

**CRANSLEY HOSPICE TRUST
ANNUAL REPORT
AND
ACCOUNTS
FOR THE YEAR ENDED
31 MARCH 2021**



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
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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)
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Chief Executive Officer	Mr. P J Kelby
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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
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Auditors	Hawsons Chartered Accountants Jubilee House 32 Duncan Close Moulton Park Northampton NN3 6WL
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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

		Unrestricted	Restricted	Total	Total
		General	Designated	31 March	31 March
	Note	Funds	Funds	2021	2020
		£000's	£000's	£000's	£000's
INCOME:					
Donations & Legacies:	3				
Donations		294	1	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	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	99	279
Governance costs	6	17	-	17	15
Total expenditure		934	9	944	1,416
Net expenditure before losses on investments		(44)	(8)	(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	68	(237)
Reconciliation of funds:					
Total Funds b/f at 31 March 20		1,655	1	1,672	1,909
Total Funds c/f at 31 March 21		736	993	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

		Unrestricted		Restricted	Total	Total
	Note	General	Designated	Funds	31 March	31 March
		Funds	Funds		2021	2020
		£000's	£000's	£000's	£000's	£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	31 March 20
	£000's	£000's
Donations over £5k	215	204
Other donations	87	199
Legacies	138	292
Total	<u>440</u>	<u>695</u>

4. Other trading activities

	31 March 2021	31 March 2020
	£000's	£000's
Events income	142	309
Shop sales	33	175
Lottery	171	118
Total	<u>346</u>	<u>602</u>

5. Expenditure on raising funds

(Relates to notes 3 and 4 combined)

	31 March 2021 £000's	31 March 2020 £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 £000's	Allocated to Governance £000's	Residual for apportionment £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 £000's	Restricted expenditure £000's	Total £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
	<hr/>	<hr/>
	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
	<hr/>	<hr/>
	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
	<hr/>	<hr/>
	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	-
	<hr/>	<hr/>
	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	Total
	General	Designated	Funds	Funds
	Funds	Funds		
	£000's	£000's	£000's	£000's
Fund balance at 31 March 2021				
Tangible fixed assets	2	-	-	2
Investments	-	761	-	761
Net current assets	734	232	11	977
	<u>736</u>	<u>993</u>	<u>11</u>	<u>1,740</u>

	Unrestricted		Restricted	Total
	General	Designated	Funds	Funds
	Funds	Funds		
	£000's	£000's	£000's	£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
	<u>1,655</u>	<u>1</u>	<u>16</u>	<u>1,672</u>

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	<u>(126)</u>	<u>(89)</u>

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

Jubilee House

32 Duncan Close

Moulton Park

Northampton

NN3 6WL

17 November 2021