



## **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?

We raise funds to provide enhanced palliative and End of Life care services across the Cransley Hospice catchment area of North Northamptonshire

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 listen to, inform and influence the public, and health and care professionals on End of Life issues to improve services

We raise our profile and enhance our 'trusted' reputation as a charity

We develop Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector

## HOW WE DO IT?

We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services

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

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 build our following of supporters to raise our profile across the wider Cransley hospice catchment area

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

## OUR IMPACT NOW & IN THE FUTURE

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

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 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 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 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)*



Gerard



Amitha



Eve



Theresa



Lisa

**“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.

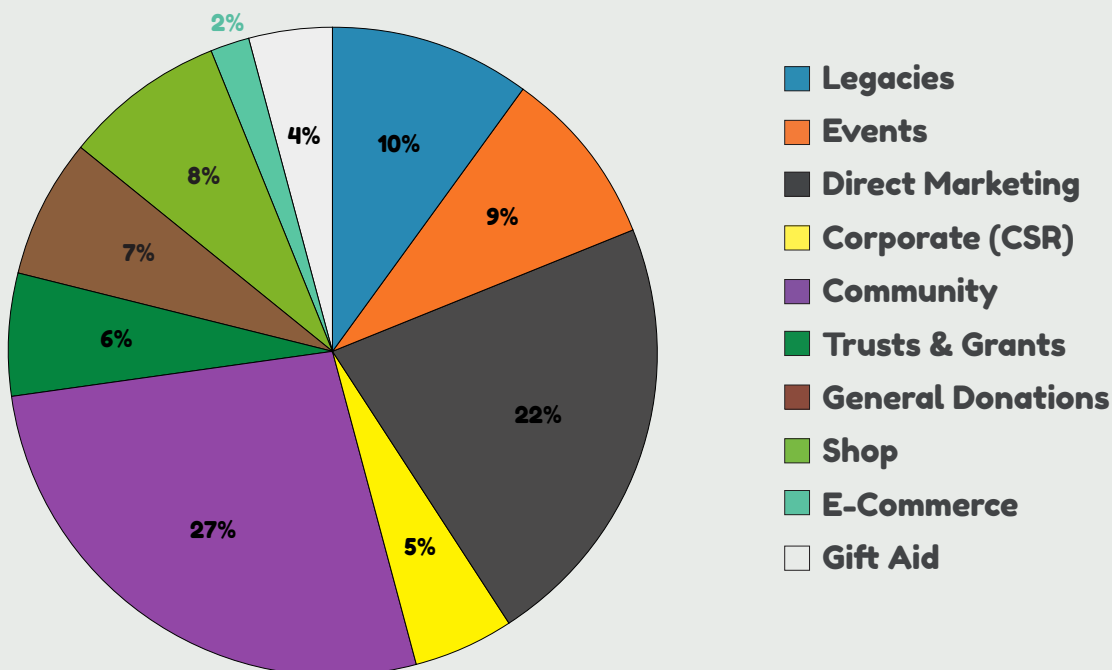
**“The nurses are absolute angels, they treated Kyle as a person, they would talk and laugh with us and most importantly they listened.**

**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**



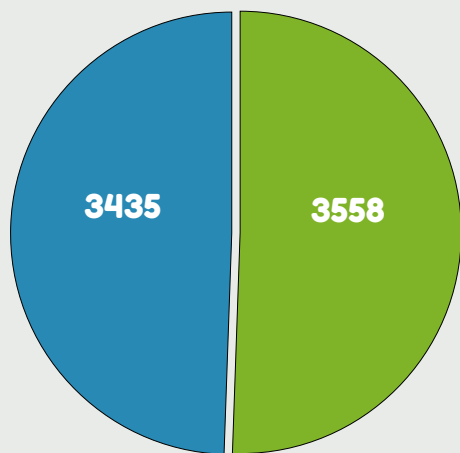
**“I subscribe monthly to the lottery and know this money is going to a very worthy cause”**

*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

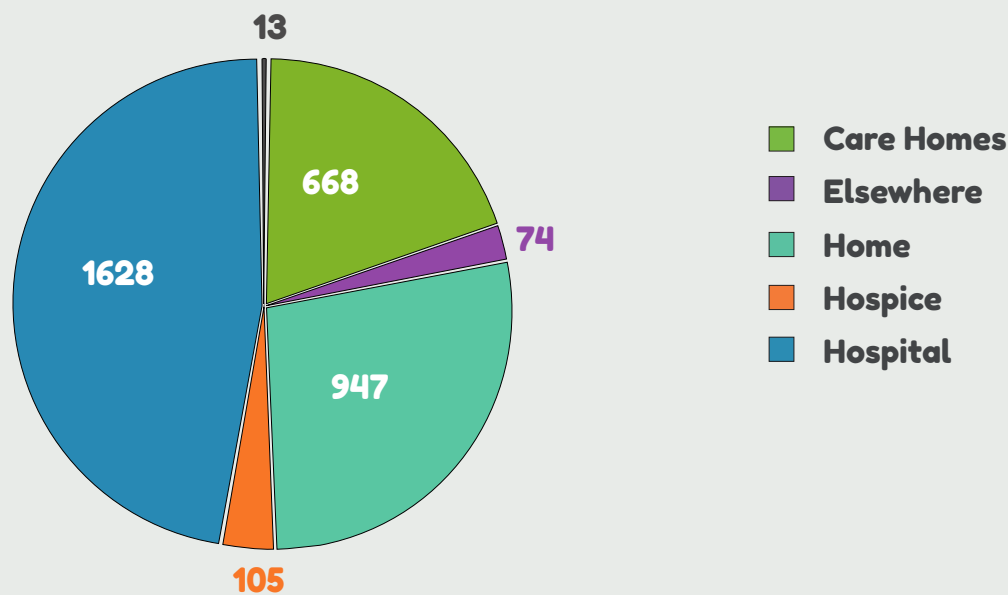


The total number of deaths in 2021-22, in North Northamptonshire was 3,435.

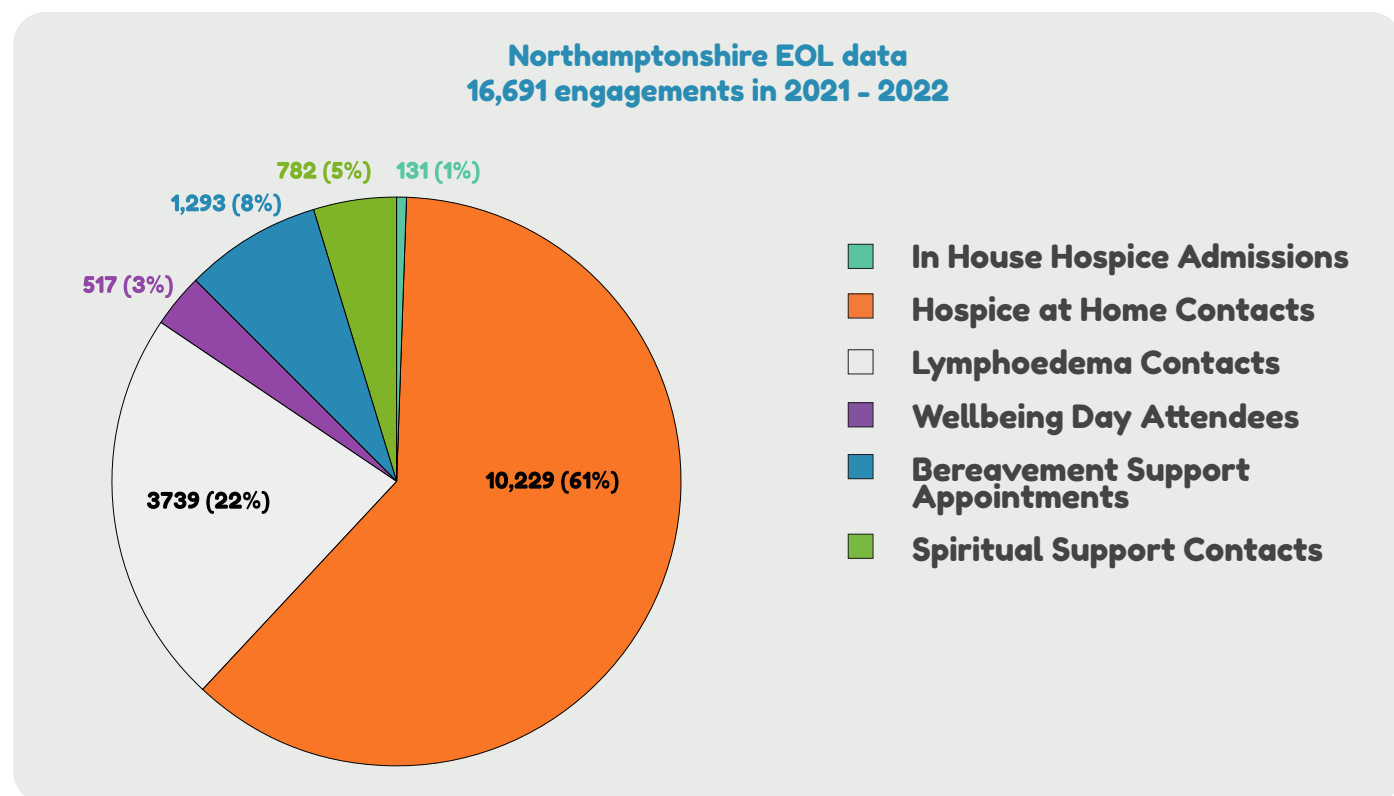
There is no verifiable data available at present on the number of deaths with a palliative and End-of-Life care diagnosis.

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. Northamptonshire 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 (until 1/10/21) 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***

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**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
<ul style="list-style-type: none"> <li>&gt; We raise funds to provide enhanced palliative and End of Life care services across the Cransley Hospice catchment area of North Northamptonshire</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire</li> <li>&gt; Our five year plan is to double our commissioning fund to c£1m annually</li> </ul>
<ul style="list-style-type: none"> <li>&gt; 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</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 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</li> <li>&gt; 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</li> </ul>	<ul style="list-style-type: none"> <li>&gt; CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire</li> <li>&gt; We plan to ensure equitable services are delivered across North Northamptonshire</li> <li>&gt; We plan to further enhance the provision and quality of End of Life services across North Northamptonshire</li> </ul>
<ul style="list-style-type: none"> <li>&gt; We listen to, inform and influence the public, and health and care professionals on End of Life issues to improve services</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We undertake activities within the local community to raise public awareness of End of Life issues</li> <li>&gt; We influence positive change in the wider health system</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We help people get a greater understanding of end of life issues in the community</li> <li>&gt; We plan to positively change the way the public perceives End of Life care</li> <li>&gt; We plan to establish more investment in End of Life care, particularly in non-medical service provision</li> </ul>
<ul style="list-style-type: none"> <li>&gt; We raise our profile and enhance our 'trusted' reputation as a charity</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals</li> <li>&gt; We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire</li> </ul>
<ul style="list-style-type: none"> <li>&gt; We develop Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We establish a Strategy and Implementation Plan to support the development of the organisation</li> <li>&gt; We establish our systems to meet the needs of the organisation, its staff, and volunteers</li> <li>&gt; We ensure our administrative support systems enable us to work as a hybrid organisation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters</li> </ul>

## **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 (until 1/10/21) 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**

		Unrestricted		Restricted	Total	Total
	Note	General	Designated	Funds	31 March	31 March
		Funds	Funds		2022	2021
		£000's	£000's	£000's	Funds	Funds
					£000's	£000's
<b>INCOME:</b>						
<b>Donations &amp; Legacies:</b>	<b>3</b>					
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
<b>Total income and endowments</b>		<b>1,034</b>	<b>-</b>	<b>89</b>	<b>1,123</b>	<b>898</b>
<b>EXPENDITURE:</b>						
Expenditure on Raising funds	5	621	-	-	621	510
<b>Expenditure on charitable activities:</b>	<b>7</b>					
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
<b>Total expenditure</b>		<b>1,297</b>	<b>7</b>	<b>5</b>	<b>1,309</b>	<b>944</b>
<b>Net expenditure before losses on investments</b>		<b>(263)</b>	<b>(7)</b>	<b>84</b>	<b>(186)</b>	<b>(46)</b>
Net gains on investments	12	56	-	-	56	114
<b>Net movement in funds for the year</b>		<b>(207)</b>	<b>(7)</b>	<b>84</b>	<b>(130)</b>	<b>68</b>
<b>Reconciliation of funds:</b>						
Total Funds b/f at 31 March 21		736	993	11	1,740	1,672
<b>Total Funds c/f at 31 March 22</b>		<b>529</b>	<b>986</b>	<b>95</b>	<b>1,610</b>	<b>1,740</b>

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**

		Unrestricted		Restricted	Total 31 March 2022	Total 31 March 2021
	Note	General Funds £000's	Designated Funds £000's	Funds £000's	Funds £000's	Funds £000's
<b>Fixed assets:</b>						
Tangible fixed assets	11	-	-	-	-	2
Investments	12	-	817	-	817	761
<b>Total fixed assets</b>		-	817	-	817	763
<b>Current assets:</b>						
Stock		2	-	-	2	2
Debtors and prepayments	14	122	-	-	122	44
Cash at bank and in hand	14	538	169	95	802	980
<b>Total current assets</b>		662	169	95	926	1,026
<b>Liabilities</b>						
Creditors: Amounts falling due within one year	15	133	-	-	133	49
<b>Net current assets</b>		529	169	95	793	977
<b>Total assets less current liabilities</b>		529	986	95	1,610	1,740
<b>Funds of the Charity:</b>						
Unrestricted Income Funds	17	529	-	-	529	736
Restricted Income Funds	17	-	-	95	95	11
Designated Income Funds	17	-	986	-	986	993
<b>Total charity funds</b>		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:*

*PAH*

*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
<b>Cash flows from operating activities:</b>			
<i>Net cash used in operating activities</i>	18	(215)	(126)
<b>Cash flows from investing activities:</b>			
Dividends from investments	13	37	34
<b>Net cash provided by investing activities</b>		37	34
<b>Change in cash and cash equivalents in the reporting period</b>		(178)	(92)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		980	1,072
<b>Cash and cash equivalents at the end of the reporting period</b>	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**

	<b>31 March 22</b>	<b>31 March 21</b>
	<b>£000's</b>	<b>£000's</b>
Donations over £5k	351	215
Other donations	42	87
Legacies	111	138
Total	494	440

## **4. Other trading activities**

	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>£000's</b>	<b>£000's</b>
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
<b>Grant Activity</b>				
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
<b>Total</b>	<b>437</b>	<b>450</b>

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
<b>Total</b>	<b>437</b>	<b>450</b>

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

	<b>Plant and Machinery £000</b>
<b>Cost</b>	
At 1st April 2021	16
Additions	-
At 31st March 2022	<u>16</u>
<b>Depreciation</b>	
At 1st April 2021	14
Charge for the year	2
At 31st March 2022	<u>16</u>
<b>Net Book Value</b>	
At 31st March 2022	-
At 31st March 2021	<u>2</u>

## 12. Fixed asset investments

	<b>As at 31 March 22 £000</b>	<b>As at 31 March 21 £000</b>
Market value brought forward	761	647
Net gain on revaluation	<u>56</u>	<u>114</u>
<b>Market value carried forward</b>	<u>817</u>	<u>761</u>

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
	<u>122</u>	<u>44</u>

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
	<u>802</u>	<u>980</u>

## 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
	<u>133</u>	<u>49</u>

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	-
	<u>80</u>	<u>78</u>

## 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
<b>Unrestricted Funds</b>						
General Fund	736	1,034	(1,297)	56	-	529
<b>Total</b>	<b>736</b>	<b>1,034</b>	<b>(1,297)</b>	<b>56</b>	<b>-</b>	<b>529</b>
<b>Designated Funds</b>						
Nurses Fund	2	-	-	-	-	2
Reprovisions – New building	991	-	(7)	-	-	984
<b>Total</b>	<b>993</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>986</b>
<b>Restricted Funds</b>						
New build fund	-	-	-	-	-	-
Equipment fund	-	-	-	-	-	-
Hospice at Home	11	89	(5)	-	-	95
<b>Total</b>	<b>11</b>	<b>89</b>	<b>(5)</b>	<b>-</b>	<b>-</b>	<b>95</b>
<b>Total for Cransley Funds</b>	<b>1,740</b>	<b>1,123</b>	<b>(1,309)</b>	<b>56</b>	<b>-</b>	<b>1,610</b>

### 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 General Funds £000's	Designated Funds £000's	Restricted Funds £000's	Total Funds £000's
<b>Fund balance at 31 March 2022</b>				
Tangible fixed assets	-	-	-	-
Investments	-	817	-	817
Net current assets	529	169	95	793
	<u>529</u>	<u>986</u>	<u>95</u>	<u>1,544</u>

	Unrestricted General Funds £000's	Designated Funds £000's	Restricted Funds £000's	Total Funds £000's
<b>Fund balance at 31 March 2021</b>				
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>

## 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)
<b>Net cash used in operating activities</b>	<u>(215)</u>	<u>(126)</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 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***

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**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
<ul style="list-style-type: none"> <li>&gt; We raise funds to provide enhanced palliative and End of Life care services across the Cransley Hospice catchment area of North Northamptonshire</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We provide a regular annual level of funding for the delivery of enhanced palliative and End of Life services</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Our funding is utilised to enhance the delivery of more, and better End of Life services across North Northamptonshire</li> <li>&gt; Our five year plan is to double our commissioning fund to c£1m annually</li> </ul>
<ul style="list-style-type: none"> <li>&gt; 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</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 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</li> <li>&gt; 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</li> </ul>	<ul style="list-style-type: none"> <li>&gt; CHT ensures the funding it provides makes the best possible difference to the services delivered for End of Life care across North Northamptonshire</li> <li>&gt; We plan to ensure equitable services are delivered across North Northamptonshire</li> <li>&gt; We plan to further enhance the provision and quality of End of Life services across North Northamptonshire</li> </ul>
<ul style="list-style-type: none"> <li>&gt; We listen to, inform and influence the public, and health and care professionals on End of Life issues to improve services</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We undertake activities within the local community to raise public awareness of End of Life issues</li> <li>&gt; We influence positive change in the wider health system</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We help people get a greater understanding of end of life issues in the community</li> <li>&gt; We plan to positively change the way the public perceives End of Life care</li> <li>&gt; We plan to establish more investment in End of Life care, particularly in non-medical service provision</li> </ul>
<ul style="list-style-type: none"> <li>&gt; We raise our profile and enhance our 'trusted' reputation as a charity</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We build our following of supporters to raise our profile across the wider Cransley Hospice catchment area</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We plan a 10% growth in our local community supporter base annually over the next five years to help us meet our goals</li> <li>&gt; We want to be recognised as a supportive and trusted voluntary organisation across North Northamptonshire</li> </ul>
<ul style="list-style-type: none"> <li>&gt; We develop Cransley Hospice Trust's (CHT) corporate governance and operating systems to ensure we reflect the professionalism of our sector</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We establish a Strategy and Implementation Plan to support the development of the organisation</li> <li>&gt; We establish our systems to meet the needs of the organisation, its staff, and volunteers</li> <li>&gt; We ensure our administrative support systems enable us to work as a hybrid organisation</li> </ul>	<ul style="list-style-type: none"> <li>&gt; We want to be recognised for our values, utilising professional systems which are seen as fair and transparent by staff, volunteers and supporters</li> </ul>

## **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 (until 1/10/21) 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**

		Unrestricted		Restricted	Total	Total
	Note	General	Designated	Funds	31 March	31 March
		Funds	Funds		2022	2021
		£000's	£000's	£000's	£000's	£000's
<b>INCOME:</b>						
<b>Donations &amp; Legacies:</b>	<b>3</b>					
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
<b>Total income and endowments</b>		<b>1,034</b>	<b>-</b>	<b>89</b>	<b>1,123</b>	<b>898</b>
<b>EXPENDITURE:</b>						
Expenditure on Raising funds	5	621	-	-	621	510
<b>Expenditure on charitable activities:</b>	<b>7</b>					
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
<b>Total expenditure</b>		<b>1,297</b>	<b>7</b>	<b>5</b>	<b>1,309</b>	<b>944</b>
<b>Net expenditure before losses on investments</b>		<b>(263)</b>	<b>(7)</b>	<b>84</b>	<b>(186)</b>	<b>(46)</b>
Net gains on investments	12	56	-	-	56	114
<b>Net movement in funds for the year</b>		<b>(207)</b>	<b>(7)</b>	<b>84</b>	<b>(130)</b>	<b>68</b>
<b>Reconciliation of funds:</b>						
Total Funds b/f at 31 March 21		736	993	11	1,740	1,672
<b>Total Funds c/f at 31 March 22</b>		<b>529</b>	<b>986</b>	<b>95</b>	<b>1,610</b>	<b>1,740</b>

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**

		Unrestricted		Restricted	Total 31 March 2022	Total 31 March 2021
	Note	General Funds £000's	Designated Funds £000's	Funds £000's	Funds £000's	Funds £000's
<b>Fixed assets:</b>						
Tangible fixed assets	11	-	-	-	-	2
Investments	12	-	817	-	817	761
<b>Total fixed assets</b>		-	817	-	817	763
<b>Current assets:</b>						
Stock		2	-	-	2	2
Debtors and prepayments	14	122	-	-	122	44
Cash at bank and in hand	14	538	169	95	802	980
<b>Total current assets</b>		662	169	95	926	1,026
<b>Liabilities</b>						
Creditors: Amounts falling due within one year	15	133	-	-	133	49
<b>Net current assets</b>		529	169	95	793	977
<b>Total assets less current liabilities</b>		529	986	95	1,610	1,740
<b>Funds of the Charity:</b>						
Unrestricted Income Funds	17	529	-	-	529	736
Restricted Income Funds	17	-	-	95	95	11
Designated Income Funds	17	-	986	-	986	993
<b>Total charity funds</b>		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:*

*PAH*

*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
<b>Cash flows from operating activities:</b>			
<i>Net cash used in operating activities</i>	18	(215)	(126)
<b>Cash flows from investing activities:</b>			
Dividends from investments	13	37	34
<b>Net cash provided by investing activities</b>		37	34
<b>Change in cash and cash equivalents in the reporting period</b>		(178)	(92)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		980	1,072
<b>Cash and cash equivalents at the end of the reporting period</b>	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**

	<b>31 March 22</b>	<b>31 March 21</b>
	<b>£000's</b>	<b>£000's</b>
Donations over £5k	351	215
Other donations	42	87
Legacies	111	138
Total	494	440

## **4. Other trading activities**

	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>£000's</b>	<b>£000's</b>
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
<b>Grant Activity</b>				
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
<b>Total</b>	<b>437</b>	<b>450</b>

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
<b>Total</b>	<b>437</b>	<b>450</b>

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

	<b>Plant and Machinery £000</b>
<b>Cost</b>	
At 1st April 2021	16
Additions	-
At 31st March 2022	<u>16</u>
<b>Depreciation</b>	
At 1st April 2021	14
Charge for the year	2
At 31st March 2022	<u>16</u>
<b>Net Book Value</b>	
At 31st March 2022	-
At 31st March 2021	<u>2</u>

## 12. Fixed asset investments

	<b>As at 31 March 22 £000</b>	<b>As at 31 March 21 £000</b>
Market value brought forward	761	647
Net gain on revaluation	<u>56</u>	<u>114</u>
<b>Market value carried forward</b>	<u>817</u>	<u>761</u>

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
	<u>122</u>	<u>44</u>

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
	<u>802</u>	<u>980</u>

## 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
	<u>133</u>	<u>49</u>

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	-
	<u>80</u>	<u>78</u>

## 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
<b>Unrestricted Funds</b>						
General Fund	736	1,034	(1,297)	56	-	529
<b>Total</b>	<b>736</b>	<b>1,034</b>	<b>(1,297)</b>	<b>56</b>	<b>-</b>	<b>529</b>
<b>Designated Funds</b>						
Nurses Fund	2	-	-	-	-	2
Reprovisions – New building	991	-	(7)	-	-	984
<b>Total</b>	<b>993</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>986</b>
<b>Restricted Funds</b>						
New build fund	-	-	-	-	-	-
Equipment fund	-	-	-	-	-	-
Hospice at Home	11	89	(5)	-	-	95
<b>Total</b>	<b>11</b>	<b>89</b>	<b>(5)</b>	<b>-</b>	<b>-</b>	<b>95</b>
<b>Total for Cransley Funds</b>	<b>1,740</b>	<b>1,123</b>	<b>(1,309)</b>	<b>56</b>	<b>-</b>	<b>1,610</b>

### 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 General Funds £000's	Designated Funds £000's	Restricted Funds £000's	Total Funds £000's
<b>Fund balance at 31 March 2022</b>				
Tangible fixed assets	-	-	-	-
Investments	-	817	-	817
Net current assets	529	169	95	793
	<u>529</u>	<u>986</u>	<u>95</u>	<u>1,544</u>

	Unrestricted General Funds £000's	Designated Funds £000's	Restricted Funds £000's	Total Funds £000's
<b>Fund balance at 31 March 2021</b>				
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>

## 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)
<b>Net cash used in operating activities</b>	<u>(215)</u>	<u>(126)</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 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