



## **ANNUAL REPORT AND ACCOUNTS**

**FOR THE YEAR ENDED  
31 MARCH 2023**

Registered Charity Number 1151018  
Registered Company No 08102611

# Annual Report and Accounts for the year ended 31 March 2023

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## Foreword by the Chair of Trustees of Cransley Hospice Trust

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

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

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

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

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

I thank my fellow Trustees for their time and expertise. We have had two Trustees retire this year. I would like to thank Maxine Estop-Green and Dan

Freeland for their invaluable support during the past few years. Also we have had three new Trustees join our charity (Ros Gardner, Felix Connolly and Katie Milling).

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

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

**Paul Humphrey**  
Chair





## Review of 2022-23 by the Chief Executive

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

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

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

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

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

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

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

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

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



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

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

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

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

environmentally responsible.

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

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

Thank you.

**Philip Talbot**  
**Chief Executive**



1 [https://www.youtube.com/watch?v=T\\_XG9WXwTnY&t=40s](https://www.youtube.com/watch?v=T_XG9WXwTnY&t=40s)

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

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

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

*Michael Dobbs (Son)*



## Who we are

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

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

CHT continually seeks to improve and expand the support that makes a real difference to the care of patients who require palliation and end of life care.

This support extends to the families and loved ones of individuals as well as the staff who look after them in Cransley Hospice and within the local community.

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

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

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





## What we aim to do

### Our Primary Aim

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

### Our Values

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

#### OUR VALUES

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

TO ACT RESPONSIBLY

TO ACT WITH INTEGRITY

TO ACT FAIRLY

TO ACT ETHICALLY





# Our Objectives

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

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



## How we invest the funds

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

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

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

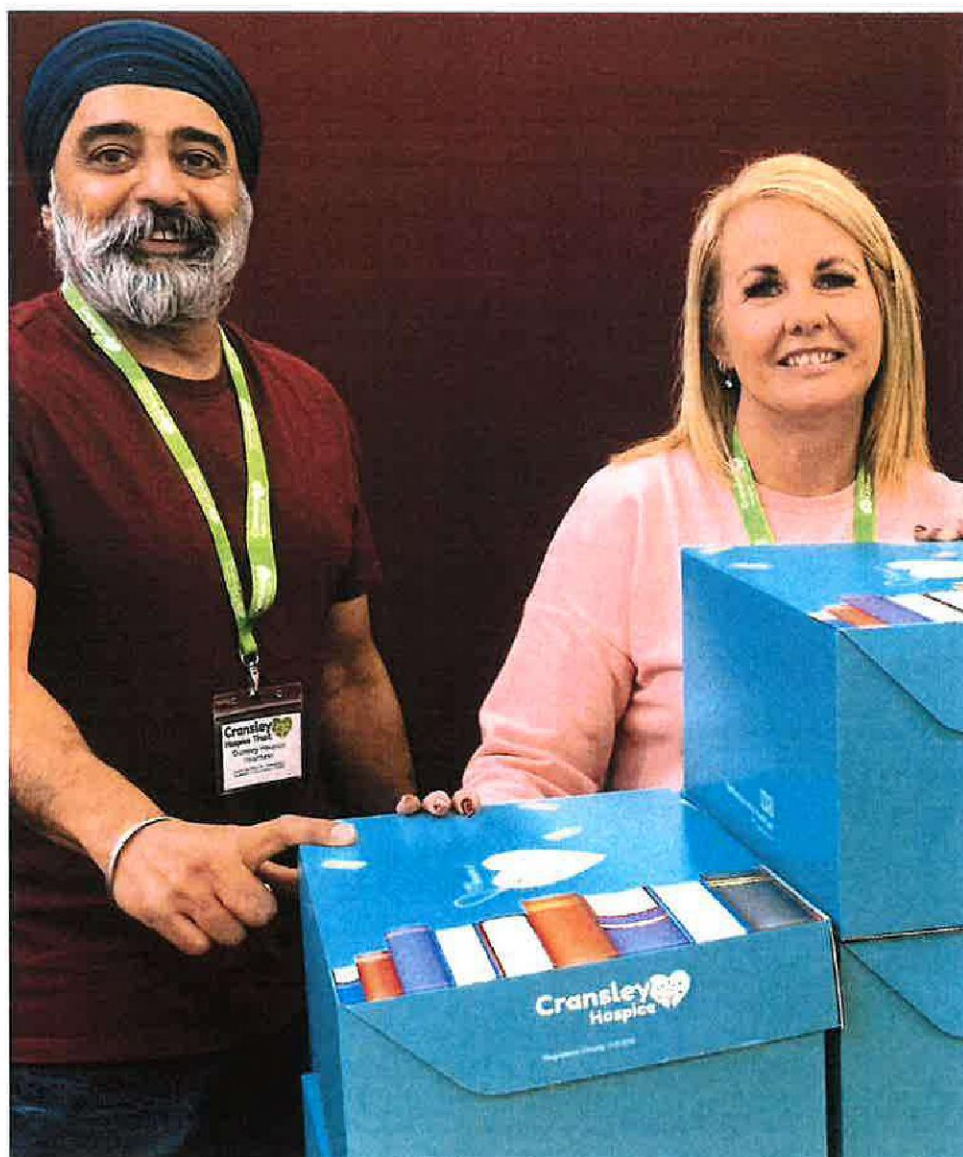
A third area of investment is the provision of support for cancer related Lymphoedema.

There are a number of support service interventions for those individuals, their families and carers, including

such things as bereavement support. CHT uses the funds raised across North Northamptonshire to provide support in a variety of ways, one notable one being our Childrens memory boxes.

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

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



**“ Thankyou for the 3 memory boxes and memory teddy for our granchildren. ”**

*John*



## Achievements and Performance

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

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

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

We were fortunate to receive a significant legacy late in the year. Our legacy income generation is currently considerably lower than others whom we currently

benchmark against. Legacy fundraising is built up over time and as a young organisation our legacy marketing programme is in its infancy.

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

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

Starlight Walk 2022





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

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

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

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

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

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

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

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





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

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

Other analysis tells us that we are only reaching a relatively low number of the population and so we

have the opportunity to increase support across North Northamptonshire.

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

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





## Marketing

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

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

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

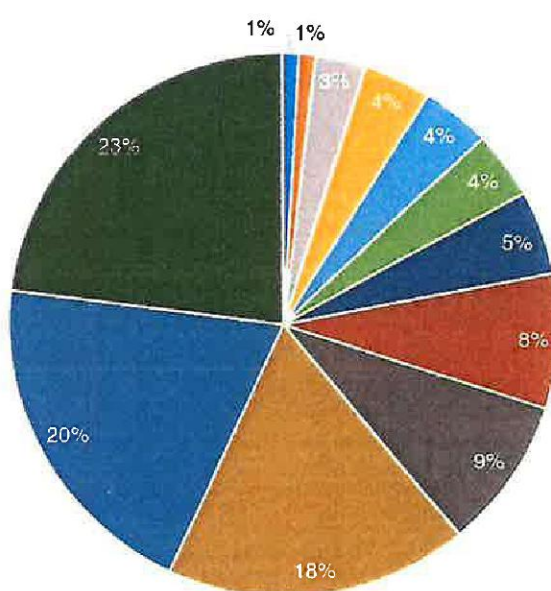
We created and delivered our first digital case for support video<sup>1</sup> involving the wonderful hospice team which was viewed and seen by over 5000 people.

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

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

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

## Source of Income 2022-2023



- Gift Aid / Small Donations
- Website / Merchandising
- General Donations
- Investments
- Corporate CSR
- Curated by Cransley
- Trusts and Grants
- Events
- Charity Shop
- Legacies
- Direct Marketing
- Community



## Re-structure of the NHS

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

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

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

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

The Board that runs it is the Northamptonshire

Integrated Care Board (NICB).

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

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

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

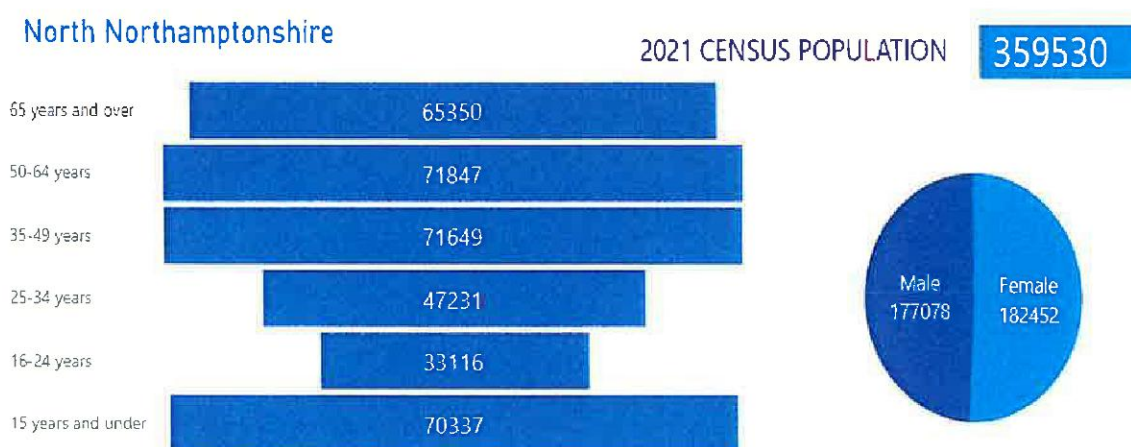
In March 2023, the group had developed and agreed a new strategy for Northamptonshire, the implementation of which would commence in 2023-24 and become fully operational in 2024-25. This is a major step change for the sector locally and one Cransley Hospice Trust, with Cynthia Spencer Hospice Charity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





# Facts and Figures for North Northamptonshire

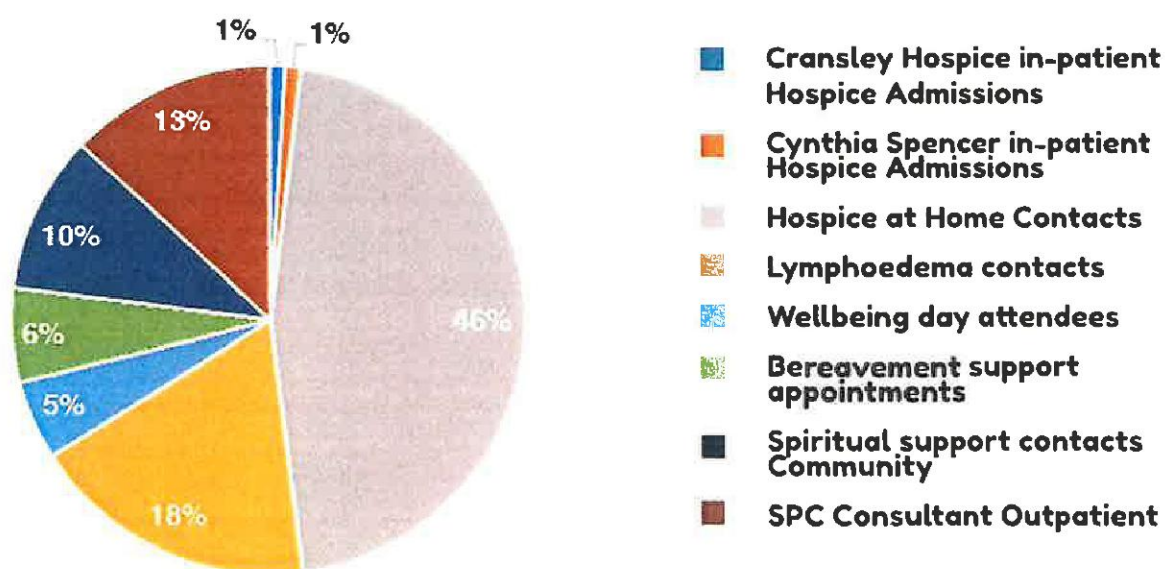
## Population data for North Northamptonshire:



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

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

## Northamptonshire End of Life Engagement Data 2022-2023



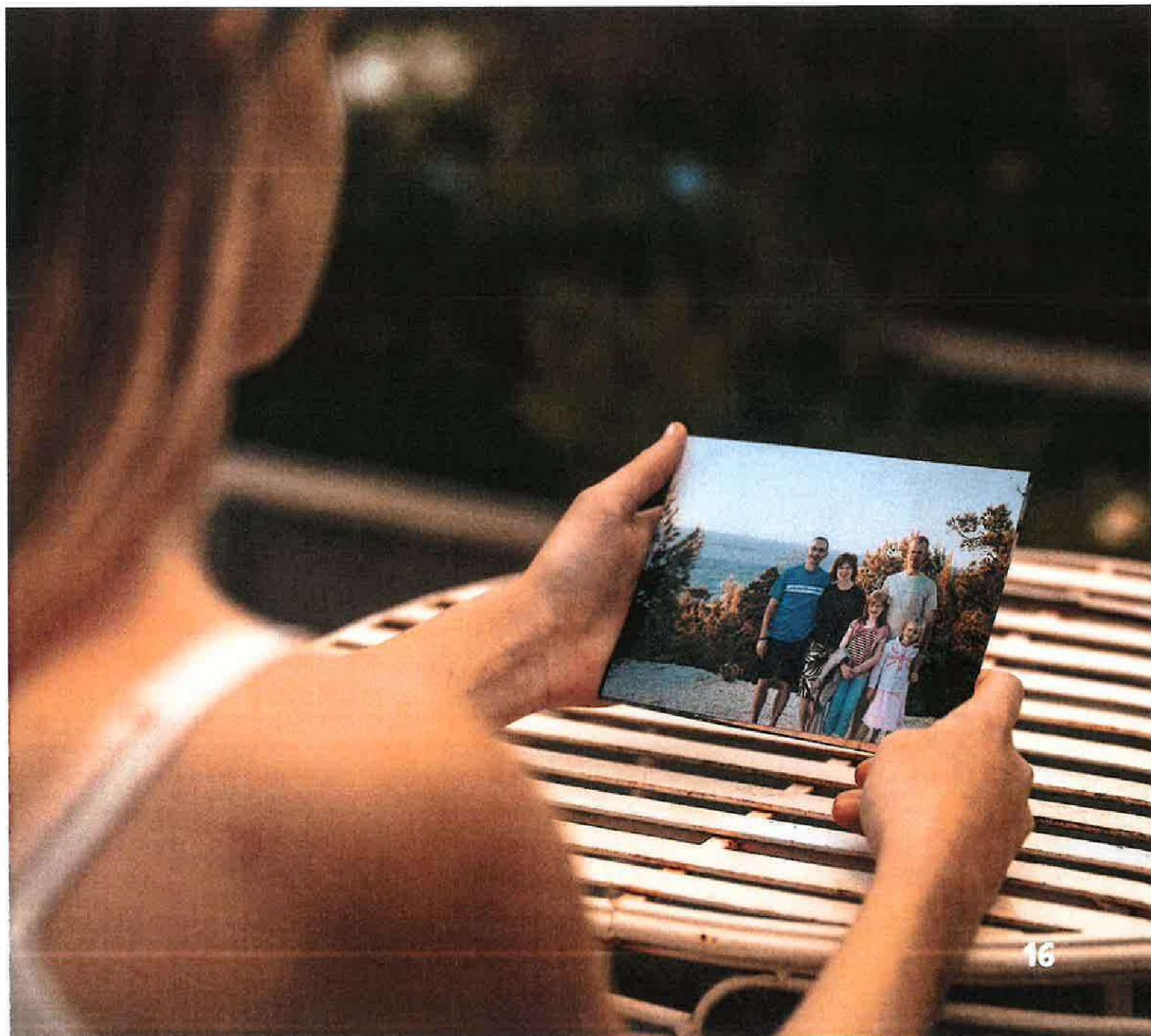
The average cost of a bed in Cransley Hospice was £755.00 per day in 2022-23.

## Risk Management

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

The Board continued to closely monitor the impact on income from the cost-of-living crisis and the apparent

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





## Service Development and our Future Plans

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

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

During the year CHT contributed significantly to the development of a new P&EoLC strategy ensuring

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

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





## **Remembrance: Father Gerard O'Flaherty**



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

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



# Trustee's Annual Report on Finance and Governance

## Basis of preparation and legal framework

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

Full Name of Charity: Cransley Hospice Trust  
1151018

Registration Charity Number: 08102611  
Company No

The principal office is at: St Mary's Hospital  
77 London Road  
Kettering  
Northants  
NN15 7PW

Directors & Trustees: Mr. Paul Humphrey (Chair)  
Rev Dr. John S Smith  
Mr. Daniel Freeland (resigned 25.01.23)  
Mr. Andrew Attfield  
Mr. Christopher Turner (Treasurer)  
Dr. Dierdre Mukhtar  
Ms. Maxine Estop-Green (reigned 25.01.23)  
Dr Hannah R Doherty (appointed 22.06.22) (Vice Chair)  
Mr. Felix Connolly (appointed 22.06.22)  
Mrs. Katie Milling (appointed 26.10.22)  
Mrs. Lenea Makala (appointed 24.05.23)  
Mrs. Kerry Thompson (appointed 22.11.23)

Chief Executive Officer Mr Philip Talbot Esq

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

Bankers Lloyds Bank  
2 George Row  
Northampton  
NN1 1DJ

Auditors Hawsons Chartered Accountants  
Jubilee House  
32 Duncan Close  
Moulton Park  
Northampton  
NN3 6WL



## **Structure, Governance and Management**

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

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

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

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

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

## **Public Benefit Test**

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

## **Risk Management**

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

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

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

## **Our Fundraising Practises**

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

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

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

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

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

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



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

### **Protection of the public**

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

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

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

### **Complaints received from supporters**

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

during the year. However we did have two accidental, non-reportable, ICO breaches which were dealt with appropriately to the satisfaction of those involved.

### **Reserves Policy**

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

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

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

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

### **Partnership Working and Networks**

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

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



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

Throughout the year partnerships have been developed and new ones formed with members

of the corporate sector, the local community and membership organisations as well as individuals.

### **Investment Policy**

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

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





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

The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable

accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Signed on behalf of the trustees by:**



**Name: Paul Humphrey**  
**Chair**

**Date:** 7-12-23



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

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

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

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

The financial statements were approved by the trustees on behalf by:

22 Nov 2023

and signed on their

  
Paul Humphrey  
Charity Chair



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

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



## **Notes on the accounts**

### **1. Summary of significant accounting policies and key accounting estimates**

#### **(a ) General information and basis of preparation**

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

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

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

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

#### **(b ) Funds structure**

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

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

#### **(c ) Income**

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

**(d ) Income from legacies**

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

**(e ) Government grants**

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

**(f ) Expenditure**

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

Contractual arrangements are recognised as goods or services supplied.

**(g ) Irrecoverable VAT**

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

**(h ) Allocation of overhead and support costs**

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

**(i ) Expenditure on raising funds**

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

**(j ) Expenditure on charitable activities**

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

**(k ) Governance costs**

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



**(l) Tangible fixed assets**

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

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

**(m) Fixed asset investments**

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

**(n) Net gains and losses**

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

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

**(o) Pensions**

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

**(p) Operating leases**

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

**2. Related party transactions**

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

**3. Analysis of income from donations and legacies**

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

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

#### 4. Other trading activities

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

#### 5. Expenditure on raising funds

(Relates to notes 3 and 4 combined)

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

#### 6. Analysis and allocation of support costs and overheads

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

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



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

## 7. Expenditure on charitable activities

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

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

## 8. Analysis of grants

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

## 9. Analysis of staff costs

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

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

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

The average number of full-time equivalent staff during the year was 13 (2022: 13) with all staff time involved in providing fundraising and support services for charitable activities.

One staff member had total remuneration in the band of £60,000 - £70,000 (2022: £nil).

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

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

## 10. Auditor's remuneration

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



## 11. Tangible fixed assets

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

## 12. Fixed asset investments

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

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

### Investments in a Common Investment Fund

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

### 13. Analysis of current assets

#### Debtors under 1 year

	<b>As at 31 March 23 £000's</b>	<b>As at 31 March 22 £000's</b>
Other debtors	235	109
Prepayments	11	13
	<u>246</u>	<u>122</u>

There are no long-term debtors.

#### Analysis of cash at bank

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

### 14. Analysis of current liabilities and long-term creditors

	<b>As at 31 March 23 £000</b>	<b>As at 31 March 22 £000</b>
Trade Creditors	294	91
Accruals	17	33
Other Creditors	9	9
	<u>320</u>	<u>133</u>

There are no long-term creditors.

### 15. Income from grants receivable

	<b>As at 31 March 23 £000</b>	<b>As at 31 March 22 £000</b>
Covid-19 Retail Support Grant	-	2
Covid-19 Job Retention Scheme	-	7
NHFT hospice grant	-	71
	<u>-</u>	<u>80</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 2023.

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

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

### Designated Fund

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

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

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

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

	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>1,610</u>

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

	As at 31 March 23 £000's	As at 31 March 22 £000's
Net movements in funds	(346)	(130)
Losses/(Gains) on investments	38	(56)
Dividends from investments	(37)	(37)
Depreciation	2	2
Fixed asset (additions)/disposals	(7)	-
Increase in debtors	(124)	(78)
Increase in creditors	187	84
<b>Net cash used in operating activities</b>	<u>(287)</u>	<u>(215)</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 2023 which comprise the Statement of Financial Activities, Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard 102 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

## **Other information**

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

We have nothing to report in this regard.

## **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

## **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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



### **Responsibilities of trustees**

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

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

### **Auditor's responsibilities for the audit of the financial statements**

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

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

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

Audit procedures performed by the engagement team included:

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

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

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



### **Use of our report**

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

*Hawsons*

**David Owens**

**Senior Statutory Auditor**

for and on behalf of: Hawsons Chartered Accountants, Statutory Auditor

Jubilee House

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*17 December 2023*