity, we do not invest in companies whose primary activity is tobacco related.

Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements

The trustees are responsible for preparing the Trustees' Annual Report (including the Strategic 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 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 Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping 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.

Signed on behalf of the trustees by:

Name: Paul Humphrey

Chair 

Date: 27 October 2021

Cransley Hospice Trust Statement of Financial Activities (including income and expenditure account) For the year ended 31 March 2021

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2021 Funds £000's	Total 31 March 2020 Funds £000's
INCOME:						
Donations & Legacies:	3					
Donations		294	1	7	**302**	**403**
Legacies		138	-	-	**138**	**292**
Other trading activities	4	346	-	-	**346**	**602**
Income from investments	13	34	-	-	**34**	**43**
Income from grants receivable	16	78	-	-	**78**	-
Total income and endowments		**890**	**1**	**7**	**898**	**1,340**
EXPENDITURE:						
Expenditure on Raising funds	5	510	-	-	**510**	**574**
Expenditure on charitable activities:	7					
Medical Equipment purchase		2	-	-	**2**	**6**
Core service funding		316	-	-	**316**	**542**
Charity enhancement of hospice care		89	9	1	**99**	**279**
Governance costs	6	17	-	-	**17**	**15**
Total expenditure		**934**	**9**	**1**	**944**	**1,416**
Net expenditure before losses on investments		**(44)**	**(8)**	**6**	**(46)**	**(76)**
Net losses on investments	12	114	-	-	**114**	**(161)**
Gross transfer between funds		(989)	1,000	(11)	-	-
Net movement in funds for the year		**(919)**	**992**	**(5)**	**68**	**(237)**
Reconciliation of funds: **Total Funds b/f at 31 March 20**		**1,655**	**1**	**16**	**1,672**	**1,909**
Total Funds c/f at 31 March 21		**736**	**993**	**11**	**1,740**	**1,672**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Cransley Hospice Trust Balance Sheet
(Company number 08102611)
As at 31 March 2021

	Note	Unrestricted General Funds £000's	Unrestricted Designated Funds £000's	Restricted Funds £000's	Total 31 March 2021 Funds £000's	Total 31 March 2020 Funds £000's
Fixed assets:						
Tangible fixed assets	11	2	-	-	2	6
Investments	12	-	761	-	761	647
Total fixed assets		2	761	-	763	653
Current assets:						
Stock		2	-	-	2	6
Debtors and prepayments	14	44	-	-	44	57
Cash at bank and in hand	14	737	232	11	980	1,072
Total current assets		783	232	11	1,026	1,135
Liabilities Creditors: Amounts falling due within one year	15	49	-	-	49	116
Net current assets		734	232	11	977	1,019
Total assets less current liabilities		736	993	11	1,740	1,672
Funds of the Charity:						
Unrestricted Income Funds	17	736	-	-	736	1,655
Restricted Income Funds	17	-	-	11	11	16
Designated Income Funds	17	-	993	-	993	1
Total charity funds		736	993	11	1,740	1,672

The notes at pages 18 to 27 form part of these accounts

The financial statements were approved by the trustees on 27 October 2021 and signed on their behalf by:

Paul Humphrey
Charity Chair



Cransley Hospice Trust Statement of Cash Flows
For the year ended 31 March 2021

	Note	Total 31 March 2021 Funds £000's	Total 31 March 2020 Funds £000's
Cash flows from operating activities:			
Net cash provided by operating activities	18	(126)	(89)
Cash flows from investing activities:			
Dividends from investments	13	34	43
Net cash provided by investing activities		34	43
Change in cash and cash equivalents in the reporting period		(92)	(46)
Cash and cash equivalents at the beginning of the reporting period		1,072	1,118
Cash and cash equivalents at the end of the reporting period	14	980	1,072

Notes on the accounts

1. Summary of significant accounting policies and key accounting estimates

(a) General information and basis of preparation

The charity is a company limited by guarantee incorporated in England within the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 11 of these financial statements.

Cransley Hospice Trust meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared on a going concern basis under the historic cost convention, with the exception of any investments which are included at market value. The financial statements are presented in sterling, which is the functional currency of the charity and rounded to the nearest £1,000.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

(b) Funds structure

Restricted funds and designated funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted income funds comprise those funds which the Trustee is free to use for any purpose in furtherance of the charitable objects of the identified special purpose fund. Unrestricted funds include designated funds, where the donor has made known their non-binding wishes or where the trustees, at their discretion, have created a fund for a specific purpose.

(c) Income

Income is recognised once the charity has entitlement to the resources, it is probable that the resources will be received and the monetary value of incoming resources can be measured with sufficient reliability.

(d) Income from legacies
Income from legacies are accounted for either upon receipt or where the receipt of funds in relation to the legacy is probable; this will be once confirmation has been received from the representatives of the estate(s) that payment from the legacy will be made or property transferred and once all conditions attached to the legacy have been fulfilled.

(e) Expenditure
Expenditure is recognised when a liability is incurred. Grant commitments are recognised when a constructive obligation arises that result in payment being unavoidable.

Contractual arrangements are recognised as goods or services supplied.

(f) Irrecoverable VAT
Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

(g) Allocation of overhead and support costs
Overhead and support costs have been allocated directly or apportioned on an appropriate basis (refer to note 6) between Charitable Activities and Governance Costs. Once allocation and/ or apportionment of overhead and support costs has been made between Charitable Activities and Governance Costs, the cost attributable to Charitable Activities is apportioned across those activities in proportion to total spend.

(h) Expenditure on raising funds
Expenditure of raising funds relate to expenses incurred to support fund raising activities, the operating costs of the shops and funding of the Fundraising teams' costs.

(i) Expenditure on charitable activities
Expenditure on charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs comprise direct costs and an apportionment of overhead and support costs as shown in note 6.

(j) Governance costs
Governance costs comprise all costs incurred in the governance of the charity. These costs include costs related to statutory audit, together with an apportionment of overhead and support costs.

(k)Tangible fixed assets
Individual fixed assets costing £2,000 or more with a useful life of over 18 months are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis as follows:

Asset class	Depreciation rate
Plant and machinery	33%

(l) Fixed asset investments
Any investments are stated at market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

(m) Net gains and losses
All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later).
Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

(n) Pensions
Two members of staff at the Charity are currently employed by Northamptonshire Healthcare NHS Foundation Trust with their full costs recharged to the Charity. Under this arrangement the Charity's staff are entitled to join the NHS Pensions Scheme. The Scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable participating bodies to identify their share of the underlying Scheme assets and liabilities. Therefore, the Scheme is accounted for as if it were a defined contribution scheme: the cost to the charity of participating in the Scheme is taken as equal to the contributions payable to the Scheme for the accounting period.

The Scheme is a "final salary" scheme. Annual pensions are normally based on 1/80 of the best of the last 3 years pensionable pay for each year of service. A lump sum normally equivalent to 3 years pension is payable on retirement. Annual increases are applied to pension payments at rates defined by the Pensions (Increase) Act 1971, and are based on changes in retail prices in the twelve months ending 30 September in the previous calendar year. On death, a pension of 50% of the member's pension is normally payable to the surviving spouse.

The Scheme is subject to a full actuarial valuation every four years, and a FRS102 accounting valuation every year. The conclusion from the 2012 valuation was that the Scheme had accumulated a notional deficit of £10.3 billion against the notional assets as at 31 March 2012. However, after taking into account the changes in the benefit and contribution structure effective from 1 April 2015, the Scheme actuary reported that employer contributions could continue at the existing rate of 14.3% of pensionable pay.

The valuation of scheme liability in accordance with FRS102 is carried out annually by the Scheme Actuary. The latest assessment of the liabilities of the Scheme are contained in the Scheme Actuary report, which forms part of the annual NHS Pension Scheme (England and Wales) Resource Account, published annually. These accounts can be viewed on the NHS Pensions website.

The Charity also operates a defined contribution pension scheme. Premiums payable to the scheme are charged to the SOFA in the period to which they relate.

(o) Operating leases
Rentals applicable to operating leases are charged to the SOFA over the period in which the costs are incurred.

2. Related party transactions

There were no related party transactions to note during the year.

3. Analysis of income from donations and legacies

	31 March 21 £000's	31 March 20 £000's
Donations over £5k	215	204
Other donations	87	199
Legacies	138	292
Total	440	695

4. Other trading activities

	31 March 2021 £000's	31 March 2020 £000's
Events income	142	309
Shop sales	33	175
Lottery	171	118
Total	346	602

5. Expenditure on raising funds

(Relates to notes 3 and 4 combined)

	31 March 2021	31 March 2020
	£000's	£000's
Fundraising direct expenditure	33	116
Shop running costs	36	40
Coffee shop running costs	58	77
Salaries	341	241
Apportioned overheads (note 6)	42	100
Total	510	574

6. Analysis and allocation of support costs and overheads

Total support and overhead costs of the charity excluding fundraising was £49,000. An allocation and apportionment of overhead and support costs has been made to Governance Costs as outlined below and the balance has been apportioned across Expenditure on Raising funds in proportion to actual direct outlay.

Support cost analysis	31 March 2021 Total	Allocated to Governance	Residual for apportionment
	£000's	£000's	£000's
Support staff costs	10	10	-
External Audit fees	5	5	-
Professional fees & services	2	2	-
Office costs	41	-	41
Bank charges	1	-	1
Total	59	17	42

Also included within governance costs per the Statement of Financial Activities are apportioned staff costs of £10,000.

7. Expenditure on charitable activities

The charity's direct expenditure in the year supported the following activities.

	Unrestricted expenditure	Restricted expenditure	Total
	£000's	£000's	£000's
Grant Activity			
Medical Equipment purchase	2	-	2
Core service funding	316	-	316
Charity enhancement of hospice care	98	1	99
	416	1	417

8. Analysis of grants

The grants highlighted in note 7 were made to Northamptonshire Healthcare Foundation Trust. The charity does not make grants to individuals.

9. Analysis of staff costs

	31 March 2021 Total £000	31 March 2020 Total £000
Salaries and wages	412	379
Social security costs	25	27
Other pension costs	13	12
Total	450	418

Staff costs are allocated between the various categories of expenditure as follows:

	31 March 2021 Total £000	31 March 2020 Total £000
Coffee shop running costs	38	33
Shop running costs	24	24
Charity enhancement of hospice care (restricted)	-	16
Charity enhancement of hospice care (unrestricted)	35	112
Expenditure on raising funds	343	223
Governance costs	10	10
Total	450	418

The average number of full-time equivalent staff during the year was 15 (2020: 16) with all staff time involved in providing fundraising and support services for charitable activities.

No staff member had an emolument in excess of £ 60,000 (2020: None).

The charity trustees were not paid or received any other benefits from employment with the Trust or its subsidiary in the year (2020: £nil) neither were they reimbursed expenses during the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

The key management personnel of the charity comprise the Chief Executive Officer. The total employee benefits of the key management personnel of the Trust were £44,346 (2020: £43,702).

10. Auditor's remuneration

The auditor's remuneration of £4,875 (2020: £4,875) relates to the audit fee and preparation of the charity's statutory accounts.

11. Tangible fixed assets

	Plant and Machinery £000
Cost	
At 1st April 2020	16
Additions	-
At 31st March 2021	16
Depreciation	
At 1st April 2020	10
Charge for the year	4
At 31st March 2021	14
Net Book Value	
At 31st March 2021	2
At 31st March 2020	6

12. Fixed asset investments

	As at 31 March 21 £000	As at 31 March 20 £000
Market value brought forward	647	808
Net gain / (loss) on revaluation	114	(161)
Market value carried forward	761	647

Holdings which individually represent in excess of 4% of the total Investments are as follows:-

Investments in a Common Investment Fund		
M&G Charibond	199	198
M&G Charifund	198	161
Schroders Equity Income Trust for Charities A Income Units	364	288

13. Total Gross income from investments and cash on deposit

£34,219 of investment income was received during the financial year (2020: £42,795).

14. Analysis of current assets

Debtors under 1 year

	As at 31 March 21 £000's	As at 31 March 20 £000's
Other debtors	36	51
Prepayments	8	6
	44	57

There are no long-term debtors

Analysis of cash at bank

	As at 31 March 21 £000's	As at 31 March 20 £000's
Bank balance held in Lloyds current account	50	39
Savings account	930	1,033
	980	1,072

15. Analysis of current liabilities and long-term creditors

	As at 31 March 21 £000	As at 31 March 20 £000
Trade Creditors	-	51
Accruals	46	29
Other Creditors	3	36
	49	116

There are no long-term creditors.

16. Income from grants receivable

	As at 31 March 21 £000	As at 31 March 20 £000
Covid-19 Retail Support Grant	40	-
Covid-19 Job Retention Scheme	38	-
	78	-

16. Analysis of movements and purpose of main funds by category

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2021.

	Balance at 31st March 2020 £000's	Income £000's	Expenditure £000's	Gains/ (Losses) on investments £000's	Transfers £000's	Balance at 31st March 2021 £000's
Unrestricted Funds						
General Fund	1,655	890	(934)	114	(989)	736
Total	**1,655**	**890**	**(934)**	**114**	**(989)**	**736**
Designated Funds						
Nurses Fund	1	1	-	-	-	2
Reprovisions – New building	-	-	(9)	-	1,000	991
Total	**1**	**1**	**(9)**	**-**	**1,000**	**993**
Restricted Funds						
New build fund	-	1	(1)	-	-	-
Equipment fund	-	-	-	-	-	-
Hospice at Home	16	6	-	-	(11)	11
Total	**16**	**7**	**(1)**	**-**	**(11)**	**11**
Total for Cransley Funds	**1,672**	**898**	**(944)**	**114**	**-**	**1,740**

Purpose of large funds	
Cransley General Fund	Available to support the work of the Cransley Hospice

The following provides analysis of movements by Special Purpose Fund and designation for the year ended 31 March 2021.

Designated Fund

A designated fund has been set aside out of unrestricted funds by the trustees representing monies that are held on behalf of the nurses to pay for services on site.

A designated fund was set up out of general funds representing monies that are held specifically for the development and search of a new hospice site.

Restricted Fund

The new build fund relates to funds specifically held for the development and search for a new hospice site.

17. Analysis of the charity's net assets between funds

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2021				
Tangible fixed assets	2	-	-	2
Investments	-	761	-	761
Net current assets	734	232	11	977
	736	993	11	1,740

	Unrestricted		Restricted	
	General Funds £000's	Designated Funds £000's	Funds £000's	Total Funds £000's
Fund balance at 31 March 2020				
Tangible fixed assets	6	-	-	6
Investments	647	-	-	647
Net current assets	1,002	1	16	1,019
	1,655	1	16	1,672

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

	As at 31 March 21 £000's	As at 31 March 20 £000's
Net movements in funds	68	(237)
(Gains)/Losses on investments	(114)	161
Dividends from investments	(34)	(43)
Depreciation	4	4
Decrease/(Increase) in stocks	4	(5)
Decrease/(increase) in debtors	13	(48)
(Decrease)/Increase in creditors	(67)	79
Net cash provided by operating activities	(126)	(89)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CRANSLEY HOSPICE TRUST

Opinion

We have audited the financial statements of Cransley Hospice Trust for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations that were most significant included FRS 102, Charities Act 2011, and Health and Safety regulations. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override on controls), and determined that the principal risks were related to the posting of inappropriate accounting entries to improve the charity's results for the period, and management bias in key accounting estimates. In addition to this, we have also identified the following principal risk areas:

- Revenue recognition – there are two components to this risk, being revenue completeness and revenue cut-off;
- Going concern – an area that requires enhanced scrutiny in the context of the challenging economic conditions caused by the COVID-19 pandemic;
- Grant expenditure – there is a risk that grants made close to the period-end could be included within the incorrect period;
- Portfolio valuation – there is a risk that the carrying value of the investment portfolio could be misstated due to changes in market values of shares.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustees' meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Robustly challenging the Trustees' assessment of going concern;
- Reviewing the grant expenditure close to the period-end to gain assurance that expenditure is included in the period to which it relates;
- Reviewing the valuation of investment portfolios at the year-end, and comparing share values to market values available on that date, to ensure values are recognised as appropriate.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Hawsons

David Owens
Senior Statutory Auditor
for and on behalf of: Hawsons Chartered Accountants, Statutory Auditor
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NN3 6WL

17 November 2021