

WILLEN HOSPICE

England & Wales · Charity number 270194

Details

Other names HOSPICE OF OUR LADY AND ST JOHN, WILLEN HOSPICE

Status Registered

Legal form Charitable company

Company number [01231909](#)

Registered 1975-11-06

Register [View on the Charity Commission register](#)

Contact

Address Milton Road
Willen Village
Milton Keynes
Bucks
MK15 9AB

Phone 01908663636

Email info@willen-hospice.org.uk

Website www.willen-hospice.org.uk

Activities

Objects: 1. TO PROMOTE THE RELIEF OF SICKNESS AND SUFFERING RESULTING IN PARTICULAR FROM TERMINAL ILLNESS. 2. TO CONDUCT OR PROMOTE RESEARCH INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM ANY ILLNESS, DISABILITY, DISEASE OF INFIRMITY AND IN PARTICULAR INTO THE CARE AND TREATMENT OF PERSONS SUFFERING FROM CANCER OR TERMINAL ILLNESSES AND THE PUBLICATION OF THE USEFUL RESULTS OF SUCH RESEARCH.

Activities: To provide Specialist Palliative Care to people with cancer and other life limiting illnesses(symptom relief and support) who are over the age of 18 years living in Milton Keynes and surrounding communities. Depending upon the patients needs and their choice, care can be provided as an In patient, in the patients home or Day Hospice.

Classification

- **How:** Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** MILTON KEYNES
- Bedford
- Buckinghamshire
- Central Bedfordshire
- Milton Keynes
- Northamptonshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£11,765,753	£10,993,798	£16,884,235	258
2024-03-31	£8,738,157	£10,108,106	£15,956,166	251
2023-03-31	£10,194,510	£9,343,526	£16,872,597	225
2022-03-31	£10,135,152	£8,371,530	£16,776,206	194
2021-03-31	£9,928,815	£7,094,890	£14,863,894	194

Trustees

Name	Role	Appointed
Rachel Medill MBE	Chair	2024-06-10
Anita Shashikant Nadkarni		2024-11-21
Anthony James Marsh		2024-02-15
David McNeill-Richardson		2026-06-11
Dushyant Mital		2025-12-04
Helen Simpson		2025-09-11
Jan-Denise Wood		2017-11-02
Marihelen Esam		2020-02-06
Paul Andrew Cooper		2022-08-04
Penelope Weatherup		2025-02-27
Philip Ronald Arthur Ball		2021-04-01
Shahida Mohamed		2024-11-21

Linked charities

- TRUST PROPERTY HELD IN CONNECTION WITH THE HOSPICE OF OUR LADY AND ST JOHN (270194-1)

WILLEN HOSPICE

England & Wales - Charity number 270194

Accounts

Willen Hospice
(A company limited by guarantee)
Report and Financial Statements
Year ending 31st March 2025
Charity number: 270194
Company number: 01231909

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Acronyms:

IPoS	Integrated Palliative Outcome Scale
W@H	Willen at Home
BLMK ICB	Bedfordshire Luton & Milton Keynes Integrated Care Board
CHKS	Comparative Healthcare Knowledge System

Legal and Administrative Details

Willen Hospice ("the Hospice") is a company limited by guarantee and a registered charity governed by its Memorandum & Articles of Association. The Directors of the Hospice are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Company registration number: 01231909

Charity registration number: 270194

Registered Office:

Milton Road
Willen Village
Milton Keynes
MK15 9AB

Trustees:

Paul Davis (Chair – resigned 15 August 2024)
Sue Carbert (Treasurer – resigned 26 August 2024)
Steve Carbert (resigned 6 September 2024)
Rachel Medill (Chair - appointed 10 June 2024)^{1,36}
Shahida Mohamud (Treasurer - appointed 21 November 2024)^{3a}
Phillip Ball²
Madeline Rogers²
Jan Wood⁵
Marihelen Esam⁷
Anita Nadkarni (appointed 21 November 2024)¹³
Penelope Wetherup (appointed 28 February 2025)⁵⁵
Paul Cooper^{1,3}
Anthony Marsh⁴
Charles MacDonald (resigned 18 June 2025)

1 Member of Commercial Committee/WHV Ltd Board
2 Member of Clinical Governance Committee
3 Member of Finance Committee
4 Member of Property/ Health & Safety Committee
5 Member of People Services Committee
6 Member of Remuneration Committee

Company Secretary:

Richard Alsop

Key Management Personnel: Senior managers of Willen Hospice:

Chief Executive Officer:
Kate Broadhurst
Director of Clinical Services:
Kikelomo Pinheiro
Director of Finance & IT:
Akash Chatterjee
Richard Alsop
Director of Strategy and Development:
Commercial Director:
OD & People Director:
Ali Lowe
Ranjit Singh (deceased 26 May 2025)

Legal and Administrative Details (continued)

Bankers:

Barclays
11 Bank Court
Hemel Hempstead
Hertfordshire
HP1 1BX

NatWest
501 Silbury Boulevard
Saxon Gate East
Milton Keynes
MK9 3ER

Metro Bank
One Southampton Row
London
WC1B 5HA

Handelsbanken
2nd Floor Clifton House
4A Goldington Road
Bedford
MK40 3NF

Solicitors:

Geoffrey Leaver Solicitors LLP
251 Upper Third Street
Bouverie Square
Milton Keynes
MK9 1DR

Independent Auditor:

Mercer & Hole LLP
Chartered Accountants & Registered Auditor
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
MK9 1BP

Investment Advisors:

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London
EC4M 8BU

Rathbones
8 Finsbury Circus
London
EC2M 7

Willen Hospice supports the growing number of people in our community coping with the devastating impact of a life-limiting illness. We give our patients and their loved ones the highest quality personalised care – completely free of charge. With compassion and experience, our expert teams help patients who have complex symptoms or needs, to make every day the best it can be.

All our patients are assessed holistically, to help them deal with both the physical and emotional effects of their illness and any treatments. We take time to listen to patients' needs so we can provide specialist care, advice and support to make them as comfortable as possible. This means they can spend more precious time with family and friends.

Our strategy for the next three years will be to continue to provide outstanding care for our patients and their families whilst making the organisation more robust and financially sustainable. This will provide a strong foundation for expansion to meet the needs of the whole of our community over the following five to ten years.

Understanding the current context and looking forward to challenges ahead is essential in order to develop robust plans for the future.

The UK is experiencing a significant rise in mortality rates, with deaths projected to increase by 20% by 2040. This increase is driven by an ageing population, where people are living longer but with more complex health conditions that require specialised and often costly care management. As individuals develop end-of-life conditions, the demand for expert palliative and end-of-life care has continued to grow. Wider pressures on the NHS and social care services are contributing to a gap in the provision of essential care. As these systems struggle to meet demand, hospices like ours are increasingly stepping in to fill the void.

Milton Keynes is one of the fastest-growing cities in the UK. By 2050, the city's population is projected to increase by at least a third, reaching between 384,000 and 410,000 people. Notably, 41% of this growth will be among those aged 65 and older, substantially increasing the need for palliative care services.

Moreover, the city is becoming increasingly diverse, with 38% of the population identifying as Black, Asian, or Minority Ethnic (BAME). This demographic shift necessitates a culturally responsive approach to hospice care, ensuring that services meet the needs of the entire community, respecting varied beliefs, traditions, and healthcare expectations.

The ability to attract and retain skilled professionals is also a growing concern. Rising wages within the NHS and competitive salaries across other sectors have made recruitment and retention increasingly challenging.

Moreover, only 12.7% of our running costs comes from the NHS on a recurring basis, making us one of the lowest NHS-funded hospices in the UK. This means that we are heavily reliant on community fundraising efforts at the same time as the cost-of-living crisis has significantly impacted charitable giving.

Set against this context this year's accounts look encouraging, showing a surplus of £928k. However, this was largely due to the impact of two major legacies totalling £1.5m and a "one-off" funding arrangement from the NHS of £375k. When these factors are removed, we show an operational deficit of £950k due to increasing cost pressures.

Whilst we have healthy reserves to support us in the short term, we have now launched our three-year strategy "Ready for Tomorrow" which faces our medium and long-term challenges directly. It aims to give us a solid and sustainable foundation from which we can expand our services – in time providing compassion and outstanding care to everyone who needs us.

Chair's Annual Report (continued)

Before I close, I would like to recognise the loss of a very much loved and admired member of Willen, our Commercial Director, Ranjit Singh. His absence is felt profoundly in our community at Willen, and more broadly across our city and beyond. His legacy and the impact that he had whilst working with us all will live on in the work that we do, and the care that we continue to provide.

Finally, I would like to express my enormous gratitude to our staff, our volunteers and the extraordinary place that is Milton Keynes. Our social enterprise is truly a partnership between the Hospice and the community it serves. We would not be able to continue providing our care without the immense support we receive in the form of donations and volunteering. It is on that foundation of humanity, we will "always be there to care" for each other.



Rachel Medill

Chair

11 September 2025

Trustees' Report for the year ended 31 March 2025

The Trustees are pleased to present their annual Trustees' Report, together with the consolidated financial statements of the Hospice for the year ended 31 March 2025.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) (effective 1 January 2019).

Our Vision and Values

Our vision is that everyone, in our community, can experience the best possible quality of life, for however long their life may be. We achieve this through the provision of outstanding specialist palliative care and wellbeing support, to those in our community impacted by a life-limiting illness.

Our values - Inclusion, Compassion, Ambition, Respect and Excellence - define who we are and shape the way we behave. We believe that by embracing our shared values, we can make a meaningful and lasting difference to the community we serve.

Structure, Governance and Management

Willen Hospice is a company limited by guarantee, governed by its Memorandum and Articles of Association, dated 31 October 1975, as amended on 26 July 2023. It is registered as a charity with the Charity Commission of England and Wales.

Responsibility for the recruitment of new Trustees rests with the existing Trustees, who are also the Directors of the Hospice and appointed in accordance with the process set out in the 'Leadership and Governance Manual'. Before appointing a new Trustee, the Trustee Board must ensure that the appointment meets the requirements of the Hospice's governing documents and the law generally.

To optimise our effectiveness, we aim to recruit a diverse Trustee Board with a broad range of skills, knowledge and experience. We aim to achieve greater diversity by reaching out to communities that are not presently represented. Trustees should also have a strong personal commitment to the Hospice's aims and objectives.

New Trustees undergo an induction process which includes:

- Their legal obligations under charity and company law,
- The Charity Commission guidance on public benefit, and to inform them of the content of the Memorandum and Articles of Association,
- The Committee structures and decision-making processes,
- The Business Plan and recent financial performance of the Hospice.

During the induction, they meet key employees and members of the Executive and Senior Leadership Team. Trustees are encouraged to attend appropriate external training events, where these will facilitate the undertaking of their role.

Trustees' Report for the year ended 31 March 2025 (continued)

Organisation

The Board of Trustees, which can have up to 15 members, administers the governance of the Hospice.

This is achieved through a governance structure that includes various committees: Finance, Property & Health & Safety, Clinical Governance, Commercial, Remuneration and People Services, which are all chaired by individual Trustees and attended by relevant Executive team members. These committees meet quarterly and align at the subsequent quarterly Board Meeting, where all Trustees and the Executive team are present.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Hospice. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and service delivery.

Related Parties and Co-operation with other Organisations

None of our Trustees receives remuneration or other benefits from their work with the Hospice. Any connection between a Trustee and Senior Manager of the Hospice, with a Contractor or Supplier of Professional Services, must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year, no such related party transactions were reported. Details of Trustees' expenses and related party transactions are disclosed in note 8 to the accounts.

Remuneration of staff

We have recently introduced a new pay framework that aligns with the NHS, other local employers, hospices and the charity sector. Paying fairly is key to attracting high performing staff who can deliver in a rapidly changing and financially challenging environment. Our ability to mirror the NHS pay scales, is key to attracting and retaining our clinical workforce, especially when we are located within a commutable distance of Milton Keynes, Bedford and Luton hospitals. Pay for the Executive Team is set by the Executive Team, which is comprised of nominated Trustees.

Pay for all staff is reviewed annually and any increases are in accordance with Hospice pay policy, which is benchmarked against the recommendations of the national pay review bodies, the living wage and local employers operating in this sector.

Public Sector Equality Duty

In line with the Public Sector Equality Duty, Willen Hospice is committed to promoting equality and inclusion across all its activities. Our values are now embedded in our policies and practices, and we have adopted new legislation designed to provide further protection to underrepresented groups. We are moving to a position of conducting 'Equality Impact Assessments' to understand the impact of our policies and services on individuals with protected characteristics.

The migration to a new pay framework will ensure that any pay gaps between male and female employees can be identified and addressed. By adopting this approach, we are confident that our pay is fair and transparent. We are committed to ensuring fair recruitment and selection processes and we are working to increase the data we hold on our workforce, to ensure that adequate provision can be put in place to support those with a protected characteristic.

A voluntary submission of our gender pay gap data was reported to the government. This showed a small bias in favour of women. This is consistent with the previous year's reporting and the sector more generally.

Our culture is one of openness and transparency and our recently delivered leadership development programme is designed to grow a compassionate culture where people feel comfortable to bring their authentic selves to work, to challenge behaviour that does not align with our values and to contribute to a working environment in which everyone can thrive for the good of the patients and the communities that we serve.

Trustees' Report for the year ended 31 March 2025 (continued)

Volunteers at Willen Hospice

We have over 1,000 volunteers, who provide over 120,000 hours of support, for which the Hospice is immensely grateful. Our volunteers work across the Hospice in various ways, these include patient-facing, administration, support and finance roles. They are also fundamental to the delivery of retail and fundraising activities.

Quality, Governance and Performance

Quality remains paramount within the organisation, and this year, the organisation has continued to report on incidents, complaints, service development and embed changes to practice, in collaboration with the internal teams. From an external perspective, the quality schedule requirements outlined by the Bedfordshire Luton & Milton Keynes Integrated Care Board (BLMK ICB) have again been delivered and achieved.

During 2024/25 we strengthened compliance reporting at both committee and board level, developing an integrated pack, containing all relevant information to drive accountability through increased transparency.

Our 'Leadership and Governance Manual' provides a comprehensive guide to the management of the Hospice and how we transact business. We also amended our committee structure and introduced a scheme of delegation for the first time in 2024/25.

We are reassured that we are practising good data security by completing the NHS England Data Security and Protection Toolkit.

The organisation continues to support a variety of medical, Allied Healthcare and nursing students' placement from surrounding universities.

Strategic Report for the year ended 31 March 2025

Our core mission is to provide exceptional specialist palliative care to our community and to do this we require funding. The below covers an overview of our clinical service delivery and funding performance in 2024/25.

Clinical service delivery

As the main provider of specialist palliative care for this city, we play a hugely important and active role in the local healthcare system.

Our Palliative Care Hub answers calls from palliative patients, carers and healthcare professionals, 24 hours a day. This single point of contact for advice and information about palliative care is vital to making sure patients get timely support and again helps to ease the load on a range of local NHS services.

Willen at Home, our community provision, can respond quickly when patients need help, which eases pressure on the NHS locally. This year the team made more than 1,200 'SOS' same-day visits to patients, on top of routine check-ins. Without this support, the majority of patients would have been taken to hospital. Our Willen at Home team also work closely with the hospital palliative care team, GPs, district nurses and care homes to provide joined-up care for palliative patients and reduce hospital admissions. They also free up time for GPs and pharmacists by handling medication changes.

The expert care provided in our In-Patient Unit helps patients avoid multiple admissions to hospital and gives them the chance of a good end-of-life experience – cherishing time together with loved ones in the privacy of their Hospice room.

We also provide holistic care and support for patients and families. This includes activities such as yoga and walking groups, support in terms of psychological and financial advice and bereavement counselling for families. All of this is provided totally free of charge to anyone in our community that needs us.

Our staff, our most important asset, and their development has been a key focus for us this year. All our clinical leads have accessed leadership development training and are in receipt of personal and team coaching from specialist coaches. This has translated into improved support for their teams, and ultimately better care for our patients.

We have also provided access to coaching to the wider clinical team. We have introduced 'resilience based' clinical supervision to support both the development and wellbeing of clinical staff. The Practice Development Team have worked hard to deliver required clinical skills training and have procured access for our staff to the clinical skills.net website. This allows staff to pick up skills training at their own convenience. The addition of a dedicated clinical skills training room has also supported the training of our clinical staff.

Data collection, insight and utilisation has also been a key focus for us this year. As a result of improved data, we are now able to track individual patient journeys, from the use of our health and well-being services, to requiring admission to our in-patient unit. This allows us to better understand patient need and adapt our proposition accordingly. We are also able to anticipate future demands for both our community and in-patient unit services and therefore can plan more effectively. Outcome measures have been explored and are now embedded. This work will continue, building on the good progress made this year. Next year, we will also introduce more digitalisation, such as e-torax, e-audits and SMS notifications which will make service delivery even more efficient and data collection better.

Patient feedback systems have been boosted through the introduction of regular patient focus groups; these complement the existing patient survey forms. Patient feedback continues to be overwhelmingly positive, and we take enormous pride in the fact that patients and their families continue to be pleased with the care they receive.

We continue to experience increased demand for our services. This is due to patients living longer and their needs becoming more complex. We have been successful in adapting and accommodating these challenges; we have increased the capacity within the medical team and encouraged a 'one team' mindset across all clinical services. The dedication and diligence of staff has been commendable.

Strategic Report for the year ended 31 March 2025 (continued)

Income Generation

To fund our clinical proposition, we rely on three main sources of income; statutory funding, retail and fundraising. These are detailed below;

Statutory Funding

The Hospice is commissioned by BLMK ICB. From them, we receive a recurrent annual income of £1,395k. This contribution, according to Hospice UK data, makes us one of the worst funded hospices in the UK. In 2024/25, following strong lobbying, we received an additional £375k in non-recurrent funding from the BLMK ICB, primarily to fund our lymphoedema service.

Additionally, the Hospice benefited from £144k allocated as part of the Government's central capital allocation to hospices. The Hospice was able to offset expenditure incurred in the year, to make the allocation budget relieving.

However, due to the very low statutory funding that we receive, we need to generate a further £9.6 million per annum, to fund our total operating costs. We do this through two main income streams; retail activity and fundraising.

Retail

It was a good year for our retail team and their brilliant volunteers. Together, they sold 723,000 items through our charity shops, surpassing the previous year's total of 680,000.

We continue to actively promote gift aid, which allows us to raise additional funds at no extra cost to our supporters. While we have seen promising growth in this area, there's still significant untapped potential. With community support and some targeted process improvements, boosting gift aid participation remains a top priority.

Our online retail operation continues to thrive, growing by 24% this year and generating over £276,000 in sales, building on an impressive 21% increase the previous year. This success is a result of collaboration between our online team, shop colleagues, warehouse staff and corporate teams, who consistently identify and route high-value or unique items for online sale. A major highlight this year was the addition of Vinted to our online sales platforms.

With rising costs across both the retail sector and the Hospice more broadly, income from our retail and online operations is more important than ever. To build on this momentum, we are planning to open new stores in 2025/26, while also refurbishing more of our existing locations.

Fundraising

Fundraising performance for the year was strong with a 62% increase over last year. However, this reflects an unusually high (compared to a 3-year average) level of legacy gifts in 2024/25, which was very welcome and contributed significantly to our year end position. Without this, overall fundraising was up 6.5% year on year. We developed a central narrative for fundraising in 2024/25 around our Willen at Home Service. This enabled us to leverage significant additional income from philanthropy and corporate donors, as well as generating significantly more "one off" donations as part of the campaign.

We participated in the "Big Give" Christmas appeal for the first time, which gave us access to nationally allocated matched funding. As a result, our Christmas appeal was the most successful ever run by the Hospice.

In 2024/25 we contracted out our work on 'Trusts and Foundations' to an expert agency with strong links to potential partners in the sector. This significantly increased the level of income received, with strong return on investment, and more unrestricted income received.

Strategic Report for the year ended 31 March 2025 (continued)

We continued to increase revenue from our flagship events, the Midnight Moo, Santa Dash, and Gala Dinner. As well as being excellent fundraisers, they also present opportunities to raise awareness of our cause and cultivate new potential donors.

Capital Development

The rebuild of the Hospice was completed in 2024/25 with the renovation of the Manor House, which provides our main reception, upgraded meeting space and office accommodation.

In the year, we also committed to purchase the 'Well,' a building adjacent to the Hospice that houses some of our clinical services, which also provides office and meeting space to our teams. The purchase was prompted by a decision to sell the building by the landlord. We were approached to purchase the building at a very reasonable price, as the landlord was keen for us to continue to occupy the space, due to the charitable nature of our organisation. A business case to purchase on these favourable terms was agreed by the Board. The purchase was completed in April 2025, and work is now underway to modernise and adapt the building to improve the office and clinical space as well as to provide new income streams for the Hospice.

Plans for 2025/26 - Our new 3-year strategy

This year we have launched a new three-year strategy which focusses on three key strategic objectives, ensuring we are able to grow and develop our services in line with the needs of our local community, and secure our long-term financial position.

Financial sustainability

We will continue to grow our income through fundraising and retail, while also exploring new income streams and lobbying for a fairer share of NHS funding. Without this, we simply cannot meet the rising need.

High quality care for all

We will continue to deliver outstanding care, while working to remove barriers and expand access across all communities in Milton Keynes. We believe everyone deserves to experience the best possible quality of life, for however long their life may be—regardless of background, circumstance, or postcode.

A great place to work and volunteer

Our people are the heart of our hospice. We want to be an exceptional place to work and volunteer—where staff and volunteers feel valued, supported, and inspired to make a difference every day.

Financial Sustainability

- Fairer NHS funding

We need to secure fair funding for all our services through our local Integrated Care Board (ICB). Currently, only 12.7% of our running costs are met by NHS funding, making us one of the lowest-funded hospices in the country. Some of the services we provide attract ZERO NHS funding while similar services in Bedfordshire & Luton receive full funding.

This is not fair or reasonable on us, or the people of Milton Keynes, and we need to see a move to fairer funding over the lifetime of this strategy.

- Retail expansion and modernisation

We will grow our retail presence across the city, making it easier for our community to shop and donate. In addition, we will ensure that our offer, both in-store and online, is meeting shopper needs, centred on sustainability, and providing an enjoyable shopping experience.

Strategic Report for the year ended 31 March 2025 (continued)

We will work with our community to maximise the volume and quality of donations that service our shops. We will implement initiatives to increase Gift Aid contribution from donations.

• Transformational fundraising

We are deeply grateful for our community's generous support, which enables us to care for patients and their loved ones. To sustain and strengthen this support, we will offer innovative, inclusive events and new engagement opportunities. Additionally, we will foster strategic partnerships with our city's vibrant and growing business community.

• Operational efficiency

Every penny donated must be spent wisely and deliver best value. Through a structured efficiency programme, we will deliver significant cost savings while maintaining service quality. By streamlining operations, negotiating smarter contracts, reducing waste, and partnering with our supporter base, we will optimise costs without compromising care. This will be done systematically, with continuous monitoring and refinement to ensure long-term sustainability.

• New revenue streams

We will develop new initiatives to generate additional income, making the most of our resources and services to secure funding. This will involve exploring opportunities for expansion and engagement. Additionally, we will enhance our services by fostering collaborations with local organisations and individuals who align with our values and ambitions.

High quality care for all

• Revised service delivery models

Whilst our current service models allow us to deliver high quality care, increasing demand and growing complexities of need require us to reassess our approach. To enhance efficiency and expand our capacity, we must refine our service delivery models – ensuring we not only meet rising needs but also maintain and improve the quality of care we provide. We will do this by engaging our staff and community to better understand their needs. We will take learning from current practice and innovate to ensure we deliver new care models which support our staff to provide the best possible care for our community.

• Increase accessibility to our services for underrepresented groups

Research shows that certain groups, including ethnic minorities, the LGBT community and individuals experiencing homelessness often face barriers to accessing palliative care and have poorer experiences as a result. Our data also confirms that these groups are underrepresented amongst those we care for. We will proactively engage with underrepresented communities to better understand their needs. By adapting our environment and practices, we will ensure our care is inclusive, accessible, and responsive to the diverse needs of all individuals.

• Data driven service

We will enhance our collection and use of data to improve decision-making, optimise resource allocation, and strengthen our care for Integrated Care Board funding. Through increased availability and use of data in our operations we will ensure that our services are delivered efficiently, with appropriate skill mix and active management of patient caseloads.

Strategic Report for the year ended 31 March 2025 (continued)

A great workplace for all

- **Develop and empower our people**

We will implement organisational development initiatives to support staff and volunteers, enabling them to flourish and be supported in their roles. We will grow a culture of compassionate leadership that encourages accountability and generates even greater individual and collective pride in what we do. Our 'One Team' philosophy will mean that we are stronger together and our values and our leadership framework will help us to take a consistent approach to our work that brings out the best in all.

- **Equitable pay framework**

We will implement a pay framework that is affordable and is benchmarked against other local employers operating in our sector and across the professions that we represent. By migrating across to a new pay framework, we will achieve better pay parity and the opportunity to link pay to performance in future years.

- **Enhance volunteer support**

We will develop a volunteer engagement strategy and action plan that both recognises and supports the invaluable contribution of our current volunteers while also attracting new ones. Their dedication is essential to help us achieve our ambitions for growth in all areas. We will improve communications with our volunteers to ensure they feel connected with us and are made aware of every opportunity to contribute. Above all, we want every volunteer to feel heard, valued and supported in their role.

Strategic Report for the year ended 31 March 2025 (continued)

Financial review for the year ended 31 March 2025

For the year to 31 March 2025, the financial statements show a net surplus of £928,069 (2023/24 - deficit of £916,433). Consolidated income amounted to £11,765,753 (2023/24 - £8,738,157), and expenditure was £10,993,798 (2023/24 - £10,108,106) before recognising a gain on the revaluation of investment assets of £156,114 (2023/24 - gain of £453,516).

The Trustee Board recognise that the Hospice should run its services in a manner that maximises the ability to care for as many people as possible, whilst being aware that the financial stability of the organisation is a priority. The increased challenges of raising funds from voluntary sources, without significant amounts of recurring funding, place ongoing pressure on the organisation. The surplus for the year has primarily arisen due to 2 large legacies totalling £1.5m and non-recurrent funding from the ICB of £375k. If we adjust for these, there is an underlying operational deficit of c£950k. The position has worsened this year due to the substantial increase in running costs and staffing costs, arising from the global and national economic climate, which has also made any significant fundraising more challenging.

Income

Income from Bedfordshire, Luton & Milton Keynes Integrated Care Board (BLMK ICB)

BLMK ICB income in 2024/25, amounted to £1,770,255 (2023/24 - £1,395,255) and includes £375k (2023/24 - £nil) of non-recurrent funding, of which £nil (2023/24 - £nil) is treated as Restricted Income.

Voluntary Income (including Legacies)

During 2024/25, Voluntary Income totalled £7,913,041 (2023/24 - £5,494,329). The 1* tranche of the Hospice UK Capital grant was received in March 2025 amounting to £144k (2023/24 - £nil).

Income from donated goods increased to £2,764,107 (2023/24 - £2,697,198)

Legacies receivable increased significantly in the year and amounted to £2,630,101 (2023/24 - £444,689).

Activities for Raising Funds

Income from the Lottery has increased marginally to £474,371 (2023/24 - £440,880). We have begun investing in canvassing campaigns in 2025/26 with the intention of exploring this source of income to its fullest potential.

Investment Income

Income from investments amounted to £294,926 (2023/24 - £288,358).

The objectives of the investment policy are:

- To create sufficient income and capital growth to enable the Hospice to continue to operate during periods of deficit,
- To maintain and if possible, enhance the value of the invested funds while they are retained, giving due and proper consideration to future needs,
- To manage the portfolio on a total return basis as both capital and income may be used at any time to further the Hospice's aims.

Strategic Report for the year ended 31 March 2025 (continued)

Financial review for the year ended 31 March 2025 (continued)

The Hospice has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. As a result, investment should not be made directly in companies where more than 20% of the invested group turnover arises from Tobacco, Gambling, Prostitution, or Pornography. The Trustees reserve the right to exclude companies that carry out activities contrary to the Hospice's aims, or from holding investments which damage the charity's reputation; such advice and monitoring being given by our investment advisers.

Direct Costs of Patient Care

Direct costs of patient care amounted to £6,250,248 (2023/24 - £5,743,289). This increase in costs is largely due to increased costs of living as well as additional costs of running the Hub and our Wellbeing & Therapeutic services.

Indirect Patient Care

Indirect patient care costs have increased to £629,614 (2023/24 - £513,713). As mentioned above, this was driven by increased running costs as well as increased costs of living.

Total Funds

At the year end, the consolidated total funds of the Hospice stood at £16,884,233 (2023/24 - £15,956,164) including Restricted Funds, which totalled £678,069 (2023/24 - £1,066,569). The assets representing each of these funds are analysed in Note 20 to the financial statements.

Risk Management

The Risk Register is a tool which enables the Hospice to understand its comprehensive risk profile, centralising major risks to which the Hospice is potentially exposed. The Register is reviewed and updated at each Committee meeting and again reviewed in full at the Board meeting every quarter.

The Hospice's Trustees have considered the major risks to which the Hospice is exposed and satisfied themselves that systems or procedures are established to manage those risks. Major risks are defined as those risks that are so significant that they threaten the long-term vision and sustainability of the Hospice and are reflected in the Strategic Risk Register.

These risks (on 31 March 2025) were:

- Inability to secure and grow sustainable income to maintain and expand services.
- Inability to retain and attract staff due to uncompetitive pay, affecting safe care, team wellbeing, and delivery of organisational targets.
- Organisational impact from failure to uphold health and safety standards or plan effectively for incidents (including cyber and data risks).
- Failure to deliver safe, high-quality care and prevent clinical error or malpractice.
- Sub-optimal business processes undermining performance, programme management, risk management, and organisational development.

The Hospice works hard to mitigate and reduce the likelihood of these risks occurring and their potential impact, through focused action, and the establishment of effective controls.

Risk to income remains significant, given our reliance on commercial and fundraising activity and the prevailing economic climate.

We have sought to develop our corporate partnerships and garner more sponsorship, volunteering, and corporate income.

Strategic Report for the year ended 31 March 2025 (continued)

Financial review for the year ended 31 March 2025 (continued)

We have implemented a new Legacy awareness campaign this year to grow Legacy partners and legators. We hope to continue raising awareness around legacies in the new financial year.

We have also worked hard to further develop our Supporter Services programme to improve our donor journey and steward our supporters such that they continue to engage.

These measures, alongside any additional funding we receive from the ICB in 2025/26, will hopefully mitigate some of the broader economic concerns and support sustainability.

Reserves Policy

This policy is written in line with the Charity Commissioners' guidance in "Charity Reserves: Building Resilience" published on 29th January 2016.

An essential part of the financial planning process of the Hospice is a robust policy on the level of reserves. The Trustees have reviewed the reliability of future income streams, the commitment to future expenditure and the risks faced as a charity. The Hospice needs reserves for the following reasons:

- To ensure that working capital is appropriately funded
- To fund shortfalls in income
- To fund unexpected expenditure, for example, unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To allow time to cover expenditure in the event of a significant change in circumstances.

The level of reserves to be maintained as required is therefore as follows:

Minimum - the minimum level of reserves is set at a level equivalent to 6 months of operational/running costs. Where reserves fall below this level the Board of Trustees would be required to consider and agree appropriate actions to address the position. If the reserves fall below an amount equivalent to 3 months, the Board should reaffirm the viability of the Hospice and make such arrangements to protect the Hospice and its services as necessary

Maximum - the maximum level of reserves is set at a level equivalent to 18 months of operational/running costs. Where this level is exceeded, it is the responsibility of the Board to consider enhancing existing services provided or upgrading facilities utilising these funds.

This policy will continue to be reviewed on an annual basis and presented to the Board of Trustees for their endorsement.

Sustainability

During 2024/25 the Hospice began to make significant progress with its green strategy. We committed to the installation of Solar panels, Voltage optimisation and the installation of 5 electrical vehicle charge points for the use of staff and visitors to the main Hospice site. We also sought to reduce gas usage by investing in boiler efficiency measures. We expect to fund the above through donations or other fundraising activities.

Looking ahead, we will be reviewing lighting across the estate to reduce electric utilisation as well as looking to make the Well more energy efficient now that we have taken ownership of the building.

Strategic Report for the year ended 31 March 2025 (continued)

Trustees' responsibilities in relation to the financial statements

The Hospice's Trustees (who are also the Directors of Willen Hospice for the purposes of company law) are responsible for preparing the Annual Report (including the Strategic Report) and 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.

By law, the Trustees must not approve the financial statements unless they give a true and fair view of the situation of the charitable company and of its incoming resources and the application of those resources, 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 2019 (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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

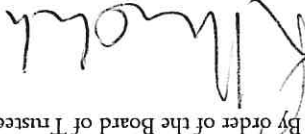
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

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.

Statement for disclosure to our auditor

In so far as the Trustees are aware:

- there is no relevant information of which the group'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.

By order of the Board of Trustees

R. McMill
Chair

11 September 2025

Report of the Independent Auditor to the members of Willen Hospice

Opinion

We have audited the financial statements of Willen Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise of the Consolidated Statement of Financial Activities, the Comparative Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Report of the Independent Auditor to the members of Willen Hospice

(continued)

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 Chairman's Annual Report and the Report of the Trustees which includes the Strategic Report and the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's Annual Report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's Annual Report or the Report of the Trustees which includes the Strategic Report and the Report of the Directors.

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 and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specific 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 pages 16-17, the Trustees (who are also the Directors of the parent charity 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 groups and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Report of the Independent Auditor to the members of Willen Hospice

(continued)

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006, the Charities Act 2011 and Charities SORP 2019 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

**Report of the Independent Auditor to the members of Willen Hospice
(continued)**

Use of the audit report

This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Steve Robinson (Senior Statutory Auditor)

for and on behalf of **Mercer & Hole LLP**

Chartered Accountants and Statutory Auditor

The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, MK9 1BP

Date: 12 September 2025

Consolidated Statement of Financial Activities for the year ended 31 March 2025

	Notes	Unrestricted Funds	Restricted Funds	Total 2025	Total 2024
Income					
Income from generated funds					
Voluntary income	1	7,679,644	250,586	7,930,230	5,494,329
Grant funding	1	-	143,687	143,687	-
Income from generated funds					
Income from Clinical Commissioning Group		1,770,255	-	1,770,255	1,395,255
Activities for raising funds	2	1,483,092	-	1,483,092	1,407,111
Investment income	3	294,926	-	294,926	288,358
Other incoming resources	4	143,563	-	143,563	153,104
Total income		11,371,480	394,273	11,765,753	8,738,157
Expenditure					
Cost of generating funds	7	(4,113,936)	-	(4,113,936)	(3,851,104)
Charitable activities	7	(6,097,089)	(782,773)	(6,879,862)	(6,257,002)
Total expenditure		(10,211,025)	(782,773)	(10,993,798)	(10,108,106)
(Loss)/Gain on investments	13	156,114	-	156,114	453,516
Net income / (expenditure)		1,316,569	(388,500)	928,069	(916,433)
Transfers		-	-	-	-
Net movements in funds		1,316,569	(388,500)	928,069	(916,433)
Fund balances brought forward as at 1 April		14,899,595	1,066,569	15,956,164	16,872,597
Fund balances carried forward at 31 March	21/23	16,206,164	678,069	16,884,233	15,956,164

The parent charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements.

The financial activities above include £11,369,739 (2024: £8,291,604) of income, £10,488,526 (2024: £9,587,628) of expenditure and £156,114 (2024: £453,516) realised (losses)/ gains on investments assets relating to the parent company as an individual entity.

All activities of the Hospice are considered to be continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

Comparative Consolidated Statement of Financial Activities for the year ended 31 March 2024 (incorporating an income and expenditure account)

	£ Unrestricted Funds	£ Restricted Funds	£ Total 2024
Income			
Donations and voluntary income	5,372,879	121,450	5,494,329
Voluntary income			
Grant funding	-	-	-
Income from generated funds			
Income from Clinical Commissioning Group	1,395,255	-	1,395,255
Activities for raising funds	1,407,111	-	1,407,111
Investment income	288,358	-	288,358
Other incoming resources	153,104	-	153,104
Total income	8,616,707	121,450	8,738,157
Expenditure			
Cost of raising funds	(3,851,104)	-	(3,851,104)
Charitable activities	(5,903,174)	(353,828)	(6,257,002)
Total expenditure	(9,754,278)	(353,828)	(10,108,106)
(Loss) / Gain on investment assets	453,516	-	453,516
Net income / (expenditure)	(684,055)	(232,378)	(916,433)
Transfers	(432)	432	-
Net movements in funds	(684,487)	(231,946)	(916,433)
Fund balances brought forward at 1 April	15,574,082	1,298,515	16,872,597
Fund balances carried forward at 31 March 2024	14,889,595	1,066,569	15,956,164

The accompanying accounting policies and notes form an integral part of these financial statements.

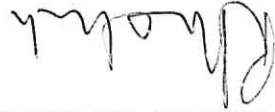
Consolidated Balance Sheet

As at 31 March 2025

Company number 1231909

Notes	2025	2025	2024	2024
	£	£	£	£
Fixed assets				
Intangible assets	11	68,344	80,123	
Tangible assets	12	6,481,392	5,768,271	
Investments	13	5,152,115	7,601,128	
Current assets				
Stocks	14	36,277	29,269	
Debtors	15	2,525,707	834,351	
Cash and cash equivalents	16	3,868,396	2,575,214	
Creditors: amounts falling due within one year	17	(1,130,996)	(815,192)	
Net current assets		5,299,384	2,623,642	
Provisions for liabilities	18	(117,000)	(117,000)	
Net assets		16,884,235	15,956,164	
Income Funds				
Restricted funds	21	678,069	1,066,569	
Unrestricted funds				
Designated funds	22	-	1,050,000	
Other charitable funds	23	14,969,942	12,759,486	
Revaluation reserve	23	1,236,224	1,080,109	
Total funds		16,884,235	15,956,164	

The financial statements were approved and authorised for issue by the Board of Trustees on 11 September 2025.


 R. Medill
 Chair

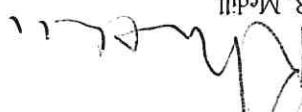
The accompanying accounting policies and notes form an integral part of these financial statements.

Charity Balance Sheet

As at 31 March 2025
Company number 1231909

	Notes	2025	2024
		£	£
Fixed assets			
Intangible assets	11	68,344	80,123
Tangible assets	12	6,481,392	5,768,271
Investment in subsidiary undertaking	13	2	2
Investments	13	5,152,115	7,601,128
Current assets			
Debtors	15	2,629,408	827,616
Cash and cash equivalents	16	3,610,523	2,380,040
		6,239,931	3,207,656
Creditors: amounts falling due within one year	17	(940,549)	(693,272)
Net current assets		5,299,382	2,514,384
Provisions for liabilities	18	(117,000)	(117,000)
Net assets		16,884,235	15,846,908
Income Funds			
Restricted funds	21	678,069	1,066,569
Unrestricted funds:			
Designated funds	22	-	1,050,000
Other charitable funds	23	14,969,942	12,650,230
Revaluation reserve	23	1,236,223	1,080,109
Total funds		16,884,235	15,846,908

The financial statements were approved and authorised for issue by the Board of Trustees on 11 September 2025.


 R. Medill
 Chair

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows at 31 March 2025

	2025	2025	2024	2024
	£	£	£	£
Cash flows from operating activities				
Net income / (outgoing) resources	928,069	(916,433)		
Adjustments for:				
Investment income	3	(294,926)	(288,358)	9,664
Amortisation	11	21,334	227,919	(9,664)
Depreciation	12	242,087	227,919	(9,664)
Profit on disposal of investments	13	84,414	(1,023)	(1,023)
Decrease / (increase) in stocks	14	(7,008)	17,685	17,685
(Decrease) / increase in trade and other receivables	15	(1,691,351)	1,530,982	1,530,982
(Decrease) / increase in trade and other payables	17	315,804	(31,816)	(31,816)
Increase in provisions	18	-	10,000	10,000
Revaluation of investments	13	(156,114)	(453,516)	(453,516)
Cash flows (expended in) / generated from operating activities		(557,691)		105,104
Cash flows from investing activities				
Purchase of property plant and equipment	12	(955,209)	(214,673)	(214,673)
Purchase of intangible fixed assets	11	(9,555)	(73,317)	(73,317)
Purchase of investments	13	(135,599)	(137,472)	(137,472)
Proceeds from sale of investments	13	2,656,310	5,551	5,551
Investment income	3	294,926	288,358	288,358
Cash flows generated from / (expended in) investing activities		1,850,873	(131,553)	(131,553)
Net increase / (decrease) in cash and cash equivalents		1,293,182	(26,449)	(26,449)
Cash and cash equivalents at 1 April		2,575,214	2,601,663	2,601,663
Cash and cash equivalents at 31 March	16	3,868,396	2,575,214	2,575,214

The accompanying accounting policies and notes form an integral part of these financial statements.

Principal accounting policies

Basis of preparation

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) as issued in October 2019 - Charities SORP (FRS 102) and the Companies Act 2006.

Willen Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounts are prepared in Sterling GBP, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of consolidation

The group financial statements consolidate those of the Hospice and its subsidiary undertaking (see note 5) drawn up to 31 March 2025. The results of the Hospice's non-charitable trading subsidiary have been incorporated on a line by line basis. Surpluses or deficits on intra group transactions are eliminated in full.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Hospice's accounting policies. The principal accounting policies of the Hospice are set out below.

Going concern

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

Income

All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Gifts-in-kind are accounted for at the Trustees' estimate of value to the Hospice or sale value as follows:

- assets received for distribution by the Hospice are recognised only when distributed;
- assets received for resale are recognised only when sold;
- gifts of fixed assets for Hospice use or funds for acquiring fixed assets for Hospice use are accounted for (as restricted funds) immediately on receipt; and
- intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure.

Voluntary help is not included as income.

Principal accounting policies (continued)

Statutory funding is included within income on an accruals basis.

Government grants are recognised upon entitlement.

Donations under Gift Aid, together with the associated income tax recoveries, are credited as income when donations are receivable.

Legacies

Legacies to which the Hospice is entitled are included in the statement of financial activities when receipt is probable, and the amount can be reliably measured.

Investment income

Investment income comprises dividends declared during the accounting period. Income from quoted investments is recognised when receivable.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the Hospice's objectives (direct charitable); and
- expenditure incurred directly in the effort to raise voluntary contributions (fund raising and publicity); and
- expenditure incurred in the governance of the Hospice.

All expenditure has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Costs classified as governance relate to the general running of the Hospice and include the operations of the Trustees and addressing constitutional, audit, and other statutory matters.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for these purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the Hospice.

Designated funds are unrestricted funds which have been designated for specific purposes by the Trustees.

Intangible assets

Intangible assets consist of IT software.

Intangible assets are amortised over a period of between 3-5 years.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are stated at cost or valuation, net of any provision.

Depreciation is calculated to write down the cost of all tangible fixed assets held for Hospice use other than freehold land by equal annual instalments over their expected useful lives.

Principal accounting policies (continued)

The periods generally applicable are:

Freehold property	-	50 years
Equipment	-	3 - 10 years
Fundraising assets	-	3 - 10 years
IT hardware	-	3 - 10 years
Motor vehicles	-	3 - 5 years
Leasehold improvements	-	2 years (length of the lease)
Assets under construction	-	Not depreciated

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price.

Financial instruments

Financial assets and liabilities are recognised on the Balance Sheet when the Hospice has become a party to the contractual provisions of the instrument.

Leased assets

Payments made under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Defined contribution schemes

The pension costs charged against results in the year represent the amount of the contributions payable in respect of the accounting period.

Accounting estimates and judgements

In applying the accounting policies, the Trustees have made critical accounting judgements, estimates and assumptions about the carrying amount of the assets and liabilities. These estimates and assumptions are based on historical experience and are reviewed on a continual basis. The critical accounting judgements, estimates, assumptions that have a material effect on the amounts recognised in the financial statements for both the current and next

Principal accounting policies (continued)

financial years are discussed below.

Impairments

Impairment testing is carried out for all tangible assets and investments at the year-end date where there is an indication that impairment exists. For the purposes of impairment testing, the carrying amounts of the tangible assets are reviewed and an impairment loss is recognised where the carrying amounts exceed the assets recoverable amount.

Legacies are recognised when the criteria of entitlement, probability and certainty of amount can be met.

All debtors are reviewed to determine if a bad debt provision is required for each balance.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the Statement of Financial Activities.

Gifts in kind are included in the financial statements at their market value at the time of their distribution.

Provisions

A provision is recognised where an obligation exists for a future liability in respect of a past event, and where the amount of the obligation can be reliably estimated.

Notes to the financial statements

1 Income from generated funds

	Unrestricted	Restricted	Total
Donations and voluntary income	£	£	£
Donations (including gift aid)	1,871,179	250,586	2,121,765
Gifts in kind	-	-	-
Legacies	2,630,101	-	2,630,101
Memorials	302,610	-	302,610
Donated goods	2,764,107	-	2,764,107
Christmas Appeal	111,647	-	111,647
Grant funding	7,679,644	143,687	7,930,230
	<u>7,679,644</u>	<u>143,687</u>	<u>7,930,230</u>
	5,494,329	-	5,494,329
	<u>13,174,013</u>	<u>143,687</u>	<u>13,317,700</u>
	2024	2024	2024
	£	£	£

2 Activities for raising funds

	2025	2024
Unrestricted funds	£	£
Lottery income	474,371	440,880
Events and promotions income	684,169	657,051
Profit from Willen Hospice Ventures shops	324,552	309,180
	<u>1,483,092</u>	<u>1,407,111</u>

3 Investment income

	2025	2024
Unrestricted funds	£	£
Listed investments	211,260	227,610
Bank deposits	83,666	60,748
	<u>294,926</u>	<u>288,358</u>

Notes to the financial statements (continued)

† Other operating income

	2025	2024
Unrestricted funds		
Education	53,540	40,349
Catering	68,752	67,471
Other miscellaneous income	68,696	15,008
(Loss)/Profit on sale of investments	(84,414)	1,023
Shop Rent	36,989	29,253
	<u>143,563</u>	<u>153,104</u>

5 Net income from non-charitable trading activities of subsidiary

A summary of the results of the trading subsidiary, Willen Hospice Ventures Limited (Company number: 2479448) is set out below:

	2025	2024
Turnover	1,483,092	1,407,111
Cost of sales	(348,398)	(413,661)
Gross Profit	1,134,694	993,450
Administrative expenses	(494,863)	(458,735)
Other operating income	-	-
Operating profit	639,831	534,715
Interest receivable and similar income	691	706
Profit for the year and total comprehensive income	<u>640,522</u>	<u>535,421</u>

The net assets and liabilities of the subsidiary were:

	2025	2024
Current assets	377,754	283,534
Creditors: amounts falling due within one year	(377,752)	(174,274)
Total net assets	<u>2</u>	<u>109,260</u>
Aggregate share capital and reserves	<u>2</u>	<u>109,260</u>

Notes to the financial statements (continued)

(v) Net income / (expenditure)

The consolidated statement of financial activities excludes the impact of any voluntary help. The group is reliant on a substantial amount of voluntary help in respect of:

- i certain support services within the Hospice
- ii sorting, packing and selling in the shops operated by Willen Hospice Ventures Limited
- iii other fund-raising efforts.

7 Analysis of expenditure

	Direct costs	Support costs	Total
	£	£	£
Cost of raising funds			
Trading	2,443,476	56,627	2,500,103
Lottery	170,564	98,253	268,817
Events and fundraising	120,887	90,725	211,612
Voluntary fundraising costs	1,069,990	63,414	1,133,404
	3,804,917	309,019	4,113,936
Charitable activities			
In house	3,034,055	356,457	3,390,512
Willen At Home	1,494,796	95,029	1,589,825
Wellbeing & Therapeutic	896,997	42,657	939,654
Lymphoedema Service	356,270	29,532	385,802
The Hub	468,130	34,564	502,694
Governance	-	71,375	71,375
	6,250,248	629,614	6,879,862
Total expenditure	10,055,165	938,633	10,993,798
	6,257,002		6,257,002
	85,236		85,236
	286,642		286,642
	315,446		315,446
	670,824		670,824
	1,369,434		1,369,434
	3,529,420		3,529,420
	3,851,104		3,851,104
	945,490		945,490
	240,750		240,750
	275,779		275,779
	2,389,085		2,389,085
	£		£
	2024		2025
	Total		Total

Notes to the financial statements (continued)

7 Analysis of expenditure (continued)

Note Activities associated with raising funds from corporate supporters have been separately identified and included within voluntary fundraising. Recharges for management and other central overheads have been included within voluntary fundraising £262,888 (2024: £262,888). Support costs totalling £938,633 (2024: £816,004) have been allocated across all activities. These include costs associated with payroll, finance, property costs and other central services. Costs have been allocated on the basis of floor area, number of staff and working time spent.

Total expenditure includes:

	The group		The Hospice	
	2025	2024	2025	2024
	£	£	£	£
Auditor remuneration	24,000	23,000	24,000	23,000
Audit services	6,000	5,750	6,000	5,750
Non-audit services	21,334	9,664	21,334	9,664
Amortisation	242,087	227,919	242,087	227,919
Depreciation	413,752	339,360	413,752	339,360
Other operating lease rentals				

8 Employees

Staff costs during the year were as follows:

	2025		2024	
	£	£	£	£
Salaries and wages	6,444,862	5,952,271	6,908,988	6,479,854
Social security costs	572,723	518,863	7,490,853	6,908,988
Pension costs	473,268	437,854	431,521	298,773
Contract staff	431,521	298,773	5,352	6,179
Health Examination fees	5,352	6,179	7,927,726	7,213,940

The average number of employees during the year was 258 (2024: 251).

Notes to the financial statements (continued)

8 Employees (continued)

The number of employees receiving emoluments in the following bandings is:

2025		2024	
No.		No.	
£60,001 - £70,000	1	2	1
£70,001 - £80,000	1	1	1
£80,001 - £90,000	-	-	-
£90,001 - £100,000	1	-	-
£100,000 +	1	-	-

No Trustee received any remuneration during the year and no expenses were reimbursed.

The Hospice paid £790 (2024: £681) for indemnity insurance on behalf of the Trustees.

Remuneration for key management personnel including employer's national insurance and employer's pension totalled £543,008 (2024: £345,213) for 6 (2024: 5) employees in the year.

9 Tax on surplus

No tax arises because the group's charitable activities are exempt from tax and the profits of the trading subsidiary undertaking are remitted under Gift Aid to the Hospice.

10 Hospice results

The Hospice has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure account in these financial statements.

Notes to the financial statements (continued)

11 Intangible fixed assets

The group and the Hospice

	Cost	Amortisation	Net book amount at 31 March 2025	Net book amount at 31 March 2024
At 1 April 2024	193,229	113,106	134,440	134,440
Additions	9,555		9,555	68,344
At 31 March 2025	202,784	21,334	181,450	202,784
At 1 April 2024	193,229	113,106	80,123	80,123
Amortisation in the year		21,334	21,334	68,344
At 31 March 2025		134,440	68,344	68,344
At 31 March 2024		80,123	80,123	80,123
	£	£	£	£
	Total	Total	Total	Total

Notes to the financial statements (continued)

12 Tangible fixed assets

The group and the hospice

	Freehold property £	Asset under construction £	Equipment £	Fundraising assets £
Cost				
At 1 April 2024	6,713,277	198,406	935,806	383,011
Additions	15,671	838,863	61,739	-
Transfers	1,026,427	(1,037,269)	10,824	-
At 31 March 2025	7,755,375	-	1,008,369	383,011
Depreciation				
At 1 April 2024	1,492,282	-	671,873	342,622
Depreciation in the year	134,158	-	72,999	7,069
At 31 March 2025	1,626,440	-	744,872	349,691
Net book amount at 31				
March 2025	6,128,935	-	263,497	33,320
Net book amount at 31				
March 2024	5,220,995	198,406	263,933	40,389

Notes to the financial statements (continued)

12 Tangible fixed assets (continued)

The group and the Hospice

	IT	Hardware	Motor Vehicles	Leasehold improvements	Total
Cost					
At 1 April 2024	350,320	42,774	160,499	8,784,093	
Additions	21,253	-	17,683	955,209	
Transfers	18	-	-	-	
At 31 March 2025	371,591	42,774	178,182	9,739,302	
Depreciation					
At 1 April 2024	308,156	40,391	160,499	3,015,822	
Depreciation in the year	19,539	1,300	7,022	242,087	
At 31 March 2025	327,695	41,691	167,521	3,257,910	
Net book amount at 31 March 2025	43,896	1,083	10,661	6,481,392	
Net book amount at 31 March 2024	42,164	2,383	-	5,768,271	

Notes to the financial statements (continued)

13 Fixed asset investments

The Hospice

The investment in subsidiary undertakings consists of the cost of 2 ordinary shares of £1 each, being 100% of the issued share capital of Willen Hospice Ventures Limited, a company incorporated in England and Wales, which is the trading subsidiary of the Hospice. Results and net assets are noted in note 5.

The group and the Hospice

	Historical cost	Revaluation	Market value
	£	£	£
Valuation			
At 1 April 2024	6,521,017	1,080,109	7,601,126
Purchases and additions from reinvestment	135,599	-	135,599
Disposals	(2,740,724)	84,414	(2,656,310)
Unrealised gain on revaluation	-	71,700	71,700
At 31 March 2025	3,915,892	1,236,223	5,152,115

Listed investments, all of which are UK listed investments, are stated at their mid-market value as at 31 March 2025.

There were no individual investments comprising over 5% of the value of the portfolio at the 31 March 2024.

14 Stocks

The group

	2025	2024
	£	£
Goods for resale	36,277	29,269

Stock recognised in cost of sales during the year as an expense was £134,794 (2024: £128,953).

Notes to the financial statements (continued)

15 Debtors

	2025	2024		2025	2024
	£	£		£	£
Trade debtors	280,853	263,72		267,953	15,522
Other debtors	86,974	81,665		86,837	81,427
Prepayments and accrued income	2,157,880	726,314		2,087,314	678,315
Amounts owed by subsidiary undertaking	-	-		187,304	52,352
	<u>2,525,707</u>	<u>834,351</u>		<u>2,629,408</u>	<u>827,616</u>

16 Cash and cash equivalents

	2025	2024		2025	2024
	£	£		£	£
Cash at bank and in hand	3,866,736	2,574,688		3,608,863	2,379,514
Cash held by investment manager	1,660	526		1,660	526
	<u>3,868,396</u>	<u>2,575,214</u>		<u>3,610,523</u>	<u>2,380,040</u>

17 Creditors: amounts falling due within one year

	2025	2024		2025	2024
	£	£		£	£
Amounts owed to subsidiary undertaking	-	-		-	-
Trade creditors	401,845	324,235		363,835	305,372
Social security and other taxes	128,715	130,975		128,715	130,975
Pension contributions	61,917	53,723		61,917	53,723
Other creditors	4,171	2,082		4,171	2,082
Accruals and deferred income	534,349	304,177		381,901	201,120
	<u>1,130,996</u>	<u>815,192</u>		<u>940,549</u>	<u>693,272</u>

Notes to the financial statements (continued)

18 Provisions for liabilities

	The group		The Hospice	
	2025	2024	2025	2024
Dilapidations provision	117,000	117,000	117,000	117,000
	£	£	£	£

19 Financial instruments

	The group		The Hospice	
	2025	2024	2025	2024
Financial assets measured at fair value through profit and loss	3,868,396	2,575,214	3,610,523	2,380,040
Financial assets measured at amortised cost	2,072,096	537,737	2,209,878	565,381
Financial liabilities measured at amortised cost	5,940,492	3,112,981	5,820,401	2,945,621
Financial liabilities measured at amortised cost	745,256	700,408	705,931	679,130

Financial assets measured at fair value through profit and loss comprise of cash and cash equivalents:

Financial assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade creditors, accruals, amounts owed by group undertakings as applicable, and other creditors.

Notes to the financial statements (continued)

20 Analysis of net assets between funds

	Group – current year			Group – comparative year		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£	£	£	£	£	£
Intangible fixed assets	68,344	-	68,344	80,123	-	80,123
Tangible fixed assets	6,481,392	-	6,481,392	5,768,271	-	5,768,271
Investments	5,152,115	-	5,152,115	7,601,128	-	7,601,128
Current assets	5,752,311	678,069	6,430,380	2,372,265	1,066,569	3,438,834
Current liabilities	(1,130,996)	-	(1,130,996)	(815,192)	-	(815,192)
Provisions	(117,000)	-	(117,000)	(117,000)	-	(117,000)
	16,206,168	678,070	16,884,235	14,889,595	1,066,569	15,956,164

Notes to the financial statements (continued)

21 Restricted funds

The group and the Hospice – current year

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
Education	46,688	-	(1,353)	-	45,335
Clinical equipment	22,756	28,944	(36,129)	-	15,571
Willen at Home	358,123	168,463	(519,515)	-	7,071
Capital Appeal	602,046	147,248	(192,144)	-	557,150
Wellbeing and Therapeutic	34,549	30,096	(16,947)	-	47,698
Miscellaneous	2,121	19,522	(16,399)	-	5,244
CCG COVID-19 Funding	286	-	(286)	-	-
	<u>1,066,569</u>	<u>394,273</u>	<u>(782,773)</u>	<u>-</u>	<u>678,069</u>

The Education fund is to be used for clinical training.

The Clinical equipment fund is to be used to replace items of clinical equipment.

The Willen at Home fund is monies given to provide IT equipment and training for the Willen at Home team.

The Capital Appeal fund is made up of specific donations given to support the Hospice building project.

The Wellbeing and Therapeutic fund is made up of specific donations given to fund specific costs in the Wellbeing and Therapeutic team, such as staff costs for specific posts, travel costs and for maintenance of the Wellbeing Centre bus.

The Miscellaneous fund is made up of specific donations given to departments for use by those departments only.

CCG COVID-19 Funding covers the cost of clinical posts, education and PPE.

Notes to the financial statements (continued)

21 Restricted funds (continued)

The group and the Hospice – comparative year

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Education	64,492	-	(7,303)	(10,501)	46,688
Clinical equipment	9,042	73,988	(56,493)	(3,781)	22,756
Willen at Home	563,774	5,150	(210,544)	(257)	358,123
Capital Appeal	625,583	-	(48,457)	24,920	602,046
Wellbeing and Therapeutic	13,838	37,886	(16,239)	(936)	34,549
Miscellaneous	10,043	4,426	(3,335)	(9,013)	2,121
CGG COVID-19 Funding	11,743	-	(11,457)	-	286
Total	1,298,515	121,450	(302,660)	(432)	1,066,569

Notes to the financial statements (continued)

22 Designated funds

The group and the Hospice – current year

	At 1 April 2024 £	Expenditure £	Transfers (see below) £	At 31 March 2025 £
Hospice development	1,000,000	(1,000,000)	-	-
IT replacement	25,000	(25,000)	-	-
Planned preventative maintenance	25,000	(25,000)	-	-
Total	1,050,000	(1,050,000)	-	-

The **Hospice development fund** represents funds the costs of the renovation project relating to the main Hospice building.

The **IT replacement fund** represents the funds required to deliver the IM&T Roadmap, utilising technology and data to improve outcomes for our patients, increase IT security, enable flexibility and immediacy of service provision, grow our income and increase efficiency in our infrastructure and processing.

The **Planned Preventative Maintenance fund** represents funds held back to maintain the facilities and repair work.

Notes to the financial statements (continued)

22 Designated funds (continued)

Group and the Hospice – comparative year

	At 1 April 2023	Expenditure	Transfers (see below)	At 31 March 2024
	£	£	£	£
Hospice development	1,000,000	-	-	1,000,000
IT replacement	25,000	-	-	25,000
Planned preventative maintenance	25,000	-	-	25,000
Total	1,050,000	-	-	1,050,000

Transfers were made to and from unrestricted funds as required (Note 23).

23 Unrestricted funds

Group – current year

	Designated funds (see note 22)	Other charitable funds	Revaluation reserve	Total
	£	£	£	£
At 1 April 2024	1,050,000	12,759,486	1,080,109	14,889,595
Income	-	11,515,167	-	11,515,167
Expenditure	(1,050,000)	(9,304,712)	-	(10,354,712)
(Loss)/gain on revaluation	-	-	71,700	71,700
Disposals	-	-	84,414	84,414
Transfers	-	-	-	-
At 31 March 2025	-	14,969,941	1,236,223	16,206,164

Note 5 provides detailed analysis of the income and expenditure of the subsidiary, Willen Hospice Ventures Limited.

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Hospice - comparative year

	At 1 April 2023	At 31 March 2024
Designated funds (see note 22)	£ 1,050,000	£ 1,050,000
Other charitable funds	£ 13,714,308	£ 12,650,230
Revaluation reserve	£ 626,593	£ 1,080,109
Total	£ 15,390,901	£ 14,780,339
Income	-	8,170,154
Expenditure	-	(9,233,800)
(Loss) / gain on revaluation	-	-
Transfers (See note 21)	-	(432)
Disposals	-	-
		(1,023)

Past and present employees are covered by the provisions of the NHS Pension Schemes. Details of the benefits payable and rules of the schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period. In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FRcM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2024, is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FRcM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

Notes to the financial statements (continued)

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024. The Department of Health and Social Care has recently laid Scheme Regulations confirming the employer contribution rate will increase to 23.7% of pensionable pay from 1 April 2024 (previously 20.6%). The core cost cap of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap cost of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates.

The People's Pension

Appointed to act as pension's providers for Auto Enrolment requirements. The Hospice and Willen Hospice Ventures staging date for auto enrolment deductions was April 2015.

The People's Pension is a multi-employer workplace pension scheme (also known as a master trust) founded and administered by B&CE. It was launched in 2011 as a product specifically tailored to deal with pension's auto-enrolment. The Scheme is run by an independent trustee, which has a legal duty to act in the best interest of the members.

The Scheme is a defined benefit Scheme. The scheme is not designed to be run in a way that would enable individual organisations 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 individual organisations of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FRM (HM Treasury Financial Reporting Manual) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years"

Notes to the financial statements (continued)

25 Financial commitments

The group and Hospice
The following operating lease commitments are due within one year. The contracts to which these amounts relate expire as follows:

	2025	2024		2025	2024
	£	£		£	£
	Land and buildings	Land and buildings		Other	Other
In one year or less	368,668	1,228,971	7,893	190,096	1,073
Between two and five years	962,998	977,698	-	-	-
Over five years	236,871	328,371	-	3,220	3,220
	<u>1,568,537</u>	<u>2,535,040</u>	<u>7,893</u>	<u>194,390</u>	<u>194,390</u>

26 Related party transactions

Willen Hospice Ventures Limited is a wholly owned subsidiary of the Hospice and as such has taken advantage of the exemption conferred by Section 33 Related Party Disclosures not to disclose transactions with other members of the group headed by Willen Hospice.

There were no other related party transactions other than those disclosed in note 8.

27 Company limited by guarantee

The members' liability is limited to £1 per member/trustee in the event that the company is wound up whilst that person is a member or within 12 months of them resigning as a member if the liabilities exceed the assets.

28 Controlling party

The controlling party is deemed to be the Board of Trustees.

29 Subsequent events

After the year end the Hospice committed to a programme of repairing and refurbishing the original Hospice building which is expected to be completed over the next financial year. The costs of this programme are anticipated to be in the region of £1 million.

WILLEN HOSPICE

England & Wales - Charity number 270194

Accounts

Willen Hospice

(A company limited by guarantee)

Report and Financial Statements Year ending 31st March 2024

Charity number: 270194
Company number: 01231909

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Acronyms:

IPOS	Integrated Palliative Outcome Scale
BLMK ICB	Bedfordshire Luton & Milton Keynes Integrated Care Board
CHKS	Comparative Healthcare Knowledge System

Legal and Administrative Details

Willen Hospice (“the Hospice”) is a company limited by guarantee and a registered charity governed by its Memorandum & Articles of Association. The Directors of the Hospice are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Company registration number: 01231909

Charity registration number: 270194

Registered Office: Milton Road
Willen Village
Milton Keynes
MK15 9AB

Trustees: Paul Davis (Chairman)^{3, 4, 5, 6, 8}
Rachel Medill (appointed 9 July 2024)
Sue Carbert (Treasurer)^{3, 4, 7, 8}
Philip Ball²
Madeline Rogers^{2, 3}
Jan Wood^{3, 6, 7, 8}
Marihelen Esam¹
Dagmara Kulczykowska (resigned 17 November 2023)
Paul Cooper^{1, 3, 4}
Mark Jones⁷ (resigned 23 April 2024)
Steve Carbert^{3, 5}
Marian Livingstone (resigned 22 September 2023)
Steve Moore (resigned 16 May 2023)
Michael Stevenson (resigned 03 August 2023)
Lynsey Harrell (resigned 22 February 2024)
Anthony Marsh⁵
Charles MacDonald¹ (resigned 10 July 2024)

- 1 Member of Business Development Committee/WHV Ltd Board
- 2 Member of Clinical Governance Committee
- 3 Member of Executive Committee
- 4 Member of Finance Committee
- 5 Member of Property/ Health & Safety Committee
- 6 Member of IM&T Committee
- 7 Member of People Services Committee
- 8 Member of Remuneration Committee

Company Secretary: Kate Broadhurst

Key Management Personnel: Senior managers of Willen Hospice:

Chief Executive Officer: Kate Broadhurst
Director of Clinical Services: Kikelomo Pinheiro
Director of Finance & IT: Akash Chatterjee
OD & People Director: Ali Lowe

Legal and Administrative Details (continued)

Bankers:

Barclays
4 The Waterside Way
Bedford Road
Northampton
NN4 7XD

NatWest
501 Silbury Boulevard
Saxon Gate East
Milton Keynes
MK9 3ER

Metro Bank
One Southampton Row
London
WC1B 5HA

Handelsbanken
2nd Floor Clifton House
4A Goldington Road
Bedford
MK40 3NF

Solicitors:

Geoffrey Leaver Solicitors LLP
251 Upper Third Street
Bouverie Square
Milton Keynes
MK9 IDR

Independent Auditor:

Mercer & Hole LLP
Chartered Accountants & Registered Auditor
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
MK9 IBP

Investment Advisors:

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London
EC4M 8BU

Rathbones
8 Finsbury Circus
London
EC2M 7

Chairman's Annual Report

When our motto "Always there to care" was adopted, it was evolved to encapsulate the ambitions, and beliefs of the Willen team in a simple, yet short phrase.

That statement reflects a mutual partnership between the local community and the Hospice, and at the start of this report, I would simply like to say a heartfelt "thank you" to everyone who has been involved with or supported the hospice, whether as a supporter, member of staff, volunteer or a partner in the last year.

This year, as set out in the following detailed Trustees' and Strategic Reports, the Hospice has continued with all aspects of its planned development and growth to meet the increasing needs of the population of Milton Keynes and the surrounding area, in terms of providing the best possible care to our users throughout their palliative care journey.

In common with a number of hospices, Willen has this year incurred a financial deficit, due to the vagaries of the nature of hospice funding generally. We received 22% of our expenditure on charitable activities from public resources, leaving the remainder to be generated from fundraising activities, including retail, donated goods and legacies by way of example. This year, our legacy income dropped significantly from levels, which had previously been received, which was one of the key reasons for our funding gap. In order to capture more guaranteed income, we are working closely with the local Integrated Care Board in an attempt to secure recurring funding for certain of our regular services, such as Willen At Home, and Lymphoedema, which in this year, have been funded entirely from our fundraising activities.

Maintaining sustainability is one of our key goals, as set out within our strategic plan. Our investment in staff development programs, as well as tangible assets, such as buildings and equipment, is of paramount importance in driving that goal. The call on our services, whether in the hospice, or with the at home team, has never been higher; with the growth of Milton Keynes, and the change in the demographic of the UK generally, we know that demand for palliative care related services is only going to increase. In their recent report, Hospice UK highlighted that there is an issue with regard to the availability of access to palliative care to various sectors of the community, through either ethnicity or alternative non-cancer diagnoses. Willen is working closely with other members of the healthcare community to make sure that there are no gaps within that provision, and this will continue be part of our enhanced strategic plan for the coming year.

None of these fluctuations are particularly new; in order to dampen their impact, Willen has been establishing itself as an key partner within the Integrated Care System over the last years in terms of collaboration, whilst working on its own commercial activities to fill the 78% shortfall in public funding.

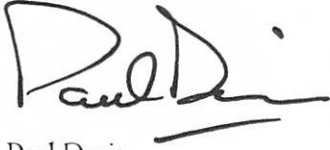
Willen is fortunate to have been managed well, and has increased its reserves over the last six years and is able to invest in the future, which puts the financial sustainability of the hospice into a very good place.

During the year, Willen appointed a new chief executive, Kate Broadhurst, who joined from the beginning of January, and took over from Peta Wilkinson, who served as CEO since 2017. Peta's contribution to the hospice development over the last seven years saw significant changes in not only operational structures, quality and training improvements, but also oversaw the significant structural changes to the hospice offering, and its wider exposure to the Milton Keynes community, and for that we thank her. Kate has wide experience of working in Milton Keynes, and has already become fully engaged with updating our strategic plan and the current proposal to acquire a site adjacent to the Hospice, which Willen has been leasing from the current owners for a number of years. This acquisition from our reserves forms a strategic part of the sustainability of the hospice, and will reduce our property expenditures in the future.

Chairman's Annual Report

I would therefore like to simply thank you, once again, to our "Wonder of Willen" team, and all of our supporters, for continuing to support Willen, and that you continue to do so, going into the future.

It is a partnership between the hospice and the community it serves, and on that basis, we will "always be there to care" for each other.

A handwritten signature in black ink, appearing to read "Paul Davis", with a horizontal line underneath.

Paul Davis
Chair
26 July 2024

Trustees' Report for the year ended 31 March 2024

The Trustees are pleased to present their annual Trustees' Report, together with the consolidated financial statements of the Hospice for the year ended 31 March 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) (effective 1 January 2019).

Our Vision and Values

Our Vision is to be the lasting and thriving provider of free care to all people affected by a life-limiting illness in our community, made possible by a community working together continually to share in the delivery of the most assuring, equally accessible and advanced care available. This Vision is underpinned by our Values; Ambition, Compassion, Respect, Excellence and Inclusion which remain at the heart of everything we do.

We have a Strategic Plan for 2023-2025, to ensure we achieve our Vision, and we remain financially sustainable. The Hospice relies heavily on a number of income streams including: Retail, Donations, Major Donors, Gifts in Memory, Regular Giving, Legacies and Grants, as well as income from Willen Hospice Ventures Limited primarily from Challenges, Events, Lottery and Corporate Sponsorship, as well as some grant funding from the BLMK ICB.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the given guidance 'Public benefit: running a charity (PB2)'.

Structure, Governance and Management

Willen Hospice is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 31 October 1975, as amended on 26 July 2023. It is registered as a charity with the Charity Commission of England and Wales.

Responsibility for the recruitment of new Trustees rests with the existing Trustees; who are also the Directors of the Hospice and appointed in accordance with the process set out in the Leadership and Governance Manual. Before appointing a new Trustee, the Trustee Board must ensure that the appointment meets the requirements of the Hospice's governing documents and the law generally.

To optimise our effectiveness, we aim to recruit a diverse Board with a broad range of skills, knowledge and experience. We aim to achieve greater diversity by reaching out to communities that are not presently represented. Trustees should also have a strong personal commitment to the Hospice's aims and objectives.

Trustees' Report for the year ended 31 March 2024 (continued)

New Trustees undergo an orientation period to brief them on:

- Their legal obligations under charity and company law,
- The Charity Commission guidance on public benefit, and to inform them of the content of the Memorandum and Articles of Association,
- The Committee structures and decision-making processes,
- The Business Plan and recent financial performance of the Hospice.

During the induction, they meet key employees and members of the Senior Leadership Team. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The Board of Trustees, which can have up to 15 members, administers the governance of the Hospice, through the Committee Structure which meet quarterly. The committees are Executive, Finance, IMT, Property & Health & Safety, Clinical Governance, Business Development Remuneration and People Services, which are all chaired by individual Trustees.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Hospice. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and service delivery.

Related Parties and Co-operation with other Organisations

None of our Trustees receive remuneration or other benefits from their work with the Hospice. Any connection between a Trustee, and Senior Manager of the Hospice, with a Contractor or Supplier of Professional Services, must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year, no such related party transactions were reported. Details of Trustees' expenses and related party transactions are disclosed in note 8 to the accounts.

Pay Policy for Senior Staff

A policy for senior staff is set and administered by the People Services Committee in conjunction with the Remuneration Committee, which is comprised of nominated Trustees.

The pay of the senior staff is reviewed annually and normally increased in accordance with Hospice pay policy, which is benchmarked against pay levels in the NHS, other hospices, the voluntary sector and related employers.

Disability policy

The charity retains and develops any individual that either declared a disability or developed one in the course of their employment with them in line with the Equality Act 2010.

Volunteers at Willen Hospice

Volunteers are patient-facing, work within support services, and are also fundamental in the delivery of retail and fundraising activities.

We have over 1,000 volunteers, who provide over 120,000 hours of support, which represents an estimated cost saving of £1 million, for which the Hospice is immensely grateful.

Strategic Report for the year ended 31 March 2024

To achieve our Vision, we have identified the following strategic aims as part of the Strategic plan 2023-2025.

- Be the leaders in providing the best possible care to our users through their palliative journey
- Organisational excellence, incorporating governance and business efficiency
- A highly skilled, agile workforce who are passionate about great care
- Sustainable income streams with a diverse and engaged supporter base
- A culture truly reflective of our values with a genuine one-team belief

Overview of Achievements for 2023/24

Clinical service delivery

This year, in addition to our specialist palliative care offer, we have reached more of those without specialist palliative or end-of-life care needs through the bereavement drop-in sessions and the palliative care hub. These services were developed in response to the needs of our community.

The bereavement drop-in service was delivered within existing resources and has proved popular in the community. It meets the needs of the recently bereaved who would not ordinarily have access to bereavement counselling support from Willen.

The Palliative Care Hub, as a new part of our Willen at Home proposition, supports people with life-limiting illnesses and has allowed us to engage with them early on their journey, providing critical support which enhances the quality of life, particularly in times of crisis. The Hub was delivered through funding from the ICB, which unfortunately is non-recurrent. It has succeeded in creating a register of people in their last year of life, which is accessible to the ambulance service.

Our goal of improving the quality of care has been met through the rollout of the holistic assessment tool, the improved management of medical devices, the embedding of clinical supervision, electronic prescribing and the revised training and education package to name a few.

Our aspiration remains to develop a centre of excellence. Our recently appointed Practice Development Team have begun developing our educational offering to other healthcare professionals and the public.

All our teams have continued to deliver excellent care and support to our patients and those important to them in their homes and onsite at the hospice.

Quality, Governance and Performance

Quality remains paramount within the organisation, and this year, the organisation has continued to report on incidents, complaints, service development and embed changes to practice, in collaboration with the internal teams. From an external perspective, the quality schedule requirements outlined by the Integrated Care Board (ICB) have been delivered and achieved.

The appointment of a Data Analyst enabled us to gather rich data to enhance patient activity. In addition, the shift to separate policy and procedure has been implemented; this enables staff to access information more efficiently. The team has worked to develop a process to capture complaints on a database. This has been tried and tested by the Senior Leadership Team and will be executed in 2024.

Strategic Report for the year ended 31 March 2024 (continued)

We are reassured that we are practising good data security by completing the NHS England Data Security and Protection Toolkit.

The organisation continues to support a variety of medical, allied Healthcare and Nursing students' placement from surrounding Universities.

Income Generation

The Hospice is commissioned by Bedfordshire, Luton, and Milton Keynes Integrated Care Board (ICB); we receive a recurring income of £1,395,255. Due to limited funding from the ICB, we are required to generate approximately a further £7.6 million, to fund our total operating costs.

Retail

Retail results have grown to a record level for the 3rd year in succession. Our Retail strategy ensures we reuse, resell or recycle all items wherever possible that are donated, means we have not only generated more sales from our shops but also lucrative income streams from recycling donated goods not fit for resale.

We have further enhanced our Retail footprint by opening 2 new stores in the year. This, along with the performance of existing stores and our online platform, has helped drive our Retail profits up year on year. We have seen a fantastic reaction to our 'Off the Record' specialist vinyl and music shop which has been featured in National Music Magazine-Record Collector.

We continue to see increases in the levels of gift aid-aided donations, which provide much-needed additional income for the Hospice.

Fundraising

Given the current economic climate, fundraising in the year has been challenging. We continue to develop our fundraising proposition to counteract the headwinds we face. For instance, we have partnered with local firms to support the recruitment of new regular givers.

From a financial perspective, our biggest challenge in the year has been around Legacies. We have developed a local Legacy campaign and have also agreed to be part of a national Hospice UK Legacy campaign in 2024/25. We expect to see the impact of the above in the new financial year.

Trusts and Foundations are a really important revenue stream for the Hospice which has been quite challenging as well. The income stream can help deliver our future ambitions, and by taking a longer-term, more strategic view of how we work in this area, alongside our Major Donors we believe there is scope to increase income to fund our deficit.

Capital Development

We have completed our major re-building programme, which included the provision of additional Inpatient and Therapeutic and Wellbeing facilities, together with dedicated spaces for families, including a new café, for staff and families alike. In the year, we also embarked on the second phase of the renovation of the Manor House, which formed part of the original buildings and which will provide our main reception, upgraded meeting space and accommodation for Clinicians. The build cost is circa £1 million and is funded from our Reserves. Work got underway in March 2024 and is expected to be complete by October 2024.

Strategic Report for the year ended 31 March 2024 (continued)

Some of our Clinical and Business Development teams are housed in a separate building from the main Hospice, namely the Well, which is currently leased. We have been informed of the landlord's desire to dispose of its interest and sell the property to us. The purchase of this building is also expected to be funded from our Reserves as well and will reduce rental outgoings.

Plans for 2024/25

As part of the current Strategic Plan, the Hospice has developed a series of key strategies which are to be implemented in the coming financial year. Major plans and strategies are set out as follows:

Be the leaders in providing the best possible care to our users through their palliative journey

- Develop a Centre of Excellence for research and education
- Develop skills mix and deliver new clinical roles
- Further enhance our Therapeutic & Wellbeing offering

Organisational excellence, incorporating governance and business efficiency

- Complete the refurbishment of the Manor House and the purchase of the Well
- Drive savings and reduce our environmental impact
- Achieve re-accreditation for Comparative Health Knowledge System (CHKS)

A highly skilled agile workforce who are passionate about great care

- Implement a pay framework that is affordable, transparent and facilitates pay progression, supported by a clear appraisal framework
- Further, develop the Equality, Diversity and Inclusion strategy to encompass the wider community, ensuring that the proposition meets the diverse needs of Milton Keynes and surrounding areas
- Design and deliver a Leadership framework and development programme

Sustainable income streams with a diverse and engaged supporter base

- Acquire new shops and develop our online platform through the use of Artificial Intelligence (AI)
- Diversify our events programme to improve supporter reach
- Develop and grow the Trust & Foundation income
- Deliver the legacy strategy and campaign.
- Engage our key partners and donors to develop partnership arrangements that drive income.

A culture truly reflective of our values and a genuine one-team belief

- Continue to implement our cultural change programme which remains focussed on our values
- Define and deliver an Internal Communication strategy that reflects our Values and brand
- Develop new and innovative ways to engage and increase our volunteer numbers, supporters and stakeholder engagement

Strategic Report for the year ended 31 March 2024 (continued)

Financial review for the year ended 31 March 2024

For the year to 31 March 2024, the financial statements show a net deficit of £916,433 (2022/23 - Surplus £96,391). Consolidated income amounted to £8,738,157 (2022/23 - £10,194,510), and expenditure was £ 10,108,106 (2022/23 - £9,343,526) before recognising a gain on the revaluation of investment assets of £ 453,516 (2022/23 - loss £754,593).

The Trustee Board recognise that the Hospice should run its services in a manner that maximises the ability to care for as many people as possible, whilst being aware that the financial stability of the organisation is a priority. The increased challenges of raising funds from voluntary sources, without significant amounts of recurring funding, place ongoing pressure on the organisation. The position has worsened this year due to the substantial increase in running costs and staffing costs, arising from the global and national economic climate, which has made any significant fundraising more challenging.

Income

Income from Bedfordshire, Luton & Milton Keynes Integrated Care Board (BLMK ICB)

BLMK ICB income in 2023/24, amounted to £1,395,255 (2022/23 £2,573,333) includes £nil (2022/23 £1,184,51) of non-recurrent funding, of which £nil (2022/23 £584,517) is treated as Restricted Income.

Voluntary Income (including Legacies)

During 2023/24, Voluntary Income totalled £5,494,329 (2022/23 - £5,926,829). No grant funding was received in the year, (2022/23 - £nil).

Income from donated goods increased to £2,697,198 (2022/23 - £2,514,900)

Legacies receivable fell significantly in the year, and amounted to £444,689(2022/23 £1,499,420).

Activities for Raising Funds

Income from the Lottery has remained more or less steady at £440,880 (2022/23 - £466,268). We are beginning to invest in canvassing campaigns in 2024/25 with the intention of exploring this source of income to its fullest potential.

Investment Income

Income from investments amounted to £288,358 (2022/23 - £218,865).

The objectives of the investment policy are:

- To create sufficient income and capital growth to enable the Hospice to continue to operate during periods of deficit,
- To maintain and if possible, enhance the value of the invested funds while they are retained, giving due and proper consideration to future needs,
- To manage the portfolio on a total return basis as both capital and income may be used at any time to further the Hospice's aims.

Strategic Report for the year ended 31 March 2024 (continued)

Financial review for the year ended 31 March 2024 (continued)

The Hospice has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. As a result, investment should not be made directly in companies where more than 20% of the invested group turnover arises from Tobacco, Gambling, Prostitution, or Pornography. The Trustees reserve the right to exclude companies that carry out activities contrary to the Hospice's aims, or from holding particular investments which damage the Charity's reputation; such advice and monitoring being given by our investment advisers.

Direct Costs of Patient Care

Direct costs of patient care amounted to £5,743,289 (2022/23 - £5,452,795). This increase in costs is largely due to increased costs of living as well as additional costs of running the Hub.

Indirect Patient Care

Indirect patient care costs have increased to £513,713 (2022/23 £451,142). As mentioned above, this was driven by increased running costs as well as increased costs of living.

Total Funds

At the year end, the consolidated total funds of the Hospice stood at £15,956,164 (2022/23 - £16,872,597) including Restricted Funds, which totalled £1,066,569 (2022/23 - £1,298,515). The assets representing each of these funds are analysed in Note 20 to the financial statements.

Risk Management

The Risk Register is a tool which enables the Hospice to understand its comprehensive risk profile, centralising major risks to which the Hospice is potentially exposed. The Register is reviewed and updated at each Sub-Committee and again reviewed in full at the Executive Committee and Council of Management every quarter.

The Hospice's Trustees have given consideration to the major risks to which the Hospice is exposed and satisfied themselves that systems or procedures are established in order to manage those risks. Major risks are those that have a major impact and a probable or highly probable likelihood of occurring. If they occurred, they would have a major impact on some or all of the following areas:

- Governance;
- Operations;
- Finances;
- Environmental or external factors, such as public opinion or relationship with funders; and
- The Hospice's compliance with laws and regulations

Strategic Report for the year ended 31 March 2024 (continued)

Financial review for the year ended 31 March 2024 (continued)

Risk to income remains significant, given our reliance on commercial and fundraising activity and the prevailing economic climate.

We have sought to develop our corporate partnerships and garner more sponsorship, volunteering and corporate income.

We have implemented a new Legacy awareness campaign this year to grow Legacy partners and legators. We hope to continue raising awareness around legacies in the new financial year

We have also worked hard to further develop our Supporter Services programme to improve our donor journey and steward our supporters such that they continue to engage.

These measures, alongside any additional funding we receive from the ICB in 2024/25, will hopefully mitigate some of the broader economic concerns and support sustainability.

Reserves Policy

This policy is written in line with the Charity Commissioners' guidance in "Charity Reserves: Building Resilience" published on 29th January 2016.

An essential part of the financial planning process of the Hospice is a robust policy on the level of reserves. The Trustees have reviewed the reliability of future income streams, the commitment to future expenditure and the risks faced as a charity. The Hospice needs reserves for the following reasons:

- To ensure that working capital is appropriately funded
- To fund shortfalls in income
- To fund unexpected expenditure, for example, unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To allow time to cover expenditure in the event of a significant change in circumstances, for example, COVID-19.

The level of reserves to be maintained as required is therefore as follows:

***Minimum** - the minimum level of reserves is set at a level equivalent to 6 months of operational/running costs. Where reserves fall below this level the Council of Management would be required to consider and agree appropriate actions to address the position. If the reserves fall below an amount equivalent to 3 months, the Council of Management should reaffirm the viability of the Hospice and make such arrangements to protect the Hospice and its services.*

- ***Maximum** - the maximum level of reserves is set at a level equivalent to 18 months of operational/running costs. Where this level is exceeded, it is the responsibility of the Council of Management to consider enhancing existing services provided or upgrading facilities utilising these funds.*

This policy will continue to be reviewed on an annual basis and presented to the Council of Management for their endorsement.

Strategic Report for the year ended 31 March 2024 (continued)

Sustainability

We are committed to reducing our impact on the environment. Our Environment Champions Group consisting of members from across all departments works collaboratively to identify key environmental aspects and impacts to drive positive change and support the wider sustainability agenda across the Hospice

Energy consumption data is now being captured on a regular basis and presented at the Property Working Group to identify our most energy-intensive sites across the estate. Having visibility and monitoring consumption patterns allows us to implement strategies and seek opportunities to improve our current and future operations in a sustainable way.

We have reviewed our trade waste operations in 2023/24 and have plans to improve recycling rates, working in partnership with a new operator.

Trustees' responsibilities in relation to the financial statements

The Hospice's Trustees (who are also the Directors of Willen Hospice for the purposes of company law) are responsible for preparing the Annual Report (including the Strategic Report) and 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. By law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and the application of those resources, 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 2019 (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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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.

Strategic Report for the year ended 31 March 2024 (continued)

Statement for disclosure to our auditor

In so far as the Trustees are aware:

- there is no relevant information of which the group'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.

By order of the Board of Trustees



P Davis
Chairman

26 July 2024

Report of the Independent Auditor to the members of Willen Hospice

Opinion

We have audited the financial statements of Willen Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise of the Consolidated statement of Financial Activities, the Comparative Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Report of the Independent Auditor to the members of Willen Hospice (continued)

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 Chairman's Annual Report and the Report of the Trustees which includes the Strategic Report and the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's Annual Report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's Annual Report or the Report of the Trustees which includes the Strategic Report and the Report of the Directors.

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

Report of the Independent Auditor to the members of Willen Hospice (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on pages 17-18, the Trustees (who are also the Directors of the parent charity 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006, the Charities Act 2011 and Charities SORP 2019 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Report of the Independent Auditor to the members of Willen Hospice (continued)

Audit procedures performed by the engagement team included:

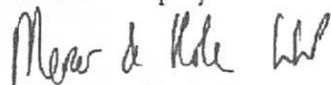
- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of the audit report

This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Steve Robinson (Senior Statutory Auditor)

for and on behalf of **Mercer & Hole LLP**

Chartered Accountants and Statutory Auditor

The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, MK9 1BP

Date: 29 July 2024

Consolidated Statement of Financial Activities

for the year ended 31 March 2024

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income					
Income resources from generated funds					
Voluntary income	1	5,372,879	121,450	5,494,329	5,926,829
Grant funding	1	-	-	-	-
Income from generated funds					
Income from Clinical Commissioning Group		1,395,255	-	1,395,255	2,573,333
Activities for raising funds	2	1,407,111	-	1,407,111	1,209,776
Investment income	3	288,358	-	288,358	218,865
Other incoming resources	4	153,104	-	153,104	265,707
Total income		8,616,707	121,450	8,738,157	10,194,510
Expenditure					
Cost of generating funds	7	(3,851,104)	-	(3,851,104)	(3,439,589)
Charitable activities	7	(5,903,174)	(353,828)	(6,257,002)	(5,903,937)
Total expenditure		(9,754,278)	(353,828)	(10,108,106)	(9,343,526)
(Loss)/Gain on investments	13	453,516	-	453,516	(754,593)
Net income /(expenditure)		(684,055)	(232,378)	(916,433)	96,391
Transfers		(432)	432	-	-
Net movements in funds		(684,487)	(231,946)	(916,433)	96,391
Fund balances brought forward as at 1 April 2023		15,574,082	1,298,515	16,872,597	16,776,206
Fund balances carried forward at 31 March 2024	21/23	14,889,595	1,066,569	15,956,164	16,872,597

The parent charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements.

The financial activities above include £8,291,604 (2023: £9,602,069) of income, £9,587,628 (2023: £8,891,931) of expenditure and £453,516 (2023: £(754,593)) realised (losses)/ gains on investments assets relating to the parent company as an individual entity.

All activities of the Hospice are considered to be continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

Comparative Consolidated Statement of Financial Activities for the year ended 31 March 2023 (incorporating an income and expenditure account)

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Income			
Donations and voluntary income			
Voluntary income	5,819,146	107,683	5,926,829
Grant funding	-	-	-
Income from generated funds			
Income from Integrated Care Board	1,988,816	584,517	2,573,333
Activities for raising funds	1,209,776	-	1,209,776
Investment income	218,865	-	218,865
Other income	265,707	-	265,707
Total income	9,502,310	692,200	10,194,510
Expenditure			
Cost of raising funds	(3,439,589)	-	(3,439,589)
Charitable activities	(5,601,277)	(302,660)	(5,903,937)
Impairment of investment	-	-	-
Total expenditure	(9,040,866)	(302,660)	(9,343,526)
(Loss) / Gain on investment assets	(754,593)	-	(754,593)
Net income / (expenditure)	(293,149)	389,540	96,391
Transfers	54	(54)	-
Net movements in funds	(293,095)	389,486	96,391
Fund balances brought forward at 1 April			
2022	15,867,177	909,029	16,776,026
Fund balances carried forward at 31 March 2023	15,574,082	1,298,515	16,872,597

The accompanying accounting policies and notes form an integral part of these financial statements.


Consolidated Balance Sheet

As at 31 March 2024

Company number 1231909

	Notes	2024 £	2024 £	2023 £00	2023 ££
Fixed assets					
Intangible assets	11		80,123		16,470
Tangible assets	12		5,768,271		5,781,516
Investments	13		7,601,128		7,014,668
			13,449,522		12,812,654
Current assets					
Stocks	14	29,269		46,954	
Debtors	15	834,351		2,365,336	
Cash and cash equivalents	16	2,575,214		2,601,663	
		3,438,834		5,013,953	
Creditors: amounts falling due within one year	17		(815,192)		(847,010)
Net current assets			2,623,642		4,166,943
Provisions for liabilities	18		(117,000)		(107,000)
Net assets			15,956,164		16,872,597
Income Funds					
Restricted funds	21		1,066,569		1,298,515
Unrestricted funds					
Designated funds	22		1,050,000		1,050,000
Other charitable funds	23		12,759,486		13,897,489
Revaluation reserve	23		1,080,109		626,593
Total funds			15,956,164		16,872,597

The financial statements were approved and authorised for issue by the Board of Trustees on 26 July 2024.



P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

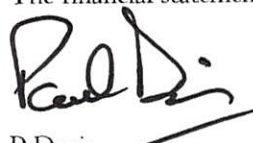
Charity Balance Sheet

As at 31 March 2024

Company number 1231909

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Intangible assets	11		80,123		16,470
Tangible assets	12		5,768,271		5,781,516
Investment in subsidiary undertaking	13		2		2
Investments	13		7,601,128		7,014,668
			13,449,524		12,812,656
Current assets					
Debtors	15	827,616		2,537,563	
Cash and cash equivalents	16	2,380,040		2,170,472	
		3,207,656		4,708,035	
Creditors: amounts falling due within one year	17	(693,272)		(724,276)	
Net current assets			2,514,384		3,983,759
Provisions for liabilities	18		(117,000)		(107,000)
Net assets			15,846,908		16,689,415
Income Funds					
Restricted funds	21		1,066,569		1,298,514
Unrestricted funds:					
Designated funds	22		1,050,000		1,050,000
Other charitable funds	23		12,650,230		13,714,308
Revaluation reserve	23		1,080,109		626,593
Total funds			15,846,908		16,689,415

The financial statements were approved and authorised for issue by the Board of Trustees on 26 July 2024.


P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows at 31 March 2024

		2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Net income /(outgoing) resources		(916,433)		96,391	
Adjustments for:					
Investment income	3	(288,358)		(218,865)	
Amortisation	11	9,664		10,378	
Depreciation	12	227,919		212,615	
Profit on disposal of investments	13	(1,023)		(128,726)	
Decrease/(increase) in stocks	14	17,685		(13,090)	
(Decrease) / increase in trade and other receivables	15	1,530,982		850,019	
(Decrease)/increase in trade and other payables	17	(31,816)		(868,050)	
Increase in provisions	18	10,000		-	
Revaluation of investments	13	(453,516)		754,593	
			105,104		695,265
Cash flows from investing activities					
Purchase of property plant and equipment	12	(214,673)		(1,557,720)	
Purchase of intangible fixed assets	11	(73,317)		(997)	
Purchase of investments	13	(137,472)		(133,289)	
Proceeds from sale of investments	13	5,551		1,008,430	
Investment income	3	288,358		218,865	
			(131,553)		(464,711)
Cash flows generated from investing activities					
			(26,449)		230,554
Net (decrease) / increase in cash and cash equivalents					
Cash and cash equivalents at 1 April			2,601,663		2,371,109
Cash and cash equivalents at 31 March	16		2,575,214		2,601,663

The accompanying accounting policies and notes form an integral part of these financial statements.

Principal accounting policies

Basis of preparation

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 I02) as issued in October 2019 - Charities SORP (FRS I02) and the Companies Act 2006.

Willen Hospice meets the definition of a public benefit entity under FRS I02. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounts are prepared in Sterling GBP, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of consolidation

The group financial statements consolidate those of the Hospice and its subsidiary undertaking (see note 5) drawn up to 31 March 2024. The results of the Hospice's non-charitable trading subsidiary have been incorporated on a line by line basis. Surpluses or deficits on intra group transactions are eliminated in full.

The preparation of financial statements in compliance with FRS I02 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Hospice's accounting policies.

The principal accounting policies of the Hospice are set out below.

Going concern

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

Income

All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Gifts-in-kind are accounted for at the Trustees' estimate of value to the Hospice or sale value as follows:

- assets received for distribution by the Hospice are recognised only when distributed;
- assets received for resale are recognised only when sold;
- gifts of fixed assets for Hospice use or funds for acquiring fixed assets for Hospice use are accounted for (as restricted funds) immediately on receipt; and
- intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure.

Voluntary help is not included as income.

Principal accounting policies (continued)

Statutory funding is included within income on an accruals basis.

Government grants are recognised upon entitlement.

Donations under Gift Aid, together with the associated income tax recoveries, are credited as income when donations are receivable.

Legacies

Legacies to which the Hospice is entitled are included in the statement of financial activities when receipt is probable, and the amount can be reliably measured.

Investment income

Investment income comprises dividends declared during the accounting period. Income from quoted investments is recognised when receivable.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the Hospice's objectives (direct charitable);
- expenditure incurred directly in the effort to raise voluntary contributions (fund raising and publicity); and
- expenditure incurred in the governance of the Hospice.

All expenditure has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Costs classified as governance relate to the general running of the Hospice and include the operations of the Trustees and addressing constitutional, audit, and other statutory matters.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for these purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the Hospice.

Designated funds are unrestricted funds which have been designated for specific purposes by the Trustees.

Intangible assets

Intangible assets consist of IT software.

Intangible assets are amortised over a period of between 3-5 years.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are stated at cost or valuation, net of any provision.

Depreciation is calculated to write down the cost of all tangible fixed assets held for Hospice use other than freehold land by equal annual instalments over their expected useful lives.

Principal accounting policies (continued)

The periods generally applicable are:

Freehold property	-	10 - 50 years
Equipment	-	3 - 10 years
Fundraising assets	-	3 - 10 years
IT hardware	-	3 - 10 years
Motor vehicles	-	3 - 5 years
Leasehold improvements	-	2 years (length of the lease)
Assets under construction	-	Not depreciated

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price.

Financial instruments

Financial assets and liabilities are recognised on the Balance Sheet when the Hospice has become a party to the contractual provisions of the instrument.

Leased assets

Payments made under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Defined contribution schemes

The pension costs charged against results in the year represent the amount of the contributions payable in respect of the accounting period.

Accounting estimates and judgements

In applying the accounting policies, the Trustees have made critical accounting judgements, estimates and assumptions about the carrying amount of the assets and liabilities. These estimates and assumptions are based on historical experience and are reviewed on a continual basis. The critical accounting judgements, estimates, and assumptions that have a material effect on the amounts recognised in the financial statements for both the current and next.

Principal accounting policies (continued)

financial years are discussed below.

Judgements

Impairment testing is carried out for all tangible assets and investments at the yearend date where there is an indication that impairment exists. For the purposes of impairment testing, the carrying amounts of the tangible assets are reviewed and an impairment loss is recognised where the carrying amounts exceed the assets recoverable amount.

Legacies are recognised the when the criteria of entitlement, probability and certainty of amount can be met.

All debtors are reviewed to determine if a bad debt provision is required for each balance.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the Statement of Financial Activities.

Gifts in kind are included in the financial statements at their market value at the time of their distribution.

Provisions

A provision is recognised where an obligation exists for a future liability in respect of a past event, and where the amount of the obligation can be reliably estimated.

Notes to the financial statements

I Donations and voluntary income

	Unrestricted £	Restricted £	Total 2024 £	Total 2023 £
Donations (including gift aid)	1,917,988	121,450	2,039,438	1,601,474
Gifts in kind	-	-	-	38,633
Legacies	444,689	-	444,689	1,499,420
Memorials	290,218	-	290,218	251,007
Donated goods	2,697,198	-	2,697,198	2,514,900
Christmas Appeal	22,786	-	22,786	21,395
Grant funding	-	-	-	-
	<u>5,372,879</u>	<u>121,450</u>	<u>5,494,329</u>	<u>5,926,829</u>

2 Activities for raising funds

	2024 £	2023 ££
Unrestricted funds		
Lottery income	440,880	446,268
Events and promotions income	657,051	585,067
Profit from Willen Hospice Ventures shops	309,180	178,441
	<u>1,407,111</u>	<u>1,209,776</u>

3 Investment income

	2024 £	2023 £
Unrestricted funds		
Listed investments	227,610	218,523
Bank deposits	60,748	342
	<u>288,358</u>	<u>218,865</u>

Notes to the financial statements (continued)

4 Other operating income

	2024	2023
	£	£
Unrestricted funds		
Education	40,349	39,570
Catering	67,471	32,418
Job Retention Scheme	-	-
Retail business support grant	-	-
Other miscellaneous income	15,008	36,752
Profit on sale of investments	1,023	128,726
Shop Rent	29,253	28,241
	<u>153,104</u>	<u>265,707</u>

5 Net income from non-charitable trading activities of subsidiary

A summary of the results of the trading subsidiary, Willen Hospice Ventures Limited (Company number: 2479448) is set out below:

	2024	2023
	£	£
Turnover	1,407,111	1,209,776
Cost of sales	(413,661)	(327,858)
Gross Profit	<u>993,450</u>	<u>881,918</u>
Administrative expenses	(458,735)	(488,622)
Other operating income	-	-
Operating profit	<u>534,715</u>	<u>393,296</u>
Interest receivable and similar income	706	207
Profit for the year and total comprehensive income	<u>535,421</u>	<u>393,503</u>

In the previous year, a change of policy necessitated that donated goods were recorded as income of the charitable company.

Notes to the financial statements (continued)

The net assets and liabilities of the subsidiary were:

	2024 £	2023 £
Current assets	283,534	516,435
Creditors: amounts falling due within one year	(174,274)	(333,250)
Total net assets	<u>109,260</u>	<u>183,185</u>
Aggregate share capital and reserves	<u>109,260</u>	<u>183,185</u>

6 Net income / (expenditure)

The consolidated statement of financial activities excludes the impact of any voluntary help. The group is reliant on a substantial amount of voluntary help in respect of:

- i certain support services within the Hospice
- ii sorting, packing and selling in the shops operated by Willen Hospice Ventures Limited
- iii other fund-raising efforts.

7 Analysis of expenditure

	Direct costs £	Support costs (Note below) £	Total 2024 £	Total 2023 £
Cost of raising funds				
Trading	2,342,882	46,203	2,389,085	2,092,387
Lottery	168,024	107,755	275,779	234,726
Events and fundraising	144,117	96,633	240,750	266,400
Voluntary fundraising costs	893,750	51,740	945,490	846,076
	<u>3,548,773</u>	<u>302,331</u>	<u>3,851,104</u>	<u>3,439,589</u>
Charitable activities				
In house	3,238,581	290,839	3,529,420	3,804,365
Willen At Home	1,291,898	77,536	1,369,434	1,274,084
Wellbeing & Therapeutic	636,019	34,805	670,824	547,188
Lymphoedema Service	291,350	24,096	315,446	204,326
The Hub	258,441	28,201	286,642	-
Governance	27,000	58,236	85,236	73,974
	<u>5,743,289</u>	<u>513,713</u>	<u>6,257,002</u>	<u>5,903,937</u>
Total expenditure	<u>9,292,062</u>	<u>816,044</u>	<u>10,108,106</u>	<u>9,343,526</u>

Notes to the financial statements (continued)

7 Analysis of expenditure (continued)

Note:

Activities associated with raising funds from corporate supporters have been separately identified and included within voluntary fundraising. Recharges for management and other central overheads have been included within voluntary fundraising £262,888 (2023 £243,879). Support costs totalling £816,004 (2023: £754,391) have been allocated across all activities. These include costs associated with payroll and other central services. Costs have been allocated on the basis of floor area, number of staff or time spent.

Total expenditure includes:

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Auditor remuneration				
Audit services	23,000	25,000	23,000	25,000
Non-audit services	5,750	5,100	5,750	5,100
Amortisation	9,664	10,378	9,664	10,378
Depreciation	227,919	212,615	227,919	212,615
Other operating lease rentals	339,360	362,538	339,360	362,538

8 Employees

Staff costs during the year were as follows:

	2024	2023
	£	£
Salaries and wages	5,952,271	5,300,350
Social security costs	518,863	483,836
Pension costs	437,854	417,538
	6,908,988	6,201,724
Contract staff	298,773	294,235
Health Examination fees	6,179	5,118
	7,213,940	6,501,077

The average number of employees during the year was 251 (2023: 225).

Notes to the financial statements (continued)

8 Employees (continued)

The number of employees receiving emoluments in the following bandings is:

	2024 No.	2023 No.
£60,001 - £70,000	2	1
£70,001 - £80,000	1	1
£100,001 - £110,000	-	1

No Trustee received any remuneration during the year and no expenses were reimbursed.

The Hospice paid £681 (2023: £657) for indemnity insurance on behalf of the Trustees.

Remuneration for key management personnel including employer's national insurance and employer's pension totalled £345,213 (2023: £359,612) for 6 (2023: 5) employees in the year.

9 Tax on surplus

No tax arises because the group's charitable activities are exempt from tax and the profits of the activities of the trading subsidiary undertaking are remitted under Gift Aid to the Hospice.

10 Hospice results

The Hospice has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure account in these financial statements.

Notes to the financial statements (continued)

II Intangible fixed assets

The group and the Hospice

	IT software £	Total £
Cost		
At 1 April 2023	119,912	119,912
Additions	73,317	73,317
At 31 March 2024	<u>193,229</u>	<u>193,229</u>
Amortisation		
At 1 April 2023	103,442	103,442
Amortisation in the year	9,664	9,664
At 31 March 2024	<u>113,106</u>	<u>113,106</u>
Net book amount at 31 March 2024	<u>80,123</u>	<u>80,123</u>
Net book amount at 31 March 2023	<u>16,470</u>	<u>16,470</u>

Notes to the financial statements (continued)

12 Tangible fixed assets

The group and the Hospice

	Freehold property £	Asset under course of construction £	Equipment £	Fundraising assets £
Cost				
At 1 April 2023	6,709,274	71,093	884,231	383,011
Additions	7,653	123,663	51,575	-
Transfers	(3,650)	3,650	-	-
At 31 March 2024	6,713,277	198,406	935,806	383,011
Depreciation				
At 1 April 2023	1,361,134	-	605,354	334,624
Depreciation in the year	131,148	-	66,519	7,998
At 31 March 2024	1,492,282	-	671,873	342,622
Net book amount at 31 March 2024	5,220,995	198,406	263,933	40,389
Net book amount at 31 March 2023	5,348,140	71,093	278,877	48,387

Notes to the financial statements (continued)

12 Tangible fixed assets (continued)

The group and the Hospice

	IT Hardware £	Motor vehicles £	Leasehold improvements £	Total £
Cost				
At 1 April 2023	318,537	42,774	160,499	8,569,419
Additions	31,783	-	-	214,674
Transfers	-	-	-	-
At 31 March 2024	<u>350,320</u>	<u>42,774</u>	<u>160,499</u>	<u>8,784,093</u>
Depreciation				
At 1 April 2023	287,201	39,091	160,499	2,787,903
Depreciation in the year	20,955	1,300	-	227,919
At 31 March 2024	<u>308,156</u>	<u>40,391</u>	<u>160,499</u>	<u>3,015,822</u>
Net book amount at 31 March 2024	<u>42,164</u>	<u>2,383</u>	<u>-</u>	<u>5,768,271</u>
Net book amount at 31 March 2023	<u>31,336</u>	<u>3,683</u>	<u>-</u>	<u>5,781,516</u>

Notes to the financial statements (continued)

13 Fixed asset investments

The Hospice

The investment in subsidiary undertakings consists of the cost of 2 ordinary shares of £1 each, being 100% of the issued share capital of Willen Hospice Ventures Limited, a company incorporated in England and Wales, which is the trading subsidiary of the Hospice. Results and net assets are noted in note 5.

The group and the Hospice

	Historical cost £	Revaluation £	Market value £
Valuation			
At 1 April 2023	6,388,075	626,593	7,014,668
Purchases and additions from reinvestment	137,471	-	137,471
Disposals	(4,529)	(1,023)	(5,552)
Unrealised (loss) on revaluation		454,539	454,539
At 31 March 2024	<u>6,521,017</u>	<u>1,080,109</u>	<u>7,601,126</u>

Listed investments, all of which are UK listed investments, are stated at their mid-market value as at 31 March 2024.

There were no individual investments comprising over 5% of the value of the portfolio at the 31 March 2024.

14 Stocks

The group

	2024	2023
	£	£
Goods for resale	<u>29,269</u>	<u>46,954</u>

Stock recognised in cost of sales during the year as an expense was £128,953 (2023: £94,352).

Notes to the financial statements (continued)

15 Debtors

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	26,372	1,568,467	15,522	1,561,974
Other debtors	81,665	74,142	81,427	73,663
Prepayments and accrued income	726,314	722,727	678,315	691,408
Amounts owed by subsidiary undertaking	-	-	52,352	210,518
	<u>834,351</u>	<u>2,365,336</u>	<u>827,616</u>	<u>2,537,563</u>

16 Cash and cash equivalents

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Cash at bank and in hand	2,574,688	2,601,649	2,379,514	2,170,458
Cash held by investment manager	526	14	526	14
	<u>2,575,214</u>	<u>2,601,663</u>	<u>2,380,040</u>	<u>2,170,472</u>

17 Creditors: amounts falling due within one year

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Amounts owed to subsidiary undertaking	-	-	-	-
Trade creditors	324,235	161,435	305,372	153,164
Social security and other taxes	130,975	118,164	130,975	118,163
Pension contributions	53,723	59,693	53,723	59,693
Other creditors	2,082	3,590	2,082	3,590
Accruals and deferred income	304,177	504,128	201,120	389,666
	<u>815,192</u>	<u>847,010</u>	<u>693,272</u>	<u>724,276</u>

Notes to the financial statements (continued)

18 Provisions for liabilities

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Dilapidation provisions	<u>117,000</u>	<u>107,000</u>	<u>117,000</u>	<u>107,000</u>
	<u>117,000</u>	<u>107,000</u>	<u>117,000</u>	<u>107,000</u>

19 Financial instruments

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Financial assets:				
Financial assets measured at fair value through profit and loss	2,575,214	2,601,663	2,380,040	2,170,472
Financial assets measured at amortised cost	<u>537,767</u>	<u>2,172,351</u>	<u>565,581</u>	<u>2,380,804</u>
	<u>3,112,981</u>	<u>4,774,014</u>	<u>2,945,621</u>	<u>4,551,276</u>
Financial liabilities:				
Financial liabilities measured at amortised cost	<u>700,408</u>	<u>725,715</u>	<u>679,130</u>	<u>712,944</u>

Financial assets measured at fair value through profit and loss comprise of cash and cash equivalents.

Financial assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade creditors, accruals, amounts owed by group undertakings as applicable, and other creditors.

Notes to the financial statements (continued)

20 Analysis of net assets between funds

Group – current year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	80,123	-	80,123
Tangible fixed assets	5,768,271	-	5,768,271
Investments	7,601,128	-	7,601,128
Current assets	2,372,265	1,066,569	3,438,834
Current liabilities	(815,192)	-	(815,192)
Provisions	(117,000)	-	(117,000)
	<u>14,889,595</u>	<u>1,066,569</u>	<u>15,956,164</u>

Group – comparative year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	16,470	-	16,470
Tangible fixed assets	5,781,516	-	5,781,516
Investments	7,014,668	-	7,014,668
Current assets	3,715,439	1,298,514	5,013,953
Current liabilities	(847,010)	-	(847,010)
Provisions	(107,000)	-	(107,000)
	<u>15,574,083</u>	<u>1,298,514</u>	<u>16,872,597</u>

Notes to the financial statements (continued)

21 Restricted funds

The group and the Hospice – current year

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Education	64,492	-	(7,303)	(10,501)	46,688
Clinical equipment	9,042	73,988	(56,493)	(3,781)	22,756
Willen at Home	563,774	5,150	(210,544)	(257)	358,123
Capital Appeal	625,583	-	(48,457)	24,920	602,046
Wellbeing and Therapeutic	13,838	37,886	(16,239)	(936)	34,549
Miscellaneous	10,043	4,426	(3,335)	(9,013)	2,121
CCG COVID-19 Funding	11,743	-	(11,457)	-	286
	<u>1,298,515</u>	<u>121,450</u>	<u>(353,828)</u>	<u>432</u>	<u>1,066,569</u>

The **Education fund** is to be used for clinical training

The **Clinical equipment fund** is to be used to replace items of clinical equipment.

The **Willen at Home fund** is monies given to provide IT equipment and training for the Willen at Home team and for the costs of setting up Palliative Care Hub.

The **Capital Appeal fund** is made up of specific donations given to support the Hospice building project, which is being amortised over the life of the donated assets.

The **Wellbeing and Therapeutic fund** is made up of funds given to fund specific costs in the Wellbeing and Therapeutic team, such as staff costs for specific posts, travel costs and for maintenance of the Wellbeing Centre bus.

The **Miscellaneous fund** is made up of specific donations given to departments for use by those departments only.

CCG COVID-19 Funding covers the cost of clinical posts, education and PPE.

Notes to the financial statements (continued)

2I Restricted funds (continued)

The group and the Hospice – comparative year

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Education	68,282	30,000	(33,790)	-	64,492
Clinical equipment	5,708	26,074	(22,453)	(287)	9,042
Willen at Home	257	584,517	(21,000)	-	563,774
Capital Appeal	686,705	27,547	(88,669)	-	625,583
Wellbeing and Therapeutic	37,528	18,476	(42,399)	233	13,838
Miscellaneous	29,728	355	(20,040)	-	10,043
CCG COVID-19 Funding	30,821	-	(19,078)	-	11,743
Cancer Care in the Community	50,000	5,231	(55,231)	-	-
Total	909,029	692,200	(302,660)	(54)	1,298,515

Notes to the financial statements (continued)

22 Designated funds

The group and the Hospice – current year

	At 1 April 2023 £	Expenditure £	Transfers (see below) £	At 31 March 2024 £
Hospice development	1,000,000	-	-	1,000,000
IT replacement	25,000	-	-	25,000
Planned preventative maintenance	25,000	-	-	25,000
Total	1,050,000	-	-	1,050,000

The **Hospice development fund** represents funds to allow the Hospice to invest in long-awaited improvements.

The **IT replacement fund** represents the funds required to set up a framework for utilising technology and data to improve outcomes for our patients, increase the flexibility and immediacy of service provision, grow our income, and increase efficiency in our infrastructure and processing.

The **Planned Preventative Maintenance fund** represents funds held back to maintain the facilities and repair work.

Notes to the financial statements (continued)

22 Designated funds (continued)

Group and the Hospice – comparative year

	At 1 April 2022 £	Expenditure £	Transfers (see below) £	At 31 March 2023 £
Property	1,803,403	(59,378)	(1,744,025)	-
Hospice development	1,289,768	(1,182,538)	892,770	1,000,000
Other fixed assets	337,821	(93,605)	(244,216)	-
Retail outlet refurbishment	5,000	-	(5,000)	-
IT replacement	25,000	-	-	25,000
Clinical equipment	529	-	(529)	-
Planned preventative maintenance	33,000	-	(8,000)	25,000
Total	<u>3,494,521</u>	<u>(1,335,521)</u>	<u>(1,109,000)</u>	<u>1,050,000</u>

Transfers were made to and from unrestricted funds as required (Note 23).

23 Unrestricted funds

Group – current year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2023	1,050,000	13,897,489	626,593	15,574,082
Income	-	8,616,707	-	8,616,707
Expenditure	-	(9,754,278)	-	(9,754,278)
(Loss)/gain on revaluation	-	-	454,539	454,539
Disposals	-	-	(1,023)	(1,023)
Transfers (see note 21)	-	(432)	-	(432)
At 31 March 2024	<u>1,050,000</u>	<u>12,759,486</u>	<u>1,080,109</u>	<u>14,889,595</u>

Note 5 provides detailed analysis of the income and expenditure of the subsidiary, Willen Hospice Ventures Limited.

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Group – comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2022	3,494,521	10,991,470	1,381,186	15,867,177
Income	-	9,502,310	-	9,502,310
Expenditure	(1,335,521)	(7,705,345)	-	(9,040,866)
(Loss) / gain on revaluation	-	-	(625,867)	(625,867)
Disposals	-	-	(128,726)	(128,726)
Transfers (see note 13 & 21)	(1,109,000)	1,109,054	-	54
At 31 March 2023	1,050,000	13,897,489	626,593	15,574,082

Hospice - current year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2023	1,050,000	13,714,308	626,593	15,390,901
Income	-	8,170,154	-	8,170,154
Expenditure	-	(9,233,800)	-	(9,233,800)
(Loss) / gain on revaluation	-	-	454,539	454,539
Transfers (See note 21)	-	(432)	-	(432)
Disposals	-	-	(1,023)	(1,023)
At 31 March 2024	1,050,000	12,650,230	1,080,109	14,780,339

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Hospice - comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2022	3,494,521	10,949,135	1,381,186	15,824,842
Income	-	8,909,869	-	8,909,869
Expenditure	(1,335,521)	(7,253,750)	-	(8,589,271)
(Loss) / gain on revaluation	-	-	(625,867)	(625,867)
Disposals	-	-	(128,726)	(128,726)
Transfers (see note 22)	(1,109,000)	1,109,054	-	54
At 31 March 2023	1,050,000	13,714,308	626,593	15,390,901

24 NHS Pension Scheme

Past and present employees are covered by the provisions of the NHS Pension Schemes. Details of the benefits payable and rules of the schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2024, is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

Notes to the financial statements (continued)

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024. The Department of Health and Social Care has recently laid Scheme Regulations confirming the employer contribution rate will increase to 23.7% of pensionable pay from 1 April 2024 (previously 20.6%). The core cost cap cost of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap cost of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates.

The People's Pension

Appointed to act as pension's providers for Auto Enrolment requirements. The Hospice and Willen Hospice Ventures staging date for auto enrolment deductions was April 2015.

The People's Pension is a multi-employer workplace pension scheme (also known as a master trust) founded and administered by B&CE. It was launched in 2011 as a product specifically tailored to deal with pension's auto-enrolment. The Scheme is run by an independent trustee, which has a legal duty to act in the best interest of the members.

The Scheme is a defined benefit Scheme. The scheme is not designed to be run in a way that would enable individual organisations 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 individual organisations of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM (HM Treasury Financial Reporting Manual) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years"

Notes to the financial statements (continued)

25 Financial commitments

The group and Hospice

The following operating lease commitments are due within one year. The contracts to which these amounts relate expire as follows:

	2024 Land and buildings £	2023 Land and buildings £	2024 Other £	2023 Other £
In one year or less	1,228,971	279,601	190,096	118,746
Between two and five years	977,698	502,304	1,073	-
Over five years	328,371	250,110	3,220	-
	<u>2,535,040</u>	<u>1,032,015</u>	<u>194,390</u>	<u>118,746</u>

26 Related party transactions

Willen Hospice Ventures Limited is a wholly owned subsidiary of the Hospice and as such has taken advantage of the exemption conferred by Section 33 Related Party Disclosures not to disclose transactions with other members of the group headed by Willen Hospice. There were no other related party transactions other than those disclosed in note 8.

27 Company limited by guarantee

The members' liability is limited to £1 per member/trustee in the event that the company is wound up whilst that person is a member or within 12 months of them resigning as a member if the liabilities exceed the assets.

28 Controlling party

The controlling party is deemed to be the Board of Trustees.

29 Subsequent events

After the year end the Hospice committed to a programme of repairing and refurbishing the original Hospice building which is expected to be completed over the next financial year. The costs of this programme are anticipated to be in the region of £1 million.

WILLEN HOSPICE

England & Wales - Charity number 270194

Accounts



Willen Hospice

(A company limited by guarantee)

Report and Financial Statements Year ending 31st March 2023

Charity number: 270194
Company number: 01231909



Registered with
FUNDRAISING
REGULATOR

Registered charity number 270194



Willen Hospice
always there to care

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Acronyms:

IPOS	Integrated Palliative Outcome Scale
MKCCG	Milton Keynes Clinical Commissioning Group
CHC	Continuing Healthcare
BLMK ICB	Bedfordshire Luton & Milton Keynes Integrated Care Board
CHKS	Comparative Healthcare Knowledge System

Legal and Administrative Details

Willen Hospice (“the Hospice”) is a company limited by guarantee and a registered charity governed by its Memorandum & Articles of Association. The Directors of the Hospice are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Company registration number: 01231909

Charity registration number: 270194

Registered Office: Milton Road
Willen Village
Milton Keynes
MK15 9AB

Trustees: Paul Davis (Chairman) ^{3, 4, 5, 6, 8}
Sue Carbert (Treasurer) ^{3, 4, 7, 8}
Philip Ball ²
Madeline Rogers ^{2, 3}
Jan Wood ^{3, 6, 7}
Marihelen Esam ¹
Dagmara Kulczykowska ⁴ (appointed 3 February 2022)
Paul Cooper ^{1, 3, 4} (appointed 4 August 2022)
Steve Carbert ^{5, 8} (appointed 3 November 2022)
Marian Livingstone ¹ (appointed 8 November 2022)
Alexander Coombes (resigned 30 April 2022)
Rob Gilbert (resigned 5 May 2022)
Steve Moore (resigned 16 May 2023)
Ivan Philpott (resigned 28 July 2022)
Caroline White-Robinson (resigned 18 October 2022)
Michael Stevenson ^{4, 8}

- | | |
|---|--|
| 1 | Member of Business Development Committee/WHV Ltd Board |
| 2 | Member of Clinical Governance Committee |
| 3 | Member of Executive Committee |
| 4 | Member of Finance Committee |
| 5 | Member of Health & Safety Working Group |
| 6 | Member of IM&T Committee |
| 7 | Member of People Services Committee |
| 8 | Member of Property Working Group |

Company Secretary: Peta Wilkinson

Key Management Personnel: Senior managers of Willen Hospice:

Chief Executive Officer:	Peta Wilkinson
Director of Clinical Services:	Kikelomo Pinheiro
Director of Finance & IT:	Nicky Wharton
OD & People Director:	Ali Lowe

Legal and Administrative Details (continued)

Bankers:

Barclays
4 The Waterside Way
Bedford Road
Northampton
NN4 7XD

NatWest
501 Silbury Boulevard
Saxon Gate East
Milton Keynes
MK9 3ER

Metro Bank
One Southampton Row
London
WC1B 5HA

Handelsbanken
2nd Floor Clifton House
4A Goldington Road
Bedford
MK40 3NF

Solicitors:

Geoffrey Leaver Solicitors LLP
251 Upper Third Street
Bouverie Square
Milton Keynes
MK9 1DR

Independent Auditor:

Mercer & Hole LLP
Chartered Accountants & Registered Auditor
420 Silbury Boulevard
Milton Keynes
MK9 2AF

Investment Advisors:

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London
EC4M 8BU

Rathbones
8 Finsbury Circus
London
EC2M 7AZ

Chairman's Annual Report

It gives me great pleasure to present the Annual Report of Willen Hospice for the year 2022/23.

Whilst the year has not been without its challenges, the Hospice continued to make significant progress in providing and enhancing the quality of palliative care to the community of Milton Keynes and the surrounding area which is second to none.

As detailed in the attached Trustees' and Strategic reports, the Hospice teams have risen to the combined challenges of increased demand for our services, at a time when there is acute pressure on fundraising, donations and voluntary income, and for this, I thank them unreservedly, on behalf of the Trustees.

One of the key achievements in this year was the opening of the new extension to the Hospice, which now houses the In Patient Unit, the Palliative Care Hub, new catering facilities and our café. Over the previous 2 years, our teams have learnt to work round the building works, and we now have a fully functioning facility.

Our Clinical Teams have further developed and extended the range of services to our patients, which will be enhanced by the opening of the Palliative Care Hub in our new building in July 2023. The In Patient unit now has a modern 15 bed capacity, with significant additional facilities for patients and their loved ones, and the difference that this makes to them and to our staff in offering high quality care is fantastic. The extended facilities have also enabled us to introduce outpatient clinics, which run in tandem with services provided by the Willen at Home teams, and give our patients flexibility in terms of their time and place for treatments.

This year, over 70% of our total income was generated from voluntary sources and from the activities of our Retail and Fundraising teams, who have worked tirelessly to provide enhanced levels of income and surplus to meet our ever-increasing cost base. The cost of operations has risen dramatically over the last nine months and we are forever grateful to all of our patrons, donors and volunteers for their continued support in fundraising, and the giving of their time, in every which way they can.

We are especially proud of our Legacy team, who were nominated for a national award in developing a legacy strategy for Willen; legacies are of paramount importance to all charities these days, as can be seen from national campaigns by larger charities, and I would hope that anybody who is able, would consider Willen as a suitable beneficiary in their will.

From a financial perspective, Willen remains in a strong position, having broken even in the year just ended, and having carefully managed its reserves over the last few years. Thanks have to be given to the local Integrated Care Board, who recognised the value of our Willen at Home team and the Palliative Care Hub, as part of the Integrated Care System within the Bedford, Luton and MK area.

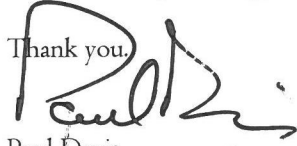
As part of its Strategic Plan, Willen has identified a series of further developments and imperatives, which it is incorporating into its 2023-24 strategy. Whilst the focus will be on increasing the range and level of services, and focusing on becoming a centre of excellence for palliative care, due care and attention is being given to improving effectiveness and efficiency in terms of day-to-day operations, in order to balance income streams and costs.

Chairman's Annual Report (continued)

Willen very much depends on the continued support of the local community, as well as the wider healthcare organisations, with whom we have alliances and with whom we work. That support has been very much in evidence over the last year, and in summary, with that continued support, Willen will continue to thrive and grow, and will support the patients and families in Milton Keynes and surrounding area, at a time of possibly, their greatest need.

With your help and support, *"we will always be there to care"*.

Thank you.

A handwritten signature in black ink, appearing to read 'Paul Davis', written over a horizontal line.

Paul Davis
Chairman

26 July 2023

Trustees' Report for the year ended 31 March 2023

The Trustees are pleased to present their annual Trustees' Report together, with the consolidated financial statements of the Hospice for the year ended 31 March 2023.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) (effective 1 January 2019).

Our objectives and activities

The objects of the Hospice are:

- To promote the relief of sickness and suffering resulting in particular from terminal illness.
- To conduct or promote research into the care and treatment of persons suffering from any illness, disease or infirmity and in particular into the care and treatment of persons suffering from cancer or terminal illness and the publication of the useful results of such research.
- The vision that shapes our annual activities remains to be the lasting and thriving provider of free care to all people affected by life limiting illness in our community. This will be made possible by a community working together continually to share in the delivery of the most assuring, equally accessible and advanced care available. The Hospice also has the general aim of contributing to the quality of life of the people of Milton Keynes by responding to the needs and aspirations at the end of their lives.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'. The Hospice relies on a number of income streams including grant funding from the BLMK ICB, profits from Willen Hospice Ventures Ltd through retail, events and fundraising, and lottery activity. Furthermore, through donations, gifts in memory, regular giving, corporate support, legacies and grants, we endeavour to encourage all within our community to take part in our activities and to attend our events to support our objectives.

As part of its Strategic Plan for 2022-23, the Senior Leadership Team and the Senior Management Team implemented the following key aims and objectives which we prioritise in our organisational Strategy and 3 Year Business Plan:

Be the leaders in providing the best possible care to our users through their palliative journey

- Create an environment for patients, their families and colleagues that supports continuous quality improvement and innovation
- Develop collaborative working within Clinical Services and also between Business Development and Clinical Services

Organisational excellence, incorporating governance and business efficiency

- Deliver our capital development projects
- Increase engagement of volunteer and staff contributions
- Embed a culture of accountability through consistent appraisals of our processes to optimise use of funds
- Optimise use of space and flexibility to improve operational efficiency

Trustees' Report for the year ended 31 March 2023 (continued)

- Drive business efficiency through greater use of technology

A highly skilled agile workforce who are passionate about great care

- Develop and embed improved recruitment and on-boarding practices
- Review the pay structure and the “way we pay” to improve attraction, retention and transparency
- Implement systems to support effective learning and development

Sustainable income streams with a diverse and engaged supporter base

- Stabilise profit generation from all sources and by increasing revenue and income to meet the rise in expenditures
- Increase the size, breadth and diversity of our supporter engagement

A culture truly reflective of our values with a genuine one team belief

- Deliver and embed our cultural change programme and to recruit, develop and support teams in line with our values
- Driving employee and volunteer engagement through effective communication, reward and recognition strategies

Volunteers at Willen Hospice

Volunteers are both patient facing and work within support services, as well being fundamental in the delivery of retail and fundraising activities.

We have over 1,000 volunteers, who provide over 120,000 hours of support, which represents an estimated cost saving of £1 million, for which the Hospice is immensely grateful.

Capital Development

Having successfully completed our major re-building programme, which includes provide Inpatient and Therapeutic and Wellbeing facilities, together with dedicated spaces for families and our café), we are now embarking on the second major phase of the renovation of the Manor House, which will provide our main reception, upgraded meeting space and accommodation for clinicians. The build cost is circa £1 million and will be initially be funded from existing resources. The work will start in August 2023 and take approximately 10 months to complete.

Strategic Report for the year ended 31 March 2023

Achievements and Performance

The Hospice is commissioned by Bedfordshire, Luton, and Milton Keynes Integrated Care Board (BLMK ICB); we receive recurrent income of £1.5 million, with approximately £25,000 being subject to a quality review.

In 2022/23 we received an additional £1.1 million non-recurrent funding from the ICB, half of which is treated as Restricted Funds.

Our performance is measured on four domains on which we report, on a quarterly basis:

- Preventing premature death, we support patients to live as well as they can with their illness/diagnosis, we do not hasten death but allow patients and their carers to spend quality time together at the end of life. This is achieved by offering emotional, spiritual and practical care to patients and their carers;
- Enhancing the quality of life for people with long term conditions, we support patients with long term conditions in the community and in the Hospice by providing symptom management to allow them enhance their quality of life;
- Ensuring that people have a positive experience of care, we achieve this by asking patients and their carers to provide feedback regarding their care experience with our clinical services at the Hospice and in the community. The feedback that is received is shared with teams at Willen Hospice who will look to address any issues raised by stakeholders; and
- Treating and caring for people in a safe environment and protecting them from avoidable harm - our aim at all times is to assess patients care and management to protect them from harm. Audits are undertaken to look at our clinical practices to ensure patients remain safe in our care. Complaints are dealt with promptly.

The team provide a range of written reports and evidence each quarter to BLMK ICB to address the above domains.

The remaining monies, £7.6 million, to fund our operating costs, are raised from the community through our fundraising and retail endeavours.

Our overall aim is to provide high quality personalised care and support to ensure that people feel in control of whatever remains of their life.

Impact of Willen Hospice's Service Delivery

This year has seen an increase in the level of acuity of our patients who have presented with more complex needs and often later in their disease trajectory. Our programme of work to revise the skills mix of the clinical teams and develop clinical skills to meet the needs of our patients have had a hugely positive impact. The capital developments to the hospice, in terms of the additional facilities for patients and families, have positively contributed towards patient care of better outcomes for people. Our focus on continuous quality improvement and innovation with programmes of work focussed on data improvement, embedding assessment and e-prescribing and education training have all led to service developments which will benefit our patients. This includes nurse led services, a restructured clinical workforce and an integration of care functions across clinical services. This has enhanced flexible working and allowed us to better meet patient needs.

Strategic Report for the year ended 31 March 2023 (continued)

Clinical

The Clinical Team's goals in the last year were derived from a desire to consolidate the gains arising from the opportunities created by the COVID-19 pandemic; reinstate the good work that had been stalled and press on to break new grounds. The year was challenging yet very productive, as teams learnt, adapted, and improved.

Although there was an increase in patients with significant complexity and acuity, itself a legacy of the pandemic, care delivery remained excellent, as seen in the feedback from service users on "I Want Great Care".

Unlike in previous years, we were successful with the recruitment of nursing staff. This allowed us to change the skills mix in teams and take the first steps in succession planning. We have introduced more Associate Clinical Nurse Specialists into the teams, who will serve as a pipeline for Clinical Nurse Specialists and create a pathway for career progression for nursing staff.

In addition, we have been able to change the way the Willen at Home (WAH) team work to incorporate a planned and responsive element of the service. This change has set the structure for the incorporation of the Palliative Care Hub into the Hospice. We were successful in obtaining one off funding for the Hub from the ICB, during the year. The Hub will serve as a coordination point for the care of patients in the last year of their life and should go live by the end of July 2023.

Aside from the Hub, the change has also enabled the introduction of outpatient symptom control clinics. This allows patients with a palliative diagnosis who are able to come into the Hospice to do so. This enhances the patient's independence and provides flexibility in the way care is delivered. It works well for patient groups such as those who are in work or who want to maintain their privacy. It is also a more efficient use of nursing time.

Furthermore, last year the In Patient Unit (IPU) moved into the new build and expanded bed capacity from 7 to 15 over three months in the autumn. In preparation for the expansion, staffing establishment had been determined, with the support of Establishment Genie tool, and recruitment completed. Electronic Prescribing and Medication Administration (EPMA) and a clinical pharmacy provision was introduced to the unit to enhance patient safety. Other patient safety initiatives on the unit are the medical devices and medicines supplies procurement projects, which will ensure we have the right equipment which are appropriately maintained on the Unit at all times.

Progress has been made with Nurse led admissions and the unit has been able to support out of hours admission to the unit with medical input from the Urgent Care Centre. Work is ongoing to continue to progress nurse led admissions to the point where medical input is not required.

Therapeutic and Wellbeing teams have reintroduced services which had been suspended during the pandemic such as the Living Well, Walking, Gardening and Bereavement groups. The fantastic space in the new build has been a significant enabler.

Unfortunately, the ability to recruit to key positions has not all been positive. The challenges with recruiting a Clinical Psychologist and a second Consultant remain. This continues to hinder the development of our services as we could do more with these highly skilled staff in post.

Strategic Report for the year ended 31 March 2023 (continued)

Moreover, the demand for Lymphoedema services has outstripped our capacity to deliver and we had to make the difficult decision to restrict the criteria for access to the services to manage the demand. Talks are ongoing with the Commissioners to enhance the capacity of the team.

We also saw a significant depletion of the Practice Development team, as certain key staff moved to take up new opportunities, as part of post COVID realignment. Like-for-like replacement has proved extremely challenging and we are thinking outside the box to re-structure the team. However, great strides have been made in the face of significant challenges over the last year, and the teams have pulled together and worked harder and smarter to achieve their targets.

Retail

Despite challenging economic circumstances for our supporters, our Retail results have grown to a record level for the 2nd year in succession. Our retail strategy ensuring we reuse, resell or recycle all items wherever possible that are donated, means we have not only generated more sales from our shops; but also lucrative income streams from recycling donated goods not fit for resale.

Our online eBay shop took over £2.7m compared with £1.5m in 2019 pre-COVID; this tells us two things, firstly, our supporters are amazing, and secondly, so are our incredible volunteers and colleagues, who keep our retail operations going that produce this vital sum of money.

This, combined with the amazing generosity of a number of high street retailers and other businesses, who have donated new goods for us to sell in our shops, means our supporters and customers can live well during these challenging times on a budget. Our shops provide an educating link to the work at the hospice, whilst offering the support for the community through its highly, competitively priced goods.

Our plans to further expand our retail operations with the creation of specialist shops in our offer gives us great hope for further growth in the new financial year. We have seen a fantastic reaction to our "Off the Record" specialist vinyl and music shop which has featured in National Music Magazine-Record Collector.

We are continuing to grow and develop our Corporate business support to ensure we maintain current levels of business engagement within Milton Keynes and the surrounding area; we are aware of the challenges facing many businesses, but the continued growth of the Milton Keynes business community presents us with many opportunities. We need this help to grow not only in Retail with donations of goods to sell through our shops, but also in corporate volunteering hours, financial support via fundraising or being selected as a chosen charity for corporate social responsibility providing funding.

Fundraising

We are really pleased with our voluntary income for the financial year. When many charities are struggling in areas such as Community Fundraising, our income has been very strong, which is testament to the people of Milton Keynes, our wonderful staff team and volunteers. Our Community Fundraising has hit record levels, our trusts and foundations funding exceeded expectations, we have strong performance in some of our key events and our Gift Aid has increased, as we have put in strong systems and processes to ensure that contributions are at their absolute maximum.

Strategic Report for the year ended 31 March 2023 (continued)

Among key performing areas is our Legacy Programme, which far exceeded expectations by raising £1.5m, and was runner up for a national award in the impact of how we spend legacy income. Our Regular Giving and In Memory fundraising has done very well and is raising £535,000 per year. These are both areas where we are investing in as stable sources of income and as such, there will be further canvassing and advertisement looking into the 2023/2024 financial year, as well as seeking to do more for the philanthropists that have supported us so actively over the last few years.

Whilst the picture overall is positive, there are some areas where we would like to see some improvement. Our general donations are both under budget and lower than we would have seen in recent years. This money is made up of unprompted donations made by the public and this is consistent with some of the cost of living implications in the external environment. We have also had a hard job to recreate some of the sponsorship within our events calendar that we have seen in previous years, which could be a direct consequence of people finding it harder to get sponsored for doing our events like the Midnight Moo, although the event had an improved attendance but reduced average income.

Going forward, it is concerning to see that hospice income nationally is falling, as well as charitable giving generally. Willen Hospice needs its dedicated supporters to assist us in our ventures more than ever, as the team are working harder and smarter in order to rise to the increased costs and competitive environment.

Quality, Governance and Performance

Quality remains paramount within the organisation, and this year, the organisation has continued to report on incidents, complaints, service development and embed changes to practice in collaboration with the internal teams. From an external perspective, the quality schedule requirements outlined by the Integrated Care Board (ICB) have been delivered and achieved.

An appointment of a data analyst has seen a shift in collation of clinical data, hence the need to move forward with further development to gather rich data to enhance patient activity. In addition, the shift to separate policy and procedure has been implemented; this enables staff to access information more efficiently. The team has worked to develop a process to capture complaints on a database. This has been tried and tested by the Senior Leadership team and will be executed by June 2023. We are reassured that we are practising good data security by completing the NHS England Data Security and Protection Toolkit.

Practice Development participated in the first Palliative Care conference organised by the ICB. The event was well attended and received positive feedback. The organisation continues to support a variety of medical, allied healthcare and nursing students' placement from surrounding Universities. Our relationship with McIntyre (a learning disabilities charity) is well established and we are looking forward to continue working with them in the long term.

Strategic Report for the year ended 31 March 2023 (continued)

Financial review for the year ended 31 March 2023

For the year to 31 March 2023, the financial statements show a net surplus of £96,391 (2021/22 - Surplus £1,912,312). Consolidated income amounted to £10,194,510 (2021/22 - £10,135,152), and £9,343,526 of expenditure (2021/22 - £8,371,530) before recognising a loss on the revaluation of investment assets of £754,593 (2021/22 - gain £148,690).

The Trustee Board recognise that the Hospice should run its services in a manner that maximises the ability to care for as many people as possible, whilst being aware that the financial stability of the organisation is a priority. The increased challenges of raising funds from voluntary sources, without significant amounts of external funding, places ongoing pressure on the organisation. This position has been made more acute by the substantial increase in the utility and staffing costs in this financial year, arising from the global and national economic climate, which has made fundraising more challenging. The additional one off funding provided by the ICB to support the Willen At Home offer and Palliative Care Hub at the end of the year, was gratefully received.

The Hospice reviews expenditure monthly and ensures there is accountability by measuring success against agreed measures and targets.

Income

Income from Bedfordshire, Luton & Milton Keynes Integrated Care Board (BLMK ICB)

BLMK ICB income in 2022/23 amounted to £2,573,333 (2021/22 £1,306,620) includes £1,184,517 of non-recurrent funding, of which £584,517 is treated as Restricted Income.

Voluntary income (including Legacies)

During 2022/23, Voluntary Income totalled £5,926,829 (2021/22 - £5,590,190). No grant funding was received in the year. (2021/22 - £1,636,834).

Income from donated goods increased to £2,514,900 (2021/22 - £2,095,359)

Legacies receivable amounted to £1,499,420 (2021/22 £1,443,473).

Trading Company

Willen Hospice Ventures Ltd

Willen Hospice Ventures Ltd, our subsidiary company, has seen significant growth in income, despite the prevailing economic climate. Funds generated by the trading company are gift aided to the Hospice and formed part of the consolidated income to the Hospice.

Income from Lottery has remained steady at £466,268 (2021/22 - £468,676)

Investment Income

Income from investments amounted to 2022/23 to £218,865 (2021/22 - £225,891).

The objectives of the investment policy are:

Strategic Report for the year ended 31 March 2023 (continued)

Financial review for the year ended 31 March 2023 (continued)

- To create sufficient income and capital growth to enable the Hospice to continue to operate during periods of deficit,
- To maintain and if possible, enhance the value of the invested funds while they are retained, giving due and proper consideration to future needs.
- Both capital and income may be used at any time for the furtherance of the Hospice's aims and therefore the portfolio should be managed on a total return basis.

The Hospice has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. Investment should not be made directly in companies where more than 20% of the invested group turnover arises from Tobacco, Gambling, Prostitution, or Pornography. The Trustees reserve the right to exclude companies that carry out activities contrary to the Hospice's aims, or from holding particular investments which damage the Charity's reputation; such advice and monitoring being given by our investment advisers.

Direct Costs of Patient Care

Direct costs of patient care amounted to £5,452,795 (2021/22 - £4,802,989). This increase in costs is largely due to an increase in utility charges and other associated costs of living.

Indirect Patient Care

Indirect patient care costs have decreased to £451,142 (2021/22 £1,051,803). Efficiency and the application of charitable funds is always considered to ensure value for money.

Total Funds

At the year end, the consolidated total funds of the Hospice stood at £16,872,597 (2021/22 - £16,776,206) including Restricted Funds, which totalled £1,298,515 (2021/22 - £909,029). The assets representing each of these funds are analysed in Note 20 to the financial statements.

Risk Management

The Risk Register is a tool which enables the Hospice to understand its comprehensive risk profile, centralising major risk to which the Hospice is potentially exposed. The Register is reviewed and updated at each Sub-Committee and reviewed in full at the Executive Committee and Council of Management every quarter.

The Hospice's Trustees have given consideration to the major risks to which the Hospice is exposed and satisfied themselves that systems or procedures are established in order to manage those risks. Major risks are those that have a major impact and a probable or highly probable likelihood of occurring. If they occurred, they would have a major impact on some or all of the following areas:

Strategic Report for the year ended 31 March 2023 (continued)

Financial review for the year ended 31 March 2023 (continued)

- Governance;
- Operations;
- Finances;
- Environmental or external factors, such as public opinion or relationship with funders; and
- The Hospice's compliance with laws and regulations

Risk to income remains significant given our reliance on commercial and fundraising activity and the prevailing economic climate. This has led us to invest in marketing to diversify our supporter base and to create personalised marketing materials and content.

We have sought to develop our corporate partnerships and garner more sponsorship, volunteering and corporate income.

Our legacy strategy has been supported and approved by Trustees and we will implement a campaign in the new financial year to grow legacy partners and legators.

We have also worked hard to further develop our supporter services programme to improve our donor journey and steward our supporters such that they continue to engage.

These measures, alongside a review of process and efficiency we believe will mitigate some of the broader economic concerns and support sustainability.

Reserves policy

This policy is written in line with the Charity Commissioners' guidance "Charity Reserves: Building Resilience" published on 29th January 2016.

An essential part of the financial planning process of the Hospice is a robust policy on the level of reserves. The Trustees have reviewed the reliability of future income streams, the commitment to future expenditure and the risks faced as a charity. The Hospice needs reserves for the following reasons:

- To ensure that working capital is appropriately funded
- To fund shortfalls in income
- To fund unexpected expenditure, for example, unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To allow time to cover expenditure in the event of a significant change in circumstances, for example COVID-19.

The level of reserves to be maintained as required is therefore as follows:

***Minimum** - the minimum level of reserves is set at a level equivalent to 9 months operational/running costs. Where reserves fall below this level the Council of Management would be required to consider and agree appropriate actions to address the position. If the reserves fall below an amount equivalent to 6 months, the Council of Management should reaffirm the viability of the Hospice and make such arrangements to protect the Hospice and its services.*

Strategic Report for the year ended 31 March 2023 (continued)

Financial review for the year ended 31 March 2023 (continued)

- **Maximum** - the maximum level of reserves is set at a level equivalent to 18 months operational/running costs. Where this level is exceeded, it is the responsibility of the Council of Management to consider enhancing existing services provided or upgrade facilities utilising these funds.

This policy will continue to be reviewed on an annual basis and presented to the Council of Management for their endorsement.

Sustainability

Sustainability is a key focus area and we are committed to reducing our impact on the environment. This has been demonstrated with the recent re-launch this year of the Environment Champions Group consisting of members from across all departments who are working collaboratively to identify key environmental aspects and impacts to drive positive change and support the wider sustainability agenda.

Energy consumption data is now being captured on a regular basis and presented at the Property Working Group to identify our most energy intensive sites across the estate. Having visibility and monitoring consumption patterns will allow us to implement strategies and seek opportunities to improve our current and future operations in a sustainable way.

An external energy site assessment conducted in March concluded that our overall energy performance operational rating for the hospice building has improved from a rating of E to D (where A – lowest emissions to G – highest emissions of carbon dioxide emissions for the last year), with recommendations issued to us on how to further improve on the rating.

Waste segregation and recycling continue to be monitored through the annual waste audit process which has shown overall effective compliance with segregation of waste and recycling efforts.

Plans for future periods

As part of the current strategic plan, the Hospice has developed a series of key strategies which are to be implemented in the coming financial year. Major plans and strategies are set out as follows:

Major Proposed Developments and Strategic Imperatives -2023/24

Be the leaders in providing the best possible care to our users through their palliative journey

- Deliver nurse led interventions and admissions.
- Deliver the Specialist Palliative Care Hub.
- Deliver a Centre of Excellence for research and education (over the life of the business plan).
- Develop skills mix and deliver new clinical roles.
- Further enhance our Therapeutic & Wellbeing offering.

Strategic Report for the year ended 31 March 2023 (continued)

Plans for future periods (continued)

Organisational excellence, incorporating governance and business efficiency

- Complete refurbishment of the Manor House.
- Implement the next phase of the road map.
- Drive savings and reduce our environment impact.
- Achieve reaccreditation for Comparative Health Knowledge System (CHKS).

A highly skilled agile workforce who are passionate about great care

- Implement a pay framework that is affordable, transparent and facilitates pay progression.
- Develop and deliver pulse surveys for staff and volunteers to benchmark engagement.
- Implement a Learning Management System to support effective learning and development.
- Create an equality, diversity and inclusion focus group and programmes.
- Design and deliver a leadership framework and development programme.

Sustainable income streams with a diverse and engaged supporter base

- Deliver a business development data hub that will provide meaningful and accurate information to assist in strategic and localised decision making.
- Diversify our events programme to improve supporter reach.
- Develop a pipeline of projects and clinical teams to grow Trust & Foundation income.
- Deliver the legacy strategy and campaign.
- Grow our retail footprint to 30 shops over the life of the business plan.
- Engage our key partners and donors to develop partnership arrangement that drive income.

A culture truly reflective of our values and a genuine one team belief

- Continue to implement cultural change programme.
- Develop further staff and volunteer partnerships.
- Develop and implement a wellbeing programme.
- Define and deliver an internal communication strategy and programme that reflects our value and brand to support collaborative working.
- Develop new and innovative ways to engage and increase our volunteer numbers, supporters and stakeholder engagement.

Strategic Report for the year ended 31 March 2023 (continued)

Structure, Governance and Management

Governing Document

Willen Hospice is a company limited by guarantee governed by its Memorandum and Articles of Association dated 31 October 1975, as amended on 2 May 2013. It is registered as a charity with the Charity Commission of England and Wales.

Appointment of Trustees (as set out in the Willen Hospice Trustee handbook)

Most people have some skills, knowledge or experience that they can bring to a charity. Trustees should have a strong personal commitment to the Hospice's aims and objectives.

It is also essential that there are no legal or other barriers to a Trustee's appointment.

To optimise our effectiveness we aim to recruit a diverse board with a broad range of skills, knowledge and experience. When preparing to recruit new Trustees we seek to increase, or at least

maintain the diversity of our Trustee Board, whilst ensuring we have the correct skillset for continuity.

As well as achieving a balance in skills and experience we also aim to achieve greater diversity by reaching out into communities that are not presently represented. This allows us to reach out to more people than can be reached by word of mouth and communities less available to us.

Responsibility for the recruitment of new Trustees rests with the existing Trustees. They must oversee the management in an open and efficient process and always act in the best interests of the Hospice, before appointing a new Trustee; the Trustee Board must make sure that the appointment meets the requirements of the Hospice's governing document and the law.

Financial

Before appointing a Trustee, the Trustee Board should obtain a declaration from the prospective Trustee that they are not disqualified. It should also consult official registers of disqualified persons.

Trustee induction and training

New Trustees undergo an orientation day to brief them on:

- their legal obligations under charity and company law,
- the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association,
- the committee and decision-making processes,
- the business plan and recent financial performance of the Hospice.

During the induction day they meet key employees, and members of the Senior Leadership Team. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Strategic Report for the year ended 31 March 2023 (continued)

Structure, Governance and Management (continued)

Organisation

The Board of Trustees, which can have up to 15 members, administers the Hospice. The Board meets quarterly and the sub-committees covering Executive, Finance/Property, Clinical Governance/Health & Safety, Business Development, People Services, which are chaired by individual Trustees.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Hospice. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and service delivery.

Related parties and co-operation with other organisations

None of our Trustees receive remuneration or other benefits from their work with the Hospice. Any connection between a Trustee, and senior manager of the Hospice, with a contractor or supplier of professional services, must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year, no such related party transactions were reported.

Pay policy for senior staff

The Trustees consider that the Board of Directors, who are the Hospice's Trustees, together with the Senior Leadership Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. A policy for senior staff is set and administered by the People Services Committee in conjunction with the Remuneration Committee, which is comprised trustees.

All Trustees give their time freely and no Trustees received remuneration in the year.

Details of Trustees' expenses and related party transactions are disclosed in note 8 to the accounts. The pay of the senior staff is reviewed annually and normally increased in accordance with Hospice pay policy, which is benchmarked against pay levels in other hospices, the voluntary sector and related employers.

Trustees' responsibilities in relation to the financial statements

The Hospice's Trustees (who are also the Directors of Willen Hospice for the purposes of company law) are responsible for preparing the Annual report (including the Strategic Report) and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Strategic Report for the year ended 31 March 2023 (continued)

Structure, Governance and Management (continued)

Company law requires the Trustees to prepare financial statements for each financial year. By law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and the application of those resources, 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 2019 (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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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.

Statement for disclosure to our auditor

In so far as the Trustees are aware:

- there is no relevant information of which the group'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.

By order of the Board of Trustees



P Davis
Chairman

26 July 2023

Report of the Independent Auditor to the members of Willen Hospice

Opinion

We have audited the financial statements of Willen Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise of the Consolidated statement of Financial Activities, the Comparative Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Report of the Independent Auditor to the members of Willen Hospice (continued)

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 Chairman's Annual Report and the Report of the Trustees which includes the Strategic Report and the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's Annual Report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's Annual Report or the Report of the Trustees which includes the Strategic Report and the Report of the Directors.

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

Report of the Independent Auditor to the members of Willen Hospice (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on pages I7-I8, the Trustees (who are also the Directors of the parent charity 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006, the Charities Act 2011 and Charities SORP 2019 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;

Report of the Independent Auditor to the members of Willen Hospice (continued)

- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of the audit report

This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Steve Robinson (Senior Statutory Auditor)

for and on behalf of **Mercer & Hole LLP**

Chartered Accountants and Statutory Auditor

420 Silbury Boulevard, Milton Keynes, MK9 2AF

Date: 31 July 2023

Consolidated Statement of Financial Activities for the year ended 31 March 2023 (Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income					
Income resources from generated funds					
Voluntary income	1	5,819,146	107,683	5,926,829	5,590,190
Grant funding	1	-	-	-	1,604,187
Income from generated funds					
Income from Integrated Care Board		1,988,816	584,517	2,573,333	1,306,620
Activities for raising funds	2	1,209,776	-	1,209,776	1,183,630
Investment income	3	218,865	-	218,865	225,891
Other incoming resources	4	265,707	-	265,707	224,634
Total income		9,502,310	692,200	10,194,510	10,135,152
Expenditure					
Cost of generating funds	7	(3,439,589)	-	(3,439,589)	(2,516,738)
Charitable activities	7	(5,601,277)	(302,660)	(5,903,937)	(5,854,792)
Total expenditure		(9,040,866)	(302,660)	(9,343,526)	(8,371,530)
(Loss)/Gain on investments	13	(754,593)	-	(754,593)	148,690
Net income / (expenditure)		(293,149)	389,540	96,391	1,912,312
Transfers		54	(54)	-	-
Net movements in funds		(293,095)	389,486	96,391	1,912,312
Fund balances brought forward as at 1 April 2022		15,867,177	909,029	16,776,206	14,863,894
Fund balances carried forward at 31 March 2023	21/23	15,574,082	1,298,515	16,872,597	16,776,206

The parent charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements.

The financial activities above include £9,602,069 (2022: £9,038,975) of income, £8,891,931 (2022: £7,171,503) of expenditure and (£754,593) (2022: £148,690) realised (losses)/ gains on investments assets relating to the parent company as an individual entity.

All activities of the Hospice are considered to be continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

Comparative Consolidated Statement of Financial Activities for the year ended 31 March 2022 (incorporating an income and expenditure account)

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Income			
Donations and voluntary income			
Voluntary income	5,190,037	400,153	5,590,190
Grant funding	-	1,604,187	1,604,187
Income from generated funds			
Income from Integrated Care Board	1,306,620	-	1,306,620
Activities for raising funds	1,183,630	-	1,183,630
Investment income	255,891	-	255,891
Other income	224,634	-	224,634
Total income	8,130,812	2,004,340	10,135,152
Expenditure			
Cost of raising funds	(2,516,738)	-	(2,516,738)
Charitable activities	(4,110,628)	(1,744,164)	(5,854,792)
Impairment of investment	-	-	-
Total expenditure	(6,627,366)	(1,744,164)	(8,371,530)
(Loss) / Gain on investment assets	148,690	-	148,690
Net income / (expenditure)	1,652,136	260,176	1,912,312
Transfers	-	-	-
Net movements in funds	1,653,879	258,433	1,912,312
Fund balances brought forward at 1 April			
2021	14,213,298	650,596	14,863,894
Fund balances carried forward at 31 March 2022	15,867,177	909,029	16,776,206

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Balance Sheet

As at 31 March 2023

Company number 1231909

	Notes	2023 £	2023 £	2022 £00	2022 ££
Fixed assets					
Intangible assets	11		16,470		25,851
Tangible assets	12		5,781,516		4,436,411
Investments	13		7,014,668		8,515,677
			12,812,654		12,977,939
Current assets					
Stocks	14	46,954		33,864	
Debtors	15	2,365,336		3,215,355	
Cash and cash equivalents	16	2,601,663		2,371,109	
		5,013,953		5,620,328	
Creditors: amounts falling due within one year	17	(847,010)		(1,715,061)	
Net current assets			4,166,943		3,905,267
Provisions for liabilities	18		(107,000)		(107,000)
Net assets			16,872,597		16,776,206
Income Funds					
Restricted funds	21		1,298,515		909,029
Unrestricted funds					
Designated funds	22		1,050,000		3,494,521
Other charitable funds	23		13,897,489		10,991,470
Revaluation reserve	23		626,593		1,381,186
Total funds			16,872,597		16,776,206

The financial statements were approved and authorised for issue by the Board of Trustees on 26 July 2023.



P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.


Charity Balance Sheet

As at 31 March 2023

Company number 1231909

	Notes	2023 £	2023 £	2022 £	2022 ££
Fixed assets					
Intangible assets	11		16,470		25,851
Tangible assets	12		5,781,516		4,436,411
Investment in subsidiary undertaking	13		2		2
Investments	13		<u>7,014,668</u>		<u>8,515,677</u>
			<u>12,812,656</u>		<u>12,977,941</u>
Current assets					
Debtors	15	2,537,563		3,560,972	
Cash and cash equivalents	16	<u>2,170,472</u>		<u>1,779,743</u>	
		<u>4,708,035</u>		<u>5,290,743</u>	5
Creditors: amounts falling due within one year	17	(724,276)		(1,477,785)	
Net current assets			3,983,759		3,862,930
Provisions for liabilities	18		(107,000)		(107,000)
Net assets			<u>16,689,415</u>		<u>16,733,871</u>
Income Funds					
Restricted funds	21		1,298,514		909,029
Unrestricted funds:					
Designated funds	22		1,050,000		3,494,521
Other charitable funds	23		13,714,308		10,949,135
Revaluation reserve	23		<u>626,593</u>		<u>1,381,186</u>
Total funds			<u>16,689,415</u>		<u>16,733,871</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 26 July 2023.



P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows at 31 March 2023

	2023	2023	2022	2022
	£	£	£	£
Cash flows from operating activities				
Net income /(outgoing) resources	96,391		1,912,312	
Adjustments for:				
Investment income	3 (218,865)		(225,891)	
Amortisation	11 10,378		10,046	
Depreciation	12 212,615		289,956	
Profit on disposal of investments	13 (128,726)		(4,317)	
Decrease/ increase in stocks	14 (13,090)		1,667	
(Decrease) / increase in trade and other receivables	15 850,019		(1,201,690)	
(Decrease)/increase in trade and other payables	17 (868,050)		1,148,094	
Increase in provisions	18 -		107,000	
Revaluation of investments	13 754,593		(148,690)	
		695,265		1,888,487
Cash flows generated from operating activities				
Cash flows from investing activities				
Purchase of property plant and equipment	12 (1,557,720)		(2,142,953)	
Purchase of intangible fixed assets	11 (997)		(3,210)	
Purchase of investments	13 (133,289)		(178,656)	
Proceeds from sale of investments	13 1,008,430		6,866	
Investment income	3 218,865		225,891	
		(464,711)		(2,092,062)
Cash flows generated from investing activities				
Net (decrease) / increase in cash and cash equivalents		230,554		(203,575)
Cash and cash equivalents at 1 April		2,371,109		2,574,684
Cash and cash equivalents at 31 March	16	2,601,663		2,371,109

The accompanying accounting policies and notes form an integral part of these financial statements.

Principal accounting policies

Basis of preparation

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) as issued in October 2019 - Charities SORP (FRS 102) and the Companies Act 2006.

Willen Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounts are prepared in Sterling GBP, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of consolidation

The group financial statements consolidate those of the Hospice and its subsidiary undertaking (see note 5) drawn up to 31 March 2023. The results of the Hospice's non-charitable trading subsidiary have been incorporated on a line by line basis. Surpluses or deficits on intra group transactions are eliminated in full.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Hospice's accounting policies.

The principal accounting policies of the Hospice are set out below.

Going concern

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

Income

All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Gifts-in-kind are accounted for at the Trustees' estimate of value to the Hospice or sale value as follows:

- assets received for distribution by the Hospice are recognised only when distributed;
- assets received for resale are recognised only when sold;
- gifts of fixed assets for Hospice use or funds for acquiring fixed assets for Hospice use are accounted for (as restricted funds) immediately on receipt; and
- intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure.

Voluntary help is not included as income.

Principal accounting policies (continued)

Statutory funding is included within income on an accruals basis.

Government grants are recognised upon entitlement.

Donations under Gift Aid, together with the associated income tax recoveries, are credited as income when donations are receivable.

Legacies

Legacies to which the Hospice is entitled are included in the statement of financial activities when receipt is probable, and the amount can be reliably measured.

Investment income

Investment income comprises dividends declared during the accounting period. Income from quoted investments is recognised when receivable.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the Hospice's objectives (direct charitable);
- expenditure incurred directly in the effort to raise voluntary contributions (fund raising and publicity); and
- expenditure incurred in the governance of the Hospice.

All expenditure has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Costs classified as governance relate to the general running of the Hospice and include the operations of the Trustees and addressing constitutional, audit, and other statutory matters.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for these purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the Hospice.

Designated funds are unrestricted funds which have been designated for specific purposes by the Trustees.

Intangible assets

Intangible assets consist of IT software.

Intangible assets are amortised over a period of between 3-5 years.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are stated at cost or valuation, net of any provision.

Depreciation is calculated to write down the cost of all tangible fixed assets held for Hospice use other than freehold land by equal annual instalments over their expected useful lives.

Principal accounting policies (continued)

The periods generally applicable are:

Freehold property	-	10 - 50 years
Equipment	-	3 - 10 years
Fundraising assets	-	3 - 10 years
IT hardware	-	3 - 10 years
Motor vehicles	-	3 - 5 years
Leasehold improvements	-	2 years (length of the lease)
Assets under construction	-	Not depreciated

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price.

Financial instruments

Financial assets and liabilities are recognised on the Balance Sheet when the Hospice has become a party to the contractual provisions of the instrument.

Leased assets

Payments made under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Defined contribution schemes

The pension costs charged against results in the year represent the amount of the contributions payable in respect of the accounting period.

Accounting estimates and judgements

In applying the accounting policies, the Trustees have made critical accounting judgements, estimates and assumptions about the carrying amount of the assets and liabilities. These estimates and assumptions are based on historical experience and are reviewed on a continual basis. The critical accounting judgements, estimates, and assumptions that have a material effect on the amounts recognised in the financial statements for both the current and next.

Principal accounting policies (continued)

financial years are discussed below.

Judgements

Impairment testing is carried out for all tangible assets and investments at the yearend date where there is an indication that impairment exists. For the purposes of impairment testing, the carrying amounts of the tangible assets are reviewed and an impairment loss is recognised where the carrying amounts exceed the assets recoverable amount.

Legacies are recognised when the criteria of entitlement, probability and certainty of amount can be met.

All debtors are reviewed to determine if a bad debt provision is required for each balance.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the Statement of Financial Activities.

Gifts in kind are included in the financial statements at their market value at the time of their distribution.

Provisions

A provision is recognised where an obligation exists for a future liability in respect of a past event, and where the amount of the obligation can be reliably estimated.

Notes to the financial statements

I Donations and voluntary income

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£££
Donations (including gift aid)	1,493,791	107,683	1,601,474	1,736,986
Gifts in kind	38,633	-	38,633	31,169
Legacies	1,499,420	-	1,499,420	1,443,473
Memorials	251,007	-	251,007	255,260
Donated goods	2,514,900	-	2,514,900	2,095,359
Christmas Appeal	21,395	-	21,395	27,943
Grant funding	-	-	-	1,604,187
	<u>5,819,146</u>	<u>107,683</u>	<u>5,926,829</u>	<u>7,194,377</u>

2 Activities for raising funds

	2023	2022
	£	££
Unrestricted funds		
Lottery income	446,268	468,676
Events and promotions income	585,067	565,203
Profit from Willen Hospice Ventures shops	178,441	149,751
	<u>1,209,776</u>	<u>1,183,630</u>

3 Investment income

	2023	2022
	£	££
Unrestricted funds		
Listed investments	218,523	225,082
Bank deposits	342	809
	<u>218,865</u>	<u>225,891</u>

Notes to the financial statements (continued)

4 Other operating income

	2023	2022
	£	££
Unrestricted funds		
Education	39,570	41,583
Catering	32,418	29,032
Job Retention Scheme	-	823
Retail business support grant	-	100,275
Other miscellaneous income	36,752	11,830
Profit on sale of investments	128,726	4,317
Shop Rent	28,241	37,774
	<u>265,707</u>	<u>224,634</u>

5 Net income from non-charitable trading activities of subsidiary

A summary of the results of the trading subsidiary, Willen Hospice Ventures Limited (Company number: 2479448) is set out below:

	2023	2022
	£	£
Turnover	1,209,776	2,717,388
Cost of sales	(327,858)	(263,948)
Administrative expenses	881,918	2,453,440
Other operating income	(488,622)	(2,115,469)
Operating profit	393,296	439,069
Interest receivable and similar income	207	102
Profit for the year and total comprehensive income	<u>393,503</u>	<u>439,171</u>

In the current year, a change of policy necessitated that donated goods were recorded as income of the charitable company.

Notes to the financial statements (continued)

The net assets and liabilities of the subsidiary were:

	2023 £	2022 £
Current assets	516,435	660,709
Creditors: amounts falling due within one year	(333,250)	(618,369)
Total net assets	<u>183,185</u>	<u>42,340</u>
Aggregate share capital and reserves	<u>183,185</u>	<u>42,340</u>

6 Net income / (expenditure)

The consolidated statement of financial activities excludes the impact of any voluntary help. The group is reliant on a substantial amount of voluntary help in respect of:

- i certain support services within the Hospice
- ii sorting, packing and selling in the shops operated by Willen Hospice Ventures Limited
- iii other fund-raising efforts.

7 Analysis of expenditure

	Direct costs £	Support costs (Note below) £	Total 2023 £	Total 2022 ££
Cost of raising funds				
Trading	2,060,925	31,462	2,092,387	1,343,492
Lottery	134,968	99,758	234,726	256,772
Events and fundraising	155,265	111,135	266,400	601,973
Voluntary fundraising costs	785,181	60,895	846,076	314,501
	<u>3,136,339</u>	<u>303,250</u>	<u>3,439,589</u>	<u>2,516,738</u>
Charitable activities				
In house	3,479,364	325,001	3,804,365	3,349,079
Willen At Home	1,209,182	64,902	1,274,084	1,254,556
Wellbeing & Therapeutic	541,372	5,816	547,188	810,079
Lymphoedema Service	195,377	8,949	204,326	268,686
Governance	27,500	46,474	73,974	172,392
	<u>5,452,795</u>	<u>451,142</u>	<u>5,903,937</u>	<u>5,854,792</u>
Total expenditure	<u>8,589,134</u>	<u>754,392</u>	<u>9,343,526</u>	<u>8,371,530</u>

Notes to the financial statements (continued)

7 Analysis of expenditure (continued)

Note:

Activities associated with raising funds from corporate supporters have been separately identified and included within voluntary fundraising (2022 – included in events and fundraising). Recharges for management and other central overheads have been included within voluntary fundraising (2023 £243,879, 2022 £nil). Support costs totalling £754,391 (2022: £1,412,069) have been allocated across all activities. These include costs associated with payroll and other central services. Costs have been allocated on the basis of floor area, number of staff or time spent.

Total expenditure includes:

	The group		The Hospice	
	2023 £	2022 ££	2023 £	2022 ££
Auditor remuneration				
Audit services	25,000	15,110	25,000	-
Non-audit services	5,100	2,450	5,100	-
Amortisation	10,378	10,046	10,378	10,046
Depreciation	212,615	289,956	212,615	289,956
Other operating lease rentals	362,538	342,621	362,538	342,621

In 2021/22 the audit fee for the Hospice was borne by the subsidiary, Willen Hospice Ventures Limited.

8 Employees

Staff costs during the year were as follows:

	2023 £	2022 £
Salaries and wages	5,300,350	4,740,413
Social security costs	483,836	413,548
Pension costs	417,538	395,234
	<u>6,201,724</u>	<u>5,548,946</u>
Contract staff	294,235	379,487
Health Examination fees	5,118	6,559
	<u>6,501,077</u>	<u>5,934,992</u>

The average number of employees during the year was 225 (2022: 197).

Notes to the financial statements (continued)

8 Employees (continued)

The number of employees receiving emoluments in the following bandings is:

	2023 No.	2022 No.
£60,001 - £70,000	1	-
£70,001 - £80,000	1	-
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-

No Trustee received any remuneration during the year and no expenses were reimbursed.

The Hospice paid £657 (2022: £287) for indemnity insurance on behalf of the Trustees.

Remuneration for key management personnel including employer's national insurance and employer's pension totalled £359,612 (2022: £229,552) for 5 (2022: 3) employees in the year.

9 Tax on surplus

No tax arises because the group's charitable activities are exempt from tax and the profits of the activities of the trading subsidiary undertaking are remitted under Gift Aid to the Hospice.

10 Hospice results

The Hospice has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure account in these financial statements.

Notes to the financial statements (continued)

II Intangible fixed assets

The group and the Hospice

	IT software £	Total £
Cost		
At 1 April 2022	118,915	118,915
Additions	997	997
At 31 March 2023	<u>119,912</u>	<u>119,912</u>
Amortisation		
At 1 April 2022	93,064	93,064
Amortisation in the year	10,378	10,378
At 31 March 2023	<u>103,442</u>	<u>103,442</u>
Net book amount at 31 March 2023	<u>16,470</u>	<u>16,470</u>
Net book amount at 31 March 2022	<u>25,851</u>	<u>25,851</u>

Notes to the financial statements (continued)

12 Tangible fixed assets

The group and the Hospice

	Freehold property £	Asset under course of construction £	Equipment £	Fundraising assets £
Cost				
At 1 April 2022	3,053,004	2,395,615	684,711	383,011
Additions	1,309,845	58,057	163,366	-
Transfers	2,346,425	(2,382,579)	36,154	-
At 31 March 2023	<u>6,709,274</u>	<u>71,093</u>	<u>884,231</u>	<u>383,011</u>
Depreciation				
At 1 April 2022	1,249,607	-	558,990	325,278
Depreciation in the year	111,527	-	46,364	9,346
Disposals	-	-	-	-
At 31 March 2023	<u>1,361,134</u>	<u>-</u>	<u>605,354</u>	<u>334,624</u>
Net book amount at 31 March 2023	<u>5,348,140</u>	<u>71,093</u>	<u>278,877</u>	<u>48,387</u>
Net book amount at 31 March 2022	<u>1,803,397</u>	<u>2,395,615</u>	<u>125,721</u>	<u>57,733</u>

Notes to the financial statements (continued)

12 Tangible fixed assets (continued)

The group and the Hospice

	IT Hardware £	Motor vehicles £	Leasehold improvements £	Total £
Cost				
At 1 April 2022	292,085	42,774	160,499	7,011,699
Additions	26,452	-	-	1,557,720
Transfers	-	-	-	-
At 31 March 2023	318,537	42,774	160,499	8,569,419
Depreciation				
At 1 April 2022	243,123	37,791	160,499	2,575,288
Depreciation in the year	44,078	1,300	-	212,615
Transfers				
At 31 March 2023	287,201	39,091	160,499	2,787,903
Net book amount at 31 March 2023	31,336	3,683	-	5,781,516
Net book amount at 31 March 2022	48,962	4,983	-	4,436,411

Notes to the financial statements (continued)

13 Fixed asset investments

The Hospice

The investment in subsidiary undertakings consists of the cost of 2 ordinary shares of £1 each, being 100% of the issued share capital of Willen Hospice Ventures Limited, a company incorporated in England and Wales, which is the trading subsidiary of the Hospice. Results and net assets are noted in note 5.

The group and the Hospice

	Historical cost £	Revaluation £	Market value £
Valuation			
At 1 April 2022	7,134,491	1,381,186	8,515,677
Purchases and additions from reinvestment	133,289	-	133,289
Disposals	(879,705)	(128,726)	(1,008,431)
Unrealised (loss) on revaluation	-	(625,867)	(625,867)
At 31 March 2023	<u>6,388,075</u>	<u>626,593</u>	<u>7,014,668</u>

Listed investments, all of which are UK listed investments, are stated at their mid-market value as at 31 March 2023.

There were no individual investments comprising over 5% of the value of the portfolio at the 31 March 2023.

14 Stocks

The group	2023	2022
	£	£
Goods for resale	<u>46,954</u>	<u>33,864</u>

Stock recognised in cost of sales during the year as an expense was £94,352 (2022: £72,746).

Notes to the financial statements (continued)

15 Debtors

	The group		The Hospice	
	2023	2022	2023	2022
	£	£££	£	££
Trade debtors	1,568,467	344,920	1,561,974	336,795
Other debtors	74,142	147,719	73,663	147,360
Prepayments and accrued income	722,727	2,722,716	691,408	2,695,723
Amounts owed by subsidiary undertaking	-	-	210,518	381,094
	<u>2,365,336</u>	<u>3,215,355</u>	<u>2,537,563</u>	<u>3,560,968</u>

16 Cash and cash equivalents

	The group		The Hospice	
	2023	2022	2023	2022
	£	££	£	££
Cash at bank and in hand	2,601,649	2,371,090	2,170,458	1,779,724
Cash held by investment manager	14	19	14	19
	<u>2,6101,663</u>	<u>2,271,109</u>	<u>2,170,472</u>	<u>1,779,743</u>

17 Creditors: amounts falling due within one year

	The group		The Hospice	
	2023	2022	2023	2022
	£	££	£	££
Trade creditors	161,435	813,796	153,164	738,266
Social security and other taxes	118,164	95,938	118,163	95,938
Pension contributions	59,693	60,742	59,693	60,742
Other creditors	3,590	8,544	3,590	8,544
Accruals and deferred income	504,128	736,041	389,666	574,295
	<u>847,010</u>	<u>1,715,061</u>	<u>724,276</u>	<u>1,477,785</u>

Notes to the financial statements (continued)

18 Provisions for liabilities

	The group		The Hospice	
	2023 £	2022 ££	2023 £	2022 ££
Dilapidation provisions	107,000	107,000	107,000	107,000
	<u>107,000</u>	<u>107,000</u>	<u>107,000</u>	<u>107,000</u>

19 Financial instruments

	The group		The Hospice	
	2023 £	2022 ££	2023 £	2022 ££
Financial assets:				
Financial assets measured at fair value through profit and loss	2,601,663	2,421,071	2,170,472	1,965,705
Financial assets measured at amortised cost	2,172,351	2,995,098	2,380,804	3,117,425
	<u>4,774,014</u>	<u>5,416,169</u>	<u>4,551,276</u>	<u>4,947,130</u>
Financial liabilities:				
Financial liabilities measured at amortised cost	725,715	1,490,042	712,944	1,487,621

Financial assets measured at fair value through profit and loss comprise of cash and cash equivalents.

Financial assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade creditors, accruals, amounts owed by group undertakings as applicable, and other creditors.

Notes to the financial statements (continued)

20 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	16,470	-	16,470
Tangible fixed assets	5,781,516	-	5,781,516
Investments	7,014,668	-	7,014,668
Current assets	3,715,439	1,298,514	5,013,953
Current liabilities	(847,010)	-	(847,010)
Provisions	(107,000)	-	(107,000)
	<u>15,574,083</u>	<u>1,298,514</u>	<u>16,872,597</u>

Group – comparative year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	25,851	-	25,851
Tangible fixed assets	4,436,411	-	4,436,411
Investments	8,515,677	-	8,515,677
Current assets	4,711,299	909,029	5,620,328
Current liabilities	(1,715,061)	-	(1,715,061)
Provisions	(107,000)	-	(107,000)
	<u>15,867,177</u>	<u>909,029</u>	<u>16,776,206</u>

Notes to the financial statements (continued)

21 Restricted funds

The group and the Hospice – current year

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Education	68,282	30,000	(33,790)	-	64,492
Clinical equipment	5,708	26,074	(22,453)	(287)	9,042
Willen at Home	257	584,517	(21,000)	-	563,774
Capital Appeal	686,705	27,547	(88,669)	-	625,583
Wellbeing and Therapeutic	37,528	18,476	(42,399)	233	13,838
Miscellaneous	29,728	355	(20,040)	-	10,043
CCG COVID-19 Funding	30,821	-	(19,078)	-	11,743
Cancer Care in the Community	50,000	5,231	(55,231)	-	-
Total	909,029	692,200	(302,660)	(54)	1,298,515

The **Education fund** is to be used for clinical training

The **Clinical equipment fund** is to be used to replace items of clinical equipment.

The **Willen at Home fund** is monies given to provide IT equipment and training for the Willen at Home team and for the costs of setting up Palliative Care Hub.

The **Capital Appeal fund** is made up of specific donations given to support the Hospice building project, which is being amortised over the life of the donated assets.

The **Wellbeing and Therapeutic fund** is made up of funds given to fund specific costs in the Wellbeing and Therapeutic team, such as staff costs for specific posts, travel costs and for maintenance of the Wellbeing Centre bus.

The **Miscellaneous fund** is made up of specific donations given to departments for use by those departments only.

CCG COVID-19 Funding covers the cost of clinical posts, education and PPE.

Hospice UK Funding - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from December 2021 to March 2022 for the same purpose.

Notes to the financial statements (continued)

21 Restricted funds (continued)

Cancer Care in the Community funding - newly launched and commissioned service for cancer patients in Milton Keynes. Services include Spirituality, Counselling and Psychology, Social Care, Therapies and Living Well programme

Winter Pressures – Funding from BLMK CCG for non-recurrent funding for the delivery of End-of-Life Care scheme.

Bereavement Project funding - Milton Keynes Council commissioned a Care Home Family Bereavement Service due to the COVID-19 pandemic and associated impact on families of care home residents.

The group and the Hospice – comparative year

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Education	2,282	66,000	-	-	68,282
Clinical equipment	6,764	543	(1,493)	(106)	5,708
Willen at Home	257	2,162	(2,163)	1	257
Capital Appeal	309,845	462,127	(85,267)	-	686,705
Wellbeing and Therapeutic	23,218	57,138	(42,823)	(5)	37,528
Miscellaneous	29,588	11,423	(9,650)	(1,633)	29,728
CCG COVID-19 Funding	278,642	-	(247,821)	-	30,821
Hospice UK Funding	-	1,116,187	(1,116,187)	-	-
Cancer Care in the Community	-	164,635	(114,635)	-	50,000
Winter Pressures	-	112,000	(112,000)	-	-
Bereavement Project	-	12,125	(12,125)	-	-
Total	650,596	2,004,340	(1,744,164)	(1,743)	909,029

Notes to the financial statements (continued)

Designated funds

The group and the Hospice – current year

	At 1 April 2022 £	Expenditure £	Transfers (see below) £	At 31 March 2023 £
Property	1,803,403	(59,378)	(1,744,025)	-
Hospice development	1,289,768	(1,182,538)	892,770	1,000,000
Other fixed assets	337,821	(93,605)	(244,216)	-
Retail outlet refurbishment	5,000	-	(5,000)	-
IT replacement	25,000	-	-	25,000
Clinical equipment	529	-	(529)	-
Planned preventative maintenance	33,000	-	(8,000)	25,000
Total	<u>3,494,521</u>	<u>(1,335,521)</u>	<u>(1,109,000)</u>	<u>1,050,000</u>

The **Hospice development fund** represents funds to allow the Hospice to invest in long-awaited improvements.

The **IT replacement fund** represents the funds required to set up a framework for utilising technology and data to improve outcomes for our patients, increase the flexibility and immediacy of service provision, grow our income, and increase efficiency in our infrastructure and processing.

Transfers were made to and from unrestricted funds as required (see note 23).

Notes to the financial statements (continued)

22 Designated funds (continued)

The group and the Hospice – comparative year

	At 1 April 2021 £	Expenditure £	Transfers (see below) £	At 31 March 2022 £
Property	1,863,079	(59,676)	-	1,803,403
Hospice development	3,378,232	(2,088,464)	-	1,289,768
Other fixed assets	444,009	(106,188)	-	337,821
Retail outlet refurbishment	5,000	-	-	5,000
IT replacement	25,000	-	-	25,000
Clinical equipment	36,000	-	-	36,000
Planned preventative maintenance	33,000	-	-	33,000
Total	5,784,320	(2,289,799)	-	3,494,521

23 Unrestricted funds

Group – current year

	Designated funds (see note 21) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2022	3,494,521	10,991,470	1,381,186	15,867,177
Income	-	9,502,310	-	9,502,310
Expenditure	(1,335,521)	(7,705,345)	-	(9,040,866)
(Loss) / (gain) on revaluation	-	-	(625,867)	(625,867)
Disposals	-	-	(128,726)	(128,726)
Transfers (see note 13 & 21)	(1,109,000)	1,109,054	-	54
At 31 March 2023	1,050,000	13,897,489	626,593	15,574,082

Note 5 provides detailed analysis of the income and expenditure of the subsidiary, Willen Hospice Ventures Limited.

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Group – comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2021	5,784,320	7,196,482	1,232,496	14,213,298
Income	-	8,130,812	-	8,130,812
Expenditure	(2,289,799)	(4,337,567)	-	(6,627,306)
(Loss) / gain on revaluation	-	-	153,007	153,007
Disposals	-	-	(4,317)	(4,317)
Transfers (see note 22)	-	1,743	-	1,743
At 31 March 2022	3,494,521	10,991,470	1,381,186	15,867,177

Hospice - current year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2022	3,494,521	10,949,135	1,381,186	15,824,842
Income	-	8,909,869	-	8,909,869
Expenditure	(1,335,521)	(7,253,750)	-	(8,589,271)
(Loss) / gain on revaluation	-	-	(625,867)	(625,867)
Disposals	-	-	(128,726)	(128,726)
Transfers (see note 22)	(1,109,000)	1,109,054	-	54
At 31 March 2023	1,050,000	13,714,308	626,593	15,390,901

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Hospice - comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2021	5,784,320	7,050,297	1,232,496	14,067,113
Income	-	7,034,635	-	7,034,635
Expenditure	(2,289,799)	(3,137,540)	-	(5,427,339)
Gain / (loss) on revaluation	-	-	153,007	153,007
Disposals	-	-	(4,317)	(4,317)
Transfers (see note 22)	-	1,743	-	1,743
At 31 March 2022	3,494,521	10,949,135	1,381,186	15,824,842

24 NHS Pension Scheme

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FRoM requires that “the period between formal valuations shall be four years, with approximate assessments in intervening years”. An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary’s Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2023, is based on valuation data as 31 March 2022, updated to 31 March 2023 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant

Notes to the financial statements (continued)

FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

The actuarial valuation as at 31 March 2020 is currently underway and will set the new employer contribution rate due to be implemented from April 2024.

The People's Pension

Appointed to act as pension's providers for Auto Enrolment requirements. The Hospice and Willen Hospice Ventures staging date for auto enrolment deductions was April 2015.

The People's Pension is a multi-employer workplace pension scheme (also known as a master trust) founded and administered by B&CE. It was launched in 2011 as a product specifically tailored to deal with pension's auto-enrolment. The Scheme is run by an independent trustee, which has a legal duty to act in the best interest of the members.

The Scheme is a defined benefit Scheme. The scheme is not designed to be run in a way that would enable individual organisations 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 individual organisations of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM (HM Treasury Financial Reporting Manual) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years"

Notes to the financial statements (continued)

25 Financial commitments

The group and Hospice

The following operating lease commitments are due within one year. The contracts to which these amounts relate expire as follows:

	2023 Land and buildings £	2022 Land and buildings £	2023 Other £	2022 Other £
In one year or less	279,601	1,418,298	118,746	14,061
Between two and five years	502,304	367,986	-	-
Over five years	250,110	121,250	-	-
	<u>1,032,015</u>	<u>1,907,534</u>	<u>118,746</u>	<u>14,061</u>

26 Related party transactions

Willen Hospice Ventures Limited is a wholly owned subsidiary of the Hospice and as such has taken advantage of the exemption conferred by Section 33 Related Party Disclosures not to disclose transactions with other members of the group headed by Willen Hospice. There were no other related party transactions other than those disclosed in note 8.

27 Company limited by guarantee

The members' liability is limited to £1 per member/trustee in the event that the company is wound up whilst that person is a member or within 12 months of them resigning as a member if the liabilities exceed the assets.

28 Controlling party

The controlling party is deemed to be the Board of Trustees.

29 Subsequent events

After the year end the Hospice committed to a programme of repairing and refurbishing the original Hospice building which is expected to be completed over the next financial year. The costs of this programme are anticipated to be in the region of £1 million.

WILLEN HOSPICE

England & Wales - Charity number 270194

Accounts



Willen Hospice
always there to care

Willen Hospice
(A company limited by guarantee)
Report and Financial Statements
Year ending 31 March 2022

Charity number: 270194
Company number: 01231909

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Acronyms:

IPOS – Integrated Palliative Outcome Scale
MKCCG – Milton Keynes Clinical Commissioning Group
CHC – Continuing Healthcare
CCG – Clinical Commissioning Group
CHKS – Comparative Healthcare Knowledge System

Legal and Administrative Details

Willen Hospice is a company limited by guarantee and a registered charity governed by its Memorandum & Articles of Association. The Directors of the charity are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Company registration number: 01231909

Charity registration number: 270194

Registered Office: Milton Road
Willen Village
Milton Keynes
MK15 9AB

Trustees:

- P Davis (Chairman) ^{1, 2, 7}
- I Philpott ^{1, 4, 6, 7} (Resigned 28th July 2022)
- M Stevenson ^{1, 2, 4}
- R Gilbert ^{1, 4, 7}
- P Ball (Appointed 1st April 2021)
- C Dunn ³ (Resigned 28th October 2021)
- M Rogers ^{1, 5, 7}
- S Carbert ^{1, 2, 7}
- J Wood ^{2,3}
- A Coombes ¹ (Resigned 30th April 2022)
- C White-Robinson ³
- M Esam ¹
- S Moore (Appointed 28th October 2021)
- D Kulczykowska ^{2,3} (Appointed 24th February 2022)

- 1 Member of Business Development Committee/WHV Ltd Board
- 2 Member of General Purposes & Finance Committee (Including IM&T)
- 3 Member of People Services Committee
- 4 Member of Property Committee
- 5 Member of Clinical Governance Committee
- 6 Member of Health & Safety Committee
- 7 Integrated Governance Committee

Company Secretary: P Wilkinson

Key management personnel: Senior managers of Willen Hospice:

Chief Executive Officer: P Wilkinson
Director of Clinical Services: K Pinheiro
Director of Finance and Resources: N Wharton
Director of People Services: A Lowe

Legal and Administrative Details (continued)

Bankers:

Barclays
4 The Waterside Way
Bedford Road
Northampton
NN4 7XD

NatWest
501 Silbury Boulevard
Saxon Gate East
Milton Keynes
MK9 3ER

Metro Bank
One Southampton Row
London
WC1B 5HA

Handelsbanken
2nd Floor Clifton House
4A Goldington Road
Bedford
MK40 3NF

Solicitors:

Geoffrey Leaver Solicitors
251 Upper Third Street
Bouverie Square
Milton Keynes
MK9 1DR

Independent Auditor:

Mercer & Hole
Chartered Accountants & Registered Auditor
420 Silbury Boulevard
Milton Keynes
MK9 2AF

Investment Advisors:

Rathbones
8 Finsbury Circus
London
EC2M 7AZ

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London
EC4M 8BU

Chairman's Annual Report

This year, the Hospice has celebrated 40 years since it was established, and despite all of the uncertainties that have been with us for over the last two years, has come through the COVID pandemic, and the current period of financial uncertainty, in a strong position.

At the beginning of this financial year, the country was just coming out of lockdown during which period, our fantastic teams within the clinical and medical services departments had continued to perform outstanding work in looking after the needs of the community of Milton Keynes in respect of palliative and end of life care. Those teams have partnered with other groups within the medical and charitable communities to improve the seamless delivery of services to our patients and their families.

Throughout the period of lockdown, all of our colleagues have been busy, and planning in anticipation of what has been quaintly been termed "the new normal". Our Fundraising and Corporate Team has worked tirelessly throughout the period, exploring new partnerships and opportunities, and obtaining grants for our capital project from national and local trusts. Our Business Development teams have been planning for the opening up of new events, including the well supported Midnight Moo walk, and our Retail Teams, whose shops and warehouses have been closed for much of the period, have opened a series of new shops, in the Central Milton Keynes area, which are generating exceptional levels of retail income for the charity.

I would like to extend my thanks on behalf of all the Trustees to the hard work and diligence of colleagues and staff, which have gone beyond the "norm" in the period. All of this work is supported by our great band of volunteers, who work both in the heart of the hospice, alongside the medical teams and also in fundraising and retail environments; their contribution is immeasurable and irreplaceable; if you would like to join them, please contact our volunteer services for more information.

As a result of this extensive activity, the Hospice has reported a surplus of income this year, which is being reinvested in the current period, which continues to reflect financial uncertainty; these funds are being reinvested into Hospice activities in supporting our patients and colleagues, together with our capital development programme, which I touched on in my previous report.

We have had the benefit of some significant legacies this year, and whilst we cannot budget for these with any certainty, their significance in generating necessary funds for the continued operation of the Hospice cannot be overemphasized. It should be remembered that all of the services provided by the Hospice are free at the point of delivery, and we are grateful to those who can reflect on the quality of the care, and assist us by making provision in their wills to allow us to continue our work.

During the year, work commenced on the construction of a major extension to the Hospice, which will not only provide significantly improved facilities for our patients and their families, but also to future proof the Hospice and its existing offering for generations to come. Details of this can be seen on the Hospice website; the major element of the work should be completed by the middle of July 2022. This will then give us the opportunity of undertaking necessary remedial works to the old farmhouse, which we have used for over 40 years, and in need of significant investment to maintain it.

As I write this report, the Queen has granted Milton Keynes, City status. It is a great honour for "MK" to have been granted this in her Jubilee year, and what it does do is reflect the importance of Milton Keynes itself as a key piece of the demographic jigsaw in this part of the UK. The Hospice has been here for over 40 years, and has been an integral part of the local healthcare community throughout that time. A recent report by Hospice UK stated that:

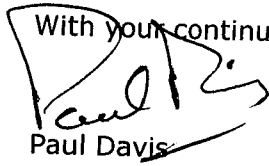
"the care that people receive at the end of their life is arguably one of the most important signifiers of how well our health and care system is working".

Willen Hospice
Financial statements for the year ended 31 March 2022

The fact that Willen Hospice has continued to grow and thrive over the last 40 years and to work with and provide for the community which it serves, in such a magnificent way, is a true testament to not only colleagues, staff and volunteers, past and present, but also the entire Milton Keynes community which supports it, and without whom, it may have struggled to survive.

To summarise, I would simply like to thank all of the colleagues and staff, the volunteers and the community for making Willen Hospice what it is; one of the most loved, respected and essential charities in Milton Keynes and surrounding area.

With your continued support, Willen will be "*always there to care*"

A handwritten signature in black ink, appearing to read 'Paul Davis', is written over a faint, circular stamp or watermark.

Paul Davis

Chairman

04 August 2022

Trustees' Report for the year ended 31 March 2022

The Trustees are pleased to present their annual Trustees' Report together with the consolidated financial statements of the charity for the year ended 31 March 2022, which are also prepared to meet the requirements for a Directors' Report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) (effective 1 January 2019).

Our objectives and activities

The objects of the charity are:

- To promote the relief of sickness and suffering resulting in particular from terminal illness.
- To conduct or promote research into the care and treatment of persons suffering from any illness, disease or infirmity and in particularly into the care and treatment of persons suffering from cancer or terminal illness and the publication of the useful results of such research.
- The vision that shapes our annual activities remains to be the lasting and thriving provider of free care to all people affected by life limiting illness in our community. This will be made possible by a community working together continually to share in the delivery of the most assuring, equally accessible and advanced care available. The charity also has the general aim of contributing to the quality of life of the people of Milton Keynes by responding to the needs and aspirations at the end of their lives.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'. The Hospice relies on a number of income streams including grant funding from the Milton Keynes Clinical Commissioning Group, profits from Willen Hospice Ventures Ltd through retail, events, fundraising and lottery activity. Furthermore, through donations, gifts in memory, regular giving, corporate support, legacies and grants, we endeavour to encourage all within our community to take part in our activities and to attend our events to support our objectives.

As part of its Strategic Plan for 2022-23, the Senior Leadership Team implemented the following key objectives which we prioritise in in our organisational Strategy and 3 Year Business Plan:

Deliver safe and effective care

- Refine and further develop a clear pathway into our services for all current and potential users
- Increase occupancy on IPU and support more people
- Revise skills mix and develop programme to deliver skilled palliative care professionals
- Redefine the criteria for our community to support more people and higher need

Engage users and deliver effective outcomes

- Further develop our service user engagement strategies
- Implement 'I want great care!'
- Roll out the Personalisation strategy

Trustees' Report for the year ended 31 March 2022 (continued)

Focus on Excellence, quality, compliance and safety

- Renew CHKS accreditation to demonstrate the quality and governance of our services and organisation
- Deliver the quality improvement strategy
- Improve the falls prevention strategy and continue to reduce the incidence of falls
- Review and ensure the quality and efficacy of the Willen Advice Line
- Develop and implement a fit for purpose values competencies and KPIs based appraisal process

Develop and Integrate our Holistic Services

- Finalise and induct the Therapeutic and Wellbeing team around the new model of integrated care
- Implement a new carers assessment tool
- Deliver the needs based modular programme for the wider palliative community delivered by Therapeutic and Wellbeing
- Harness volunteer programme and provide structured induction and training to maximise impact and outcomes for patients and their families

Attracting, retaining and engaging high quality staff and volunteers

- Ensure the employee journey is appropriately and efficiently managed at every stage
- Implement the volunteer strategy and increase engagement and maximise skills and experience of volunteers
- Integrate CIPHR payroll to drive efficiencies and accuracy
- Support the development of a Learning Management System
- Enhance PERCI functioning to enhance employee access.

Driving growth in sustainable income

- Implement the stewardship programme for regular Givers and implement the Regular Giving partner model
- Deliver a strategy for contactless donations
- Implement the marketing and communications strategy
- Grow legacy income by delivering the Legacy Strategy
- Deliver the major donor strategy
- Maximise net profit in retail
- Grow lottery profit
- Re-configure events and challenges programme
- Develop and implement a major donor strategy

Driving efficiency through technology resources, planning and controls

- Optimise hybrid working arrangements
- Deliver Phase 2 of the Road Map
- Deliver the Capital project
- Standardise 'Gift in kind' support
- Increase Gift aid
- Meet the reserves policy

Trustees' Report for the year ended 31 March 2022 (continued)

Volunteers at Willen Hospice

Volunteers are both patient facing and work within support services, as well being fundamental in the delivery of retail and fundraising activities.

Our 600 volunteers provide over 102,447 hours of support which represents an estimated cost saving of £1 million.

Capital Development

In order to deliver our objectives, now and in the future, we evaluate on a yearly basis the standard of accommodation and the environment experienced by our patients and employees. Our extension to the Hospice will be complete in July 2022 at a cost of £3.9 million. The remaining £1.5m will be paid over the 2022/23 financial year. We are also committed to ensuring the existing building is maintained and refurbished, where necessary, to a good standard. We hope this work can be completed over the next two financial years.

Strategic Report 2021/22 Annual Report

Achievements and performance

The Hospice is commissioned by Milton Keynes Clinical Commissioning Group (MKCCG); we receive £1.3 million with approximately £25,000 being subject to a quality review. Our performance is measured on four domains on which we report, on a quarterly basis:

- Preventing premature death;
- Enhancing the quality of life for people with long term conditions;
- Ensuring that people have a positive experience of care; and
- Treating and caring for people in a safe environment and protecting them from avoidable harm

The remaining monies, £7.1 million, to fund our operating costs, are raised from the community through our fundraising and retail endeavours.

Our overall aim is to provide high quality personalised care and support to ensure that people feel in control of whatever remains of their life.

Impact of Willen Hospice's Service Delivery

This last year has been both complex and difficult dealing with the continued problems that COVID had presented. We are amazed and grateful for the fantastic response we have received from staff and volunteers who have been incredible in their dedication to supporting patients, their families and loved ones throughout one of the most difficult periods in history.

We appreciate the problems that people have faced dealing with the trauma of people's lives being turned upside down and social norms being completely undermined. They have adapted brilliantly to the situations presented to them and have created alternative models of care to support people whilst observing all of the COVID regulations. All teams have been truly amazing and have put themselves out rather than first for which we are truly grateful. We are trying hard to ensure that we have a programme of support for our staff to face the issues going forward and we are grateful for Trustees' support in this.

We also appreciate the dedication of Business Development staff who have had to deal with so many difficulties in fundraising and garnering support. They have worked so hard and done so much to adjust their difficult circumstances with shops being shut and people unable to engage in the normal activities that sustain our stable sources of income. We commend our superb volunteers who have been amazing in the face of adversity and allowed us to keep the organisation functioning and able to raise funds.

Clinical

The COVID 19 pandemic posed challenges to clinical service provision in the last year, but it also brought opportunities which the service has exploited. Clinical services were delivered flexibly to our clients using a mixture of face to face and virtual engagements. The growth in the use of technology to serve patients flexibly was borne out of the pandemic. The pandemic also fostered the opportunity for collaborative working with other health and social care providers in the BLMK area through the introduction of the twice weekly Hospice Calls. The Willen at Home (WAH) Team also developed close working with the District Nurses through a Friday meeting to plan for discharges over the weekend. These meetings have been of great benefit in providing seamless care across interfaces to our patients.

Strategic Report 2021/22 Annual Report (continued)

The service, like all others nationwide, has been challenged with the recruitment of nurses. To make the most efficient use of our nursing workforce, rotational nursing posts between the Inpatient Unit (IPU) and Willen At Home (WAH) were introduced with the aim of developing a flexible, skilled workforce, able to work wherever the need is greatest.

In addition, the nursing workforce structure was reviewed to allow for career progression. This should aid staff retention and support the newly created role of Associate Director for Clinical Services. The review has introduced Deputy Leads in IPU and WAH. These deputies are being supported to grow into their role with training, clear job descriptions and senior oversight. The workforce re structure project will continue into the 22-23 year with the use of Establishment Genie (a NICE approved staffing capacity planning tool) to determine nursing establishment and skill mix on IPU. A nursing workforce plan will be designed and implemented as well.

Furthermore, the Clinical Services leadership structure was changed to provide enhanced support to the Therapeutic and Wellbeing Teams. This change saw the Associate Director of IPU and Community Services transit into the Interim Associate Director of Clinical Services with oversight of the nursing and therapy workforce.

The WAH team implemented a project commissioned by the Clinical Commissioning Group (CCG), the Winter Bed Pressure Project. The goal was to prevent unnecessary hospital admissions for patients with end of life care needs in the community. Nursing Homes were supported with training and a 24 hour palliative care advice help line for all providers of health and social care was instituted. This project has been well received by the CCG and the Milton Keynes Nursing Homes. Although the project has officially ended, work will continue with the Nursing homes and on the Nurse led admissions projects in 22-23. Nurse led admissions was identified as having potential to reduce hospital admissions during the Winter Bed Pressure Project.

All services noted an increase in acuity of the patients. In response, IPU have developed a dependency scale and are piloting its use; and the Lymphedema services are changing the way they work to accommodate the increased demand.

Retail

Despite impacts on trade volunteers and colleagues due to the COVID 19 pandemic, Retail was a shining light delivering record sales of £2.2m. Success with pop up opportunities alongside an improvement in the existing estate helped achieve this. We successfully embedded the new structure for retail, and moved our online operations from Kiln Farm to Grafton Gate to good effect. Working in partnership with Corporates we have been able to increase income through Gift in Kind Donations therefore driving a perception of quality in our charity shops by displaying large ranges of new donated goods.

Going forward our continued focus is growing in this way, with an increased focus on developing the online stream through a restructure and renewed focus on a number of established, new and emerging platforms. Retail footprint growth remains key and our Midsummers Place flagship store is a great example of how our retail shops are effective in communicating hospice messages in the local communities in which they reside.

Our Lottery maintained a strong profit position however slightly declined on participation that said it was an area we decided not to invest in as there were bigger gains elsewhere. Going forward we are looking at ways we can better develop participation through more effective marketing and branding and a lower cost form of canvassing.

Strategic Report 2021/22 Annual Report (continued)

Our Corporate team delivered a record level of income helped by kind increases in donation levels from some of our biggest and key supporters. During the year the team adopted a more tactical and planned approach to identify new potential supporters, equipped with a Corporate Supporter Engagement Pack which helps explain the win win benefits to organisations helping Willen Hospice through increased colleague engagement and wellbeing through participation, as well as tiered structure to become a platinum partner with donations over £4k. We had some strong results from this and is reflected with the income and sponsorship throughout the year, this remains a key area to focus on and grow.

Development

This year saw excellent performance in Trust and Foundations income generation, particularly around the Capital Appeal programme and strong performance from Legacy. Major Donor income did not meet budget largely due to the curtailed face to face communications.

Fundraising

The year 2021/2022 was a challenging year for public facing fundraising. Delayed lockdowns, nervous attitudes and continued uncertainty added to the challenges that our department faced. Despite this, the support of Milton Keynes was admirable.

In our community fundraising, people left their homes to donate to our traveling float at Christmas, Easter and promoting the Midnight Moo. Hundreds of volunteers donated thousands of hours in manning our marshalling commitments at our vaccination centres. We increased our presence at socially distant public events such as fetes and fairs. Our limited third party events were admirable in their support for the Hospice where they persisted to continue to operate. The persistence of our team, volunteers and public allowed our community fundraising to exceed its budget for the year.

Events fundraising had a particularly difficult task, with Willen Hospice events being known for high attendances within Milton Keynes. The fundraising team were under resourced and had a condensed calendar, reducing time to dedicate to each event. Despite these issues, raising as much as the events team did was excellent, and vital in keeping momentum of events into future years. Events such as the Santa Dash had to be altered, but still took place and allowed for the public to support their hospice in the most positive way.

Challenge fundraising went well considering the changes to rules and regulations, with events like the London Marathon raising more than most years, and events persisting to take place such as our Hadrian's Wall Trek.

In Regular Giving, we grew our supporters by just under a quarter, which will provide much greater long term financial stability by working with a strong and ethical supplier to the sector. Our in memory fundraising continued to shine, paying testament to our services and the quality of care provided by our clinical colleagues.

Quality, Governance and Performance

This year 2021/22 has proven to be challenging for both teams. Despite post pandemic repercussions the teams have continued to remain on schedule to work with BLMK to provide data related to clinical services, complaints, incident reporting, lessons learnt and development.

Collaborative work of the Quality Team has led to the organisation achieving the CHKS accreditation award. This highlights our levels of performance to meet established standards relevant to all areas of the organisation, and in essence encourages us to continually improve.

Strategic Report 2021/22 Annual Report (continued)

The Practice Development department have been successful in winning a CHKS award under the category 'Investing & growing the future workforce' for a Learning Disability project that they undertook with McIntyre charity. The project has enabled our staff to gain an insight to the challenges that Learning Disabilities patients face when entering the end of their lives. We are now equipped to meet the needs of this vulnerable group.

We have continued to develop and implement a data dashboard that addresses key patient activity to demonstrate how the organisation has continued to develop services to ensure quality care throughout the year. In order to drive forward with evidence, we have recognised the importance of quality data to sustain the longevity of the Hospice; therefore, we will appoint a data analyst to develop this area of the business.

Education remains a key focus for the organisation and we are proud that staff mandatory training figures have continued during this year. The teams have been instrumental in developing a success system to address mandatory training on a monthly basis. Education through competencies has shown that clinical staff have continued to develop their skills and knowledge. In addition, our education team have extended education to external stakeholders throughout the year to enhance their knowledge specialist palliative and allay fears. Student Nurses have continued to provide excellent feedback of their experience achieved whilst on placement at the Hospice.

Financial review

The financial year end position results in a net surplus of £1,912,312 (2020/21 surplus £3,892,617). Financial activities include £10,135,152 of income (2020/21 £9,928,815), and £8,371,530 of expenditure (2020/21 £7,094,890) before recognising a gain on investment assets of £148,690 (2020/21 gain £1,058,692).

The Trustee Board recognise that the Hospice should run the services that maximise the ability to care for as many people as possible, whilst also being aware that the financial stability of the organisation is a priority. The last year, where the world has and continues to deal with the Covid pandemic, has also presented additional financial challenge. The grants made available to the hospice significantly offset the reduction in income from retail and events.

The Hospice reviews expenditure monthly and ensures there is accountability by measuring success against agreed KPI targets.

The charity's Trustee Board recognised the need to evolve to meet the changes and the needs of our patients. The scope of the extension and refurbishment of the Hospice, finalised in this last financial year, was drawn up after a detailed review process of future patient needs.

The IM&T environment provided a very efficient and valuable platform. We also upgraded our IT Network and infrastructure, invested in additional IT equipment including improved remote and mobile working which has all been supported with tailored IT training.

Income

Income from Clinical Commissioning Group (CCG)

CCG Grant income in 2021/22 £1,306,620 (2020/21 £1,294,877).

Voluntary income (including Legacies)

During 2021/22, income from Voluntary Income totalled £7,053,377 (2020/21 £5,682,359), which included Hospice UK Grant Funding £1,304,187 (2020/21 £1,636,834).

Strategic Report 2021/22 Annual Report (continued)

Hospice UK Funding - The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support.

Legacies left to the hospice in 2021/22 were £1,443,473 (2020/21 £962,435).

Trading Company Willen Hospice Ventures Ltd

Willen Hospice Ventures Ltd, the subsidiary company, continues to experience challenges with income associated with retail sales, events / fundraising and lottery, income generated from activity is detailed below. Funds generated by the trading company were gift aided to the Charity and formed part of the overall income to the Hospice.

The retail portfolio is made up of 13 shops and 1 warehouse. During the year £100,275 (2020/21 £191,835) of government grants were receivable under the Retail, Hospitality and Leisure Grant Fund to support the business costs of the charity shops during the COVID-19 pandemic.

Donated Goods income from Willen Hospice shops increased significantly compared to 2020/21 following the mandatory closure due to the pandemic in 2020/21 £2,095,359 (2019/20 £650,678).

Income from Events and Fundraising continued to be affected, with some events cancelled or postponed due to COVID-19, although income did increase compared to 2020/21 - 2021/22 £701,203 (2020/21 £610,659).

Income from Lottery has remained steady at £468,676 (2020/21 £466,232).

Investment Income

Income investment decreased in 2021/22 to £225,891 (2020/21 £225,649).

Investment policy and objectives

The objectives of the investment policy are:

- i. To create sufficient income and capital growth to enable the charity to continue to operate during periods of diminished returns from inter alia, donations and legacies.
- ii. To maintain and if possible enhance the value of the invested funds while they are retained, giving due and proper consideration to future needs.
- iii. Both capital and income may be used at any time for the furtherance of the Charity's aims and therefore the portfolio should be managed on a total return basis.

The Charity has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. Investment should not be made directly in companies where more than 20% of group turnover arises from: Tobacco, Gambling, Prostitution, and Pornography.

The Trustees reserve the right to exclude companies that carry out activities contrary to the Charity's aims, or from holding particular investments which damage the Charity's reputation.

Direct Costs of Patient Care

Direct costs of patient care totalled £4,802,989 (2020/21 £4,556,979).

Strategic Report 2021/22 Annual Report (continued)

Indirect Patient Care

Indirect patient care costs have increased to £1,051,803 (2020/21 £512,433). Efficiency and the application of charitable funds is always considered to ensure value for money.

Total Funds

At the year end, the total funds of the charity stood at £16,776,206 (2020/21 £14,863,894) including restricted funds which totalled £909,029 (2020/21 £650,596). The assets representing each of these funds are analysed in Note 20 to the financial statements.

Risks and uncertainties and Sustainability

Risk Management

The Risk Register is a tool which enables the Hospice to understand its comprehensive risk profile, centralising major risk to which the Hospice is potentially exposed. The Register is reviewed and updated at each Sub-Committee and reviewed in full at the Executive Committee and Council of Management every quarter.

The Charity's Trustees have given consideration to the major risks to which the Charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks. Major risks are those that have a major impact and a probable or highly probable likelihood of occurring. If they occurred, they would have a major impact on some or all of the following areas:

- Governance;
- Operations;
- Finances;
- Environmental or external factors such as public opinion or relationship with funders; and
- A charity's compliance with law or regulation

Despite the hard work, ingenuity and diligence of the senior leadership team, fundraised income remains a risk due to the on-going impact of COVID and the volatile political and economic environment.

We have 'invested' in marketing to promote and grow our income streams and have prioritised growing our retail footprint.

These measures, alongside a review of process and efficiency we believe will mitigate some of the broader economic concerns and support sustainability.

Reserves policy

This policy is written in line with the Charity Commissioners' guidance "Charity Reserves: Building Resilience" published on 29th January 2016.

An essential part of the financial planning process of the Hospice is a robust policy on the level of reserves. The Trustees have reviewed the reliability of future income streams, the commitment to future expenditure and the risks faced as a charity. The charity needs reserves for the following reasons:

- To ensure that working capital is appropriately funded
- To fund shortfalls in income

Strategic Report 2021/22 Annual Report (continued)

- To fund unexpected expenditure, for example, unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To allow time to cover expenditure in the event of a significant change in circumstances, for example COVID-19.

The level of reserves to be maintained as required is therefore as follows:

- **Minimum** - the minimum level of reserves is set at a level equivalent to 9 months operational/ running costs. Where reserves fall below this level the Council of Management would be required to consider and agree appropriate actions to address the position. If the reserves fall below an amount equivalent to 6 months, the Council of Management should reaffirm the viability of the Hospice and make such arrangements to protect the Hospice and its services.
- **Maximum** - the maximum level of reserves is set at a level equivalent to 18 months operational/running costs. Where this level is exceeded, it is the responsibility of the Council of Management to consider enhancing existing services provided or upgrade facilities utilising these funds,

This policy will continue to be reviewed on an annual basis and presented to the Council of Management for their endorsement.

As at 31 March 2022:

Designated reserves	3,494,521
Unrestricted general reserves	<u>10,991,470</u>
Total Free reserves:	14,485,991
Less fixed asset designated reserves:	
Property	(1,803,403)
Hospice Development	(1,289,768)
Other fixed assets	<u>(337,821)</u>
	<u>£11,054,999</u>

The designated funds set up by the Trustees are detailed in note 22.

Sustainability

We aim to become a more environmentally sustainable organisation, ensuring our buildings are future-proofed and we will continue to develop or use of technology to support more remote working and reduce travelling and improve parking at our sites.

We will continue to focus on cost improvement, collaboration and efficiency to streamline working practices and maximise spending on patient care.

Plans for future periods

2022-23 Proposed Developments and Revised Offer

In 22-23, clinical services will be focusing on consolidating the gains of the pandemic and strengthening our internal structures to allow us to provide excellent care. We have a stream of programs planned which include revitalising clinical supervision; introducing quality improvement training; making the most of data and technology and integrating our services internally to enable these goals.

Strategic Report 2021/22 Annual Report (continued)

Moreover, Willen will be hosting the Palliative Care Hub for Milton Keynes. The Hub will provide a single point of referral and assessment for all patients at end of life in Milton Keynes. This is being done collaboratively with the CCG.

Quality, Governance and Performance

- Evaluate the implementable of "I want great care!"
- Implement a new module for complaints on Vantage
- Implement and embed new architecture around policies and procedures

Practice Development

- Implement a new learning management system plan and programme of education to support the Bedford Luton Milton Keynes End of Life Care Strategy
- Develop a new programme of clinical supervision

Income Generation

Looking forward to 2022/23 we will continue to gain more regular giving supporters, to allow for long term growth of the Hospice to match our population. We will strive to grow confidence in attending mass participation events within our city and more overseas challenges such as our Paris to Nice cycle ride. We are looking forward to finding new ways to thank our supporters and allow those who want to see where their money goes to utilise our new café at the hospice and understand the range of what we do as a hospice.

On a personal note I'd like to thank our staff, volunteers and passionate supporters for trying harder and donating more to ensure our hospice continues to meet the needs of Milton Keynes.

Commercial

We will continue to grow our retail footprint and differentiate our offering at each site. We will have a major push on retail Gift Aid and work hand in glove with the Corporate teams to increase the volume and quality of donations to drive income and profit.

We will invest in Lottery Marketing and work as a partner to raise the profile and reach of our Lottery offering.

Development

Enhancing the donor journey and integrating databases remains a priority, we will look to evaluate our CRM and optimise performance. We will invest in Legacy Marketing to enhance our offer and grow the level of partner engagement. We have made good progress in refining the donor journeys and in optimising the CRM system.

Structure, governance and management

Governing Document

Willen Hospice is a company limited by guarantee governed by its Memorandum and Articles of Association dated 31 October 1975. It is registered as a charity with the Charity Commission of England and Wales.

Appointment of Trustees (as set out in the Willen Hospice Trustee handbook)

Most people have some skills, knowledge or experience that they can bring to a charity. Trustees should have a strong personal commitment to the charity's aims and objectives.

Strategic Report 2021/22 Annual Report (continued)

It is also essential that there are no legal or other barriers to a Trustee's appointment.

To optimise our effectiveness we aim to recruit a diverse board with a broad range of skills, knowledge and experience: When preparing to recruit new Trustees we seek to increase, or at least maintain the diversity of our Trustee Board, whilst ensuring we have the correct skillset for continuity.

As well as achieving a balance in skills and experience we also aim to achieve greater diversity by reaching out into communities that are not presently represented. This allows us to reach out to more people than can be reached by word of mouth and communities less available to us.

Responsibility for the recruitment of new Trustees rests firmly with the existing Trustees. They must oversee the management of an open and efficient process and always act in the best interests of the Charity, before appointing a new Trustee, the Trustee Board must make sure that the appointment meets the requirements of the Charity's governing document and the law.

Financial

Before appointing a Trustee, the Trustee Board should obtain a declaration from the prospective Trustee that they are not disqualified. It should also consult official registers of disqualified persons.

Trustee induction and training

New Trustees undergo an orientation day to brief them on: their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charity. During the induction day they meet key employees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The Board of Trustees, which can have up to 15 members, administers the Charity. The Board normally meets quarterly and there are sub-committees covering Clinical Governance/Health & Safety, Business Development, People Services and Property Committee.

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and service delivery.

Related parties and co-operation with other organisations

None of our Trustees receive remuneration or other benefits from their work with the Charity. Any connection between a Trustee, or senior manager of the Charity, with a contractor or supplier of professional services, must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

Pay policy for senior staff

The Directors consider that the Board of Directors, who are the Charities' Trustees, and the senior leadership team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All Directors give their time freely and no Director received remuneration in the year.

Strategic Report 2021/22 Annual Report (continued)

Details of Directors' expenses and related party transactions are disclosed in note 8 to the accounts. The pay of the senior staff is reviewed annually and normally increased in accordance with Hospice pay policy, which is benchmarked against pay levels in other hospices, the voluntary sector and related employers.

Trustees' responsibilities in relation to the financial statements

The Charity Trustees (who are also the Directors of Willen Hospice for the purposes of company law) are responsible for preparing a Trustees' annual report (including the Strategic Report) and 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 2019 (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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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.

Strategic Report 2021/22 Annual Report (continued)

Statement for disclosure to our auditor

In so far as the Trustees are aware:

- there is no relevant information of which the group'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.

By order of the Board of Trustees



P Davis
Chairman

04 August 2022

Report of the Independent Auditor to the members of Willen Hospice

Opinion

We have audited the financial statements of Willen Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise of the Consolidated statement of financial activities, the Comparative consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Report of the Independent Auditor to the members of Willen Hospice (continued)

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 Chairman's annual report and the Report of the Trustees which includes the Strategic Report and the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's annual report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's annual report or the Report of the Trustees which includes the Strategic Report and the Report of the Directors.

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 and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specific 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 17, the Trustees (who are also the Directors of the parent charity 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.

Report of the Independent Auditor to the members of Willen Hospice (continued)

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

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.

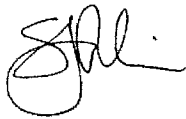
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Report of the Independent Auditor to the members of Willen Hospice (continued)

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

Use of the audit report

This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Steve Robinson (Senior Statutory Auditor)

for and on behalf of **Mercer & Hole**

Chartered Accountants and Statutory Auditor

420 Silbury Boulevard, Milton Keynes, MK9 2AF

Date: 10 August 2022

Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income					
Donations and voluntary income					
Voluntary income	1	5,190,037	400,153	5,590,190	4,045,525
Grant funding	1	-	1,604,187	1,604,187	1,636,834
Income from generated funds					
Income from Clinical Commissioning Group		1,306,620	-	1,306,620	1,294,877
Activities for raising funds	2	1,183,630	-	1,183,630	1,156,552
Investment income	3	225,891	-	225,891	225,649
Other income	4	224,634	-	224,634	1,569,378
Total income		8,130,812	2,004,340	10,135,152	9,928,815
Expenditure					
Cost of raising funds	7	(2,516,738)	-	(2,516,738)	(2,223,916)
Charitable activities	7	(4,110,628)	(1,744,164)	(5,854,792)	(5,069,412)
Impairment of investments	13	-	-	-	198,438
Total expenditure		(6,627,366)	(1,744,164)	(8,371,530)	(7,094,890)
Gain / (Loss) on investment assets	13	148,690	-	148,690	1,058,692
Net income / (expenditure)		1,652,136	260,176	1,912,312	3,892,617
Transfers		1,743	(1,743)	-	-
Net movements in funds		1,653,879	258,433	1,912,312	3,892,617
Fund balances brought forward at					
1 April 2021		14,213,298	650,596	14,863,894	10,971,277
Fund balances carried forward at 31 March 2022	21/23	15,867,177	909,029	16,776,206	14,863,894

The parent charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements.

The financial activities above include £9,038,975 (2021: £8,450,183) of income, £7,171,503 (2021: £5,531,874) of expenditure and £148,690 (2021: £1,058,692) realised gains/(losses) on investments assets relating to the parent charity as an individual entity.

All activities of the charity are considered to be continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

Comparative Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Income			
Donations and voluntary income			
Voluntary income	3,118,933	926,592	4,045,525
Grant funding	-	1,636,834	1,636,834
Income from generated funds			
Income from Clinical Commissioning Group	1,294,877	-	1,294,877
Activities for raising funds	1,156,552	-	1,156,552
Investment income	225,649	-	226,649
Other income	1,569,378	-	1,569,378
Total income	7,365,389	2,563,426	9,928,815
Expenditure			
Cost of raising funds	(2,223,916)	-	(2,223,916)
Charitable activities	(3,109,546)	(1,959,866)	(5,069,412)
Impairment of investment	198,438	-	198,438
Total expenditure	(5,135,024)	(1,959,866)	(7,094,890)
(Loss) / Gain on investment assets	1,058,692	-	1,058,692
Net income / (expenditure)	3,289,057	603,560	3,892,617
Transfers	-	-	-
Net movements in funds	3,289,057	603,560	3,892,617
Fund balances brought forward at 1 April			
2020	10,924,241	47,036	10,971,277
Fund balances carried forward at 31 March 2021	14,213,298	650,596	14,863,894

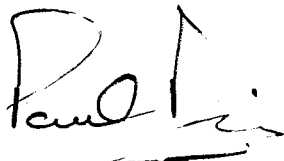
The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Balance Sheet

Company number 1231909

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	11		25,851		32,687
Tangible assets	12		4,436,411		2,583,414
Investments	13		<u>8,515,677</u>		<u>8,190,880</u>
			12,977,939		10,806,981
Current assets					
Stocks	14	33,864		35,531	
Debtors	15	3,215,355		2,013,665	
Cash and cash equivalents	16	<u>2,371,109</u>		<u>2,574,684</u>	
		5,620,328		4,623,880	
Creditors: amounts falling due within one year	17	<u>(1,715,061)</u>		<u>(566,967)</u>	
Net current assets			3,905,267		4,056,913
Provisions for liabilities	18		(107,000)		-
Net assets			<u>16,776,206</u>		<u>14,863,894</u>
Income Funds					
Restricted funds	21		909,029		650,596
Unrestricted funds					
Designated funds	22		3,494,521		5,784,320
Other charitable funds	23		10,991,470		7,196,482
Revaluation reserve	23		<u>1,381,186</u>		<u>1,232,496</u>
Total funds			<u>16,776,206</u>		<u>14,863,894</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 04 August 2022.



P Davis
Chairman

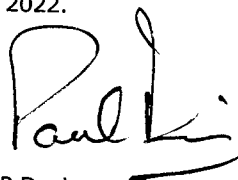
The accompanying accounting policies and notes form an integral part of these financial statements.

Charity Balance Sheet

Company number 1231909

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Intangible assets	11		25,851		32,687
Tangible assets	12		4,436,411		2,583,414
Investment in subsidiary undertaking	13		2		2
Investments	13		<u>8,515,677</u>		<u>8,190,880</u>
			12,977,941		10,806,983
Current assets					
Debtors	15	3,560,972		2,368,260	
Cash and cash equivalents	16	<u>1,779,743</u>		<u>1,854,049</u>	
		5,290,753		4,222,309	
Creditors: amounts falling due within one year	17	<u>(1,477,785)</u>		<u>(311,584)</u>	
Net current assets			3,862,930		3,910,725
Provisions for liabilities	18		(107,000)		-
Net assets			<u>16,733,871</u>		<u>14,717,708</u>
Income Funds					
Restricted funds	21		909,029		650,596
Unrestricted funds:					
Designated funds	22		3,494,521		5,784,320
Other charitable funds	23		10,949,135		7,050,296
Revaluation reserve	23		<u>1,381,186</u>		<u>1,232,496</u>
Total funds			<u>16,733,871</u>		<u>14,717,708</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 04 August 2022.



P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows at 31 March 2022

		2022	2022	2021	2021
	Notes	£	£	£	£
Cash flows from operating activities					
Net income / (expenditure)		1,912,312		3,892,617	
Adjustments for:					
Investment income		(225,891)		(225,649)	
Amortisation	11	10,046		7,792	
Depreciation	12	289,956		189,740	
Profit on disposal of investment	13	(4,317)		-	
(Increase)/decrease in stocks	14	1,667		22,082	
(Increase)/decrease in trade and other receivables	15	(1,201,690)		(854,649)	
(Decrease)/increase in trade and other payables	17	1,148,094		61,575	
Movement on pension scheme	17	-		-	
Increase/ (decrease) in provisions	18	107,000		-	
Revaluation of investments	13	(148,690)		(1,059,667)	
Impairment of investments	13	-		(198,438)	
			1,888,487		1,835,403
Cash flows generated from operating activities					
Purchase of property plant and equipment	12	(2,142,953)		(267,237)	
Purchase of intangible fixed assets	11	(3,210)		(18,691)	
Purchase of investments	13	(178,656)		(145,147)	
Proceeds from sale of investments	13	6,866		6,086	
Investment income		225,891		225,649	
			(2,092,062)		(199,340)
Cash flows generated from investing activities					
Net (decrease) / increase in cash and cash equivalents			(203,575)		1,636,063
Cash and cash equivalents at 1 April			2,574,684		938,621
Cash and cash equivalents at 31 March	16		2,371,109		2,574,684

The accompanying accounting policies and notes form an integral part of these financial statements.

Principal accounting policies

Basis of preparation

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) as issued in October 2019 - (Charities SORP (FRS 102) and the Companies Act 2006.

Willen Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounts are prepared in Sterling GBP, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of consolidation

The group financial statements consolidate those of the Charity and its subsidiary undertaking (see note 5) drawn up to 31 March 2022. The results of the Charity's non-charitable trading subsidiary have been incorporated on a line by line basis. Surpluses or deficits on intra group transactions are eliminated in full.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the charity's accounting policies.

The principal accounting policies of the Charity are set out below.

Going concern

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

Income

All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Gifts-in-kind are accounted for at the Trustees' estimate of value to the charity or sale value as follows:

- assets received for distribution by the Charity are recognised only when distributed;
- assets received for resale are recognised only when sold;
- gifts of fixed assets for Charity use or funds for acquiring fixed assets for charity use are accounted for (as restricted funds) immediately on receipt; and
- intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure.

Principal accounting policies (continued)

Income (continued)

Voluntary help is not included as income.

Statutory funding is included within income on an accruals basis.

Government grants are recognised upon entitlement.

Donations under Gift Aid, together with the associated income tax recoveries, are credited as income when donations are receivable.

Legacies

Legacies to which the Charity is entitled are included in the statement of financial activities when receipt is probable, and the amount can be reliably measured.

Investment income

Investment income comprises dividends declared during the accounting period. Income from quoted investments is recognised when receivable.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the Charity's objectives (direct charitable);
- expenditure incurred directly in the effort to raise voluntary contributions (fund raising and publicity); and
- expenditure incurred in the governance of the Charity.

All expenditure has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Costs classified as governance relate to the general running of the charity and include the operations of the Trustees and addressing constitutional, audit, and other statutory matters.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for these purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the Charity.

Designated funds are unrestricted funds which have been designated for specific purposes by the Trustees.

Intangible assets

Intangible assets consist of IT software.

Intangible assets are amortised over a period of between 3-5 years.

Principal accounting policies (continued)

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are stated at cost or valuation, net of any provision.

Depreciation is calculated to write down the cost of all tangible fixed assets held for charity use other than freehold land by equal annual instalments over their expected useful lives.

The periods generally applicable are:

Freehold property	-	10 - 50 years
Equipment	-	3 - 10 years
Fundraising assets	-	3 - 10 years
IT hardware	-	3 - 10 years
Motor vehicles	-	3 - 5 years
Leasehold improvements	-	2 years (length of the lease)
Assets under construction	-	Not depreciated

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price.

Financial instruments

Financial assets and liabilities are recognised on the Balance Sheet when the Charity has become a party to the contractual provisions of the instrument.

Leased assets

Payments made under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Defined contribution schemes

The pension costs charged against results in the year represent the amount of the contributions payable in respect of the accounting period.

Principal accounting policies (continued)

Accounting estimates and judgements

In applying the accounting policies, the Trustees have made critical accounting judgements, estimates and assumptions about the carrying amount of the assets and liabilities. These estimates and assumptions are based on historical experience and are reviewed on a continual basis. The critical accounting judgements, estimates, and assumptions that have a material effect on the amounts recognised in the financial statements for both the current and next financial years are discussed below.

Judgements

Impairment testing is carried out for all tangible assets and investments at the yearend date where there is an indication that impairment exists. For the purposes of impairment testing, the carrying amounts of the tangible assets are reviewed and an impairment loss is recognised where the carrying amounts exceed the assets recoverable amount.

Legacies are recognised when the criteria of entitlement, probability and certainty of amount can be met.

All debtors are reviewed to determine if a bad debt provision is required for each balance.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the Statement of Financial Activities.

Gifts in kind are included in the financial statements at their market value at the time of their distribution.

Provisions

A provision is recognised where an obligation exists for a future liability in respect of a past event, and where the amount of the obligation can be reliably estimated.

Notes to the financial statements

1 Donations and voluntary income

	Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Donations (including gift aid)	1,336,833	400,153	1,736,986	2,112,754
Gifts in kind	31,169	-	31,169	47,447
Legacies	1,443,473	-	1,443,473	962,435
Memorials	255,260	-	255,260	244,692
Donated goods	2,095,359	-	2,095,359	650,678
Friends of Willen		-	-	-
Christmas Appeal	27,943	-	27,943	27,519
Grant funding	-	1,604,187	1,604,187	1,636,834
	<u>5,190,037</u>	<u>2,004,340</u>	<u>7,194,377</u>	<u>5,682,359</u>

2 Activities for raising funds

	2022 £	2021 £
Unrestricted funds		
Lottery income	468,676	466,231
Events and promotions income	565,203	610,659
Profit from Willen Hospice Ventures shops	149,751	79,662
	<u>1,183,630</u>	<u>1,156,552</u>

3 Investment income

	2022 £	2021 £
Unrestricted funds		
Listed investments	225,082	224,981
Bank deposits	809	668
	<u>225,891</u>	<u>225,649</u>

Notes to the financial statements (continued)

4 Other operating income

	2021	2021
	£	£
Unrestricted funds		
Education	41,583	35,799
Catering	29,032	16,442
Job Retention Scheme	823	229,326
CCG COVID-19 Funding	-	875,373
Business Interruption Scheme Claim	-	194,069
Retail business support grant	100,275	191,835
Other miscellaneous income	11,830	9,867
Profit on sale of investment	4,317	-
Shop Rent	<u>36,774</u>	<u>16,667</u>
	<u>224,634</u>	<u>1,569,378</u>

5 Net income from non-charitable trading activities of subsidiary

A summary of the results of the trading subsidiary Willen Hospice Ventures Limited (Company number: 2479448) is set out below:

	2022	2021
	£	£
Turnover	2,717,388	1,635,271
Cost of sales	<u>(263,948)</u>	<u>(169,834)</u>
Gross profit	2,453,440	1,465,437
Administrative expenses	(2,115,469)	(1,767,596)
Other operating income	<u>101,098</u>	<u>556,851</u>
Operating profit	439,069	254,692
Interest receivable and similar income	<u>102</u>	<u>184</u>
Profit for the year and total comprehensive income	<u>439,171</u>	<u>254,876</u>

The net assets and liabilities of the subsidiary were:

	2022	2021
	£	£
Current assets	660,709	1,068,621
Creditors: amounts falling due within one year	<u>(618,369)</u>	<u>(922,433)</u>
Total net assets	<u>42,340</u>	<u>146,188</u>
Aggregate share capital and reserves	<u>42,340</u>	<u>146,188</u>

Notes to the financial statements (continued)

6 Net income / (expenditure)

The consolidated statement of financial activities excludes the impact of any voluntary help. The group is reliant on a substantial amount of voluntary help in respect of:

- i certain support services within the Hospice
- ii sorting, packing and selling in the shops operated by Willen Hospice Ventures Limited
- iii other fund-raising efforts.

7 Analysis of expenditure

	Direct costs	Support costs (Note below)	Total 2022	Total 2021
	£	£	£	£
Cost of raising funds				
Trading	1,252,248	91,244	1,343,492	1,295,696
Lottery	216,398	40,374	256,772	211,220
Events and fundraising	373,325	228,648	601,973	416,361
Voluntary fundraising costs	314,501	-	314,501	300,639
	<u>2,156,472</u>	<u>360,266</u>	<u>2,516,738</u>	<u>2,223,916</u>
Charitable activities				
In house	2,768,428	580,651	3,349,079	2,845,198
Willen At Home	1,100,877	153,679	1,254,556	1,119,956
Wellbeing & Therapeutic	689,677	120,402	810,079	772,233
Lymphoedema Service	222,901	45,785	268,686	231,223
Governance	21,106	151,286	172,392	100,802
	<u>4,802,989</u>	<u>1,051,803</u>	<u>5,854,792</u>	<u>5,069,412</u>
Other expenses				
Impairment of investments	-	-	-	(198,438)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total expenditure	<u>6,959,461</u>	<u>1,412,069</u>	<u>8,371,530</u>	<u>7,094,890</u>

Note:

Support costs totalling £1,412,069 (2021: £688,569) have been allocated across activities. These include costs associated with payroll, finance, property costs and other central services. Costs have been allocated on the basis of floor area, number of staff or time spent.

Notes to the financial statements (continued)

7 Analysis of expenditure (continued)

Total expenditure includes:

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Auditor remuneration				
Audit services	15,100	12,150	-	-
Non-audit services	2,450	1,350	-	-
Amortisation	10,046	7,792	10,046	7,792
Depreciation	289,956	189,740	289,956	189,740
Other operating lease rentals	342,621	(6,728)	342,621	(6,728)

The audit fee for the Charity is borne by the subsidiary, Willen Hospice Ventures Limited.

8 Employees

Staff costs during the year were as follows:

	2022	2021
	£	£
Salaries and wages	4,740,164	4,318,025
Social security costs	413,548	379,961
Pension costs	395,234	391,514
	5,548,946	5,089,500
Contract staff	379,487	367,029
Health Examination fees	6,559	329
	5,934,992	5,456,858

The average number of employees during the year was 197 (2021: 194).

Notes to the financial statements (continued)

8 Employees (continued)

The number of employees receiving emoluments in the following bandings is:

	2022	2021
	No.	No.
£60,001 - £70,000	-	1
£70,001 - £80,000	-	-
£90,001 - £100,00	1	1
£100,001 - £110,000	-	-

No trustee received any remuneration during the year and no expenses were reimbursed.

The charity paid £287 (2021: £335) for indemnity insurance on behalf of the Trustees.

Remuneration for key management personnel including employer's national insurance and employer's pension totalled £229,552 (2021: £251,511) for 3 employees in the year.

Redundancy payments made in the year totalled £Nil (2021: £25,575), which is made up of both statutory and non-statutory redundancy.

9 Tax on surplus

No tax arises because the group's charitable activities are exempt from tax and the profits of the activities of the trading subsidiary undertaking are remitted under Gift Aid to the Charity.

10 Charity results

The Charity has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure account in these financial statements. Refer to page 23 for the charity's own income, expenditure and other gains and losses.

Notes to the financial statements (continued)

11 Intangible fixed assets

The group and the charity

	IT software £	Total £
Cost		
At 1 April 2021	115,705	115,705
Additions	3,210	3,210
Disposals	-	-
At 31 March 2022	<u>118,915</u>	<u>118,915</u>
Amortisation		
At 1 April 2021	83,018	83,018
Amortisation in the year	10,046	10,046
On disposals	-	-
At 31 March 2022	<u>93,064</u>	<u>93,064</u>
Net book amount at 31 March 2022	<u>25,851</u>	<u>25,851</u>
Net book amount at 31 March 2021	<u>32,687</u>	<u>32,687</u>

Notes to the financial statements (continued)

12 Tangible fixed assets

The group and the charity

	Freehold property £	Asset under course of construction £	Equipment £	Fundraising assets £
Cost				
At 1 April 2021	3,053,004	309,026	646,219	378,396
Additions	-	2,086,589	38,492	4,615
Disposals	-	-	-	-
At 31 March 2022	3,053,004	2,395,615	684,711	383,011
Depreciation				
At 1 April 2021	1,189,931	-	526,162	306,335
Depreciation in the year	59,676	-	32,828	18,943
Disposals	-	-	-	-
At 31 March 2022	1,249,607	-	558,990	325,278
Net book amount at 31 March 2022	1,803,397	2,395,615	125,721	57,733
Net book amount at 31 March 2021	1,863,073	309,026	120,057	72,061

Notes to the financial statements (continued)

12 Tangible fixed assets (continued)

The group and the charity

	IT hardware £	Motor vehicles £	Leasehold improvements £	Total £
Cost				
At 1 April 2021	281,300	42,774	158,027	4,868,746
Additions	10,785	-	2,472	2,142,953
Disposals	-	-	-	-
At 31 March 2022	292,085	42,774	160,499	7,011,699
Depreciation				
At 1 April 2021	189,958	36,490	36,456	2,285,332
Depreciation in the year	53,165	1,301	124,043	289,956
Disposals	-	-	-	-
At 31 March 2022	243,123	37,791	160,499	2,575,288
Net book amount at 31 March 2022	48,962	4,983	-	4,436,411
Net book amount at 31 March 2021	91,342	6,284	121,571	2,583,414

Notes to the financial statements (continued)

13 Fixed asset investments

The charity

The investment in subsidiary undertakings consists of the cost of 2 ordinary shares of £1 each, being 100% of the issued share capital of Willen Hospice Ventures Limited, a company incorporated in England and Wales, which is the trading subsidiary of the charity. Results and net assets are noted in note 5.

The group and the charity

	Historical cost £	Impairment £	Revaluation £	Market value £
Valuation				
At 1 April 2021	6,958,384	-	1,232,496	8,190,880
Purchases and additions from reinvestment	178,656	-	-	178,656
Disposals	(2,549)	-	(4,317)	(6,866)
(Impairment) / reversal of impairment	-	-	-	-
Realised Gain	-	-	-	-
Unrealised gain on revaluation	-	-	153,007	153,007
At 31 March 2022	7,134,491	-	1,381,186	8,515,677

Listed investments, all of which are UK listed investments, are stated at their mid-market value as at the balance sheet date.

There were no individual investments comprising over 5% of the value of the portfolio at the 31 March 2022.

14 Stocks

The group

	2022 £	2021 £
Goods for resale	33,864	35,531

Stock recognised in cost of sales during the year as an expense was £72,746 (2021: £41,515).

Notes to the financial statements (continued)

15 Debtors

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	344,920	50,711	336,795	48,156
Other debtors	147,719	128,316	147,360	116,178
Prepayments and accrued income	2,722,716	1,834,638	2,695,723	1,536,876
Amounts owed by subsidiary undertaking	-	-	381,094	667,050
	<u>3,215,355</u>	<u>2,013,665</u>	<u>3,560,968</u>	<u>2,368,260</u>

16 Cash and cash equivalents

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Cash at bank and in hand	2,371,090	2,538,046	1,779,724	1,817,411
Cash held at investment manager	19	36,638	19	36,638
	<u>2,371,109</u>	<u>2,574,684</u>	<u>1,779,743</u>	<u>1,854,049</u>

17 Creditors: amounts falling due within one year

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	813,796	87,321	738,266	75,096
Social security and other taxes	95,938	91,913	95,938	78,094
Pension contributions	60,742	59,542	60,742	53,654
Other creditors	8,544	1,245	8,544	1,062
Accruals and deferred income	<u>736,041</u>	<u>326,946</u>	<u>574,295</u>	<u>103,678</u>
	<u>1,715,061</u>	<u>566,967</u>	<u>1,477,785</u>	<u>311,584</u>

Notes to the financial statements (continued)

18 Provisions for liabilities

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Dilapidation provisions	107,000	-	107,000	-
	<u>107,000</u>	<u>-</u>	<u>107,000</u>	<u>-</u>

19 Financial instruments

	The group		The charity	
	2022	2021	2022	2021
	£	£	£	£
Financial assets:				
Financial assets measured at fair value through profit and loss	2,421,071	2,574,684	1,965,705	1,854,049
Financial assets measured at amortised cost	<u>2,995,098</u>	<u>1,811,040</u>	<u>3,117,425</u>	<u>2,249,265</u>
	<u>5,416,169</u>	<u>4,385,724</u>	<u>4,947,130</u>	<u>4,103,314</u>
Financial liabilities:				
Financial liabilities measured at amortised cost	<u>1,490,042</u>	<u>336,994</u>	<u>1,487,621</u>	<u>224,418</u>

Financial assets measured at fair value through profit and loss comprise of cash and cash equivalents.

Financial assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade creditors, accruals, amounts owed by group undertakings as applicable, and other creditors.

20 Analysis of net assets between funds

Notes to the financial statements (continued)

Group – current year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	25,851	-	25,851
Tangible fixed assets	4,436,411	-	4,436,411
Investments	8,515,677	-	8,515,677
Current assets	4,661,337	958,991	5,620,328
Current liabilities	(1,715,061)	-	(1,715,061)
Provisions	(107,000)	-	(107,000)
	<u>15,817,215</u>	<u>909,029</u>	<u>16,776,206</u>

Group – comparative year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	32,687	-	32,687
Tangible fixed assets	2,583,414	-	2,583,414
Investments	8,190,880	-	8,190,880
Current assets	3,973,284	650,596	4,623,880
Current liabilities	(566,967)	-	(566,967)
	<u>14,213,298</u>	<u>650,596</u>	<u>14,863,894</u>

Notes to the financial statements (continued)

The group and the charity – current year

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Education	2,282	66,000	-	-	68,282
Clinical equipment	6,764	543	(1,493)	(106)	5,708
Willen at Home	257	2,162	(2,163)	1	257
Capital Appeal	309,845	462,127	(85,267)	-	686,705
Wellbeing and Therapeutic	23,218	57,138	(42,823)	(5)	37,528
Miscellaneous	29,588	11,423	(9,650)	(1,633)	29,728
CCG COVID-19 Funding	278,642	-	(247,821)	-	30,821
Hospice UK Funding	-	1,116,187	(1,116,187)	-	-
Cancer Care in the Community	-	164,635	(114,635)	-	50,000
Winter Pressures	-	112,000	(112,000)	-	-
Bereavement Project	-	12,125	(12,125)	-	-
Total	650,596	2,004,340	(1,744,164)	(1,743)	909,026

The **Education fund** is to be used for clinical training.

The **Clinical equipment fund** is to be used to replace items of clinical equipment.

The **Willen at Home fund** was monies given to provide IT equipment and training for the Willen at Home team.

The **Capital Appeal fund** is made up of specific donations given to support the Hospice building project.

The **Wellbeing and Therapeutic fund** is made up of funds given to fund specific costs in the Wellbeing and Therapeutic team, such as staff costs for specific posts, travel costs and for maintenance of the Wellbeing Centre bus.

The **Miscellaneous fund** is made up of specific donations given to departments for use by those departments only.

CCG COVID-19 Funding covers the cost of clinical posts, education and PPE.

Hospice UK Funding - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from December 2021 to March 2022 for the same purpose.

Notes to the financial statements (continued)

21 Restricted funds (continued)

Cancer Care in the Community funding - newly launched and commissioned service for cancer patients in Milton Keynes. Services include Spirituality, Counselling and Psychology, Social Care, Therapies and Living Well programme

Winter Pressures - Funding from BLMK CCG for non-recurrent funding for the delivery of End-of-Life Care scheme.

Bereavement Project funding - Milton Keynes Council commissioned a Care Home Family Bereavement Service due to the COVID-19 pandemic and associated impact on families of care home residents.

The group and the charity – comparative year

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Education	3,287	-	(1,005)	-	2,282
Clinical equipment	5,364	13,566	(12,166)	-	6,764
Willen at Home	-	33,043	(32,786)	-	257
Capital Appeal	7,790	302,055	-	-	309,845
Wellbeing and Therapeutic	3,382	66,160	(46,324)	-	23,218
Miscellaneous	27,213	47,565	(45,189)	-	29,588
CCG COVID-19 Funding	-	286,988	(8,347)	-	278,641
Hospice UK Funding	-	1,636,834	(1,636,834)	-	-
Cancer Care in the Community	-	140,841	(140,841)	-	-
Bereavement Project	-	36,375	(36,375)	-	-
Total	47,036	2,563,427	(1,959,867)	-	650,596

Notes to the financial statements (continued)

22 Designated funds

The group and the charity – current year

	At 1 April 2021 £	Expenditure £	Transfers (see below) £	At 31 March 2022 £
Property	1,863,079	(59,676)	-	1,803,403
Hospice development	3,378,232	(2,088,464)	-	1,289,768
Other fixed assets	444,009	(106,188)	-	337,821
Retail outlet refurbishment	5,000	-	-	5,000
IT replacement	25,000	-	-	25,000
Clinical equipment	36,000	(35,471)	-	529
Planned preventative maintenance	33,000	-	-	33,000
Total	<u>5,784,320</u>	<u>(2,289,799)</u>	<u>-</u>	<u>3,494,521</u>

The **Property fund** represents the net book value amount of the freehold properties held.

The **Hospice development fund** represents recent legacy income which will allow the Hospice to invest in long-awaited improvements needed to meet the evolving requirements of modern palliative care in Milton Keynes and the surrounding areas.

It is hoped that £0.5m will be received from grants to support this.

The **Other fixed assets fund** represents the net book value of other fixed assets and intangible assets held.

The **IT replacement fund** represents the funds required to set up a framework for utilising technology and data to improve outcomes for our patients, increase the flexibility and immediacy of service provision, grow our income, and increase efficiency in our infrastructure and processing.

The remaining funds were provided for the purpose of establishing or maintaining Hospice services and retail outlets.

Transfers were made to and from unrestricted funds as required (see note 21).

Notes to the financial statements (continued)

22 Designated funds (continued)

The group and the charity – comparative year

	At 1 April 2020 £	Expenditure £	Transfers (see below) £	At 31 March 2021 £
Property	1,982,975	(60,223)	(59,673)	1,863,079
Hospice development	3,788,061	(20,502)	(389,328)	3,378,232
Other fixed assets	261,779	(137,309)	319,539	444,009
The Well	83,000	(83,000)	-	-
Retail outlet refurbishment	18,000	(7,040)	(5,960)	5,000
IT replacement	59,000	(59,000)	25,000	25,000
Clinical equipment	-	-	36,000	36,000
Planned preventative maintenance	30,800	-	2,200	33,000
Total	6,223,615	(367,073)	(72,222)	5,784,320

23 Unrestricted funds

Group – current year

	Designated funds (see note 21) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2021	5,784,320	7,196,482	1,232,496	14,213,298
Income	-	8,130,812	-	8,130,812
Expenditure	(2,289,799)	(4,337,567)	-	(6,627,306)
Gain / (loss) on revaluation	-	-	153,007	153,007
Disposals	-	-	(4,317)	(4,317)
Transfers (see note 13 & 21)	-	1,743	-	1,743
At 31 March 2022	3,494,521	10,991,470	1,381,186	15,867,177

Note 5 provides detailed analysis of the income and expenditure of the subsidiary, Willen Hospice Ventures Limited.

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Group – comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2020	6,223,615	4,526,822	173,804	10,924,241
Income	-	7,365,389	-	7,365,389
Expenditure	(367,073)	(4,767,951)	-	(5,135,024)
Gain / (loss) on revaluation	-	-	1,058,692	1,058,692
Transfers (see note 22)	(72,222)	72,222	-	-
At 31 March 2021	5,784,320	7,196,482	1,232,496	14,213,298

Charity - current year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2021	5,784,320	7,050,297	1,232,496	14,067,113
Income	-	7,034,635	-	7,034,635
Expenditure	(2,289,799)	(3,137,540)	-	(5,427,339)
Gain / (loss) on revaluation	-	-	153,007	153,007
Disposals	-	-	(4,317)	(4,317)
Transfers (see note 22)	-	1,743	-	1,743
At 31 March 2022	3,494,521	10,949,135	1,381,186	15,824,842

Charity - comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2020	6,223,615	4,296,253	173,804	10,693,672
Income	-	5,886,757	-	5,886,757
Expenditure	(367,073)	(3,204,936)	-	(3,572,009)
Gain / (loss) on revaluation	-	-	1,058,692	(307,260)
Transfers (see note 22)	(72,222)	72,222	-	-
At 31 March 2021	5,784,320	7,050,296	1,232,496	14,067,112

Notes to the financial statements (continued)

24 Pensions

NHS Pension Scheme

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2022, is based on valuation data as 31 March 2021, updated to 31 March 2022 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay.

Notes to the financial statements (continued)

24 Pensions (continued)

The 2016 funding valuation also tested the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. There was initially a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

HMT published valuation directions dated 7 October 2021 (see Amending Directions 2021) that set out the technical detail of how the costs of remedy are included in the 2016 valuation process. Following these directions, the scheme actuary has completed the cost control element of the 2016 valuation for the NHS Pension Scheme, which concludes no changes to benefits or member contributions are required. The 2016 valuation reports can be found on the NHS Pensions website at <https://www.nhsbsa.nhs.uk/nhs-pension-scheme-accounts-and-valuation-reports>.

The People's Pension

Appointed to act as pension's providers for Auto Enrolment requirements. The Hospice and Willen Hospice Ventures staging date for auto enrolment deductions was April 2015.

The People's Pension is a multi-employer workplace pension scheme (also known as a master trust) founded and administered by B&CE. It was launched in 2011 as a product specifically tailored to deal with pension's auto-enrolment. The Scheme is run by an independent trustee, which has a legal duty to act in the best interest of the members.

The Scheme is a defined benefit Scheme. The scheme is not designed to be run in a way that would enable individual organisations 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 individual organisations of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM (HM Treasury Financial Reporting Manual) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years".

Notes to the financial statements (continued)

25 Financial commitments

The group and charity

The following operating lease commitments are due within one year. The contracts to which these amounts relate expire as follows:

	2022 Land and buildings £	2021 Land and buildings £	2022 Other £	2021 Other £
In one year or less	1,418,298	3,314,456	14,061	26,196
Between two and five years	367,986	864,287	-	10,657
Over five years	<u>121,250</u>	<u>150,822</u>	<u>-</u>	<u>-</u>
	<u>1,907,534</u>	<u>4,329,565</u>	<u>14,061</u>	<u>36,853</u>

26 Related party transactions

Willen Hospice Ventures Limited is a wholly owned subsidiary of the charity and as such has taken advantage of the exemption conferred by Section 33 Related Party Disclosures not to disclose transactions with other members of the group headed by Willen Hospice. There were no other related party transactions other than those disclosed in note 8.

27 Company limited by guarantee

The members' liability is limited to £1 per member/trustee in the event that the company is wound up whilst that person is a member or within 12 months of them resigning as a member if the liabilities exceed the assets.

28 Controlling party

The controlling party is deemed to be the Board of Trustees.

29 Subsequent events

After the year end the Charity committed to a programme of repairing and refurbishing the original Hospice building which is expected to be completed over the next 2 financial years. The costs of this programme are anticipated to be in the region of £1 million.

WILLEN HOSPICE

England & Wales - Charity number 270194

Accounts



Willen Hospice
always there to care

Willen Hospice
(A company limited by guarantee)
Report and Financial Statements
Year ending 31 March 2021

Charity number: 270194
Company number: 01231909

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Acronyms:

IPOS – Integrated Palliative Outcome Scale
MKCCG – Milton Keynes Clinical Commissioning Group
CHC – Continuing Healthcare
CCG – Clinical Commissioning Group
CHKS – Comparative Healthcare Knowledge System

Legal and Administrative Details

Willen Hospice is a company limited by guarantee and a registered charity governed by its Memorandum & Articles of Association. The Directors of the charity are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Company registration number: 01231909

Charity registration number: 270194

Registered Office: Milton Road
Willen Village
Milton Keynes
MK15 9AB

Trustees: P Davis (Chairman) ^{1, 2, 7}
I Philpott ^{1, 4, 6, 7}
M Stevenson ^{1, 2, 4}
R Gilbert ^{1, 4, 7}
G Ball ^{1, 2, 7} (Resigned December 2020)
C Dunn ³
M Rogers ^{1, 5, 7}
S Carbert ^{1, 2, 7}
J Wood ²
A Coombes ¹
C White-Robinson ³
M Esam ¹

- 1 Member of Business Development Committee/WHV Ltd Board
- 2 Member of General Purposes & Finance Committee (Including IM&T)
- 3 Member of People Services Committee
- 4 Member of Property Committee
- 5 Member of Clinical Governance Committee
- 6 Member of Health & Safety Committee
- 7 Integrated Governance Committee

Company Secretary: P Wilkinson

Legal and Administrative Details (continued)

Bankers:	Barclays 4 The Waterside Way Bedford Road Northampton NN4 7XD
	NatWest 501 Silbury Boulevard Saxon Gate East Milton Keynes MK9 3ER
	Metro Bank One Southampton Row London WC1B 5HA
	Handelsbanken 2nd Floor Clifton House 4A Goldington Road Bedford MK40 3NF
Solicitors:	Geoffrey Leaver Solicitors 251 Upper Third Street Bouverie Square Milton Keynes MK9 1DR
Independent Auditor:	Mercer & Hole Chartered Accountants & Registered Auditor 420 Silbury Boulevard Milton Keynes MK9 2AF
Investment Advisors:	Rathbones 8 Finsbury Circus London EC2M 7AZ
	Sarasin & Partners LLP Juxon House 100 St Paul's Churchyard London EC4M 8BU

Chairman's Annual Report

Last year has represented the most unprecedented year in the life of our Hospice in the 40 years since the Hospice opened. Since the end of the preceding financial year, we have seen the opening up of the first national lockdown in June 2020, and a subsequent further lockdown in January 2021, in response to the national restrictions arising from the impact of the COVID 19 pandemic.

Throughout that period, the Hospice has remained fully open, and both our In-patient, support and Willen at Home teams have worked tirelessly and diligently in caring for those in need of our services. It goes without saying that this has proved to be extremely challenging in providing the continuity of care which the people of Milton Keynes and the surrounding area have come to expect of the charity, but they have carried out effectively and diligently, with true compassion throughout the period.

In terms of the impact of the lockdown and pressures on the healthcare community generally, I therefore would like to thank, on behalf of the trustees and the Milton Keynes community, the dedication of the frontline staff in delivering those services, and those working with the wider healthcare community throughout the period. Whilst we do not know, at this point, the eventual outcome of the pandemic, the senior management team (SMT) have put in place a robust operational structure to ensure that the Hospice will remain fully focused on those key service provisions, whatever the future might hold, To ensure that the hospice is "*always there to care*".

The Hospice would not be able to function effectively without its staff, its supporters, and the wider Milton Keynes community. The management, governance and financial stability of the Hospice have been carefully organised by the SMT and trustees during the period, and again, I would like to pay a tribute and thanks to the hard work and selfless input of everyone involved, including fundraising teams, and especially, our volunteers and supporters, who have had to come up with novel ways of ensuring funds continue to flow to maintain and improve service levels to our service users throughout the period. The fundraising and retail teams continue to come up with and novel ways of raising money including virtual activities, and the opening of new retail outlets, as legislation permitted.

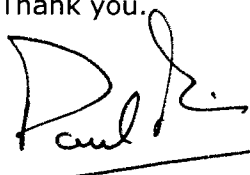
The detail of the Hospice' activities and its funding, achieved during the period, are set out more comprehensively in the following pages to this document, and I never cease to be amazed by the quality and scope of the work undertaken by everyone during these difficult times. The Hospice has been extremely fortunate, in keeping with other similar organizations, to have received funding through Hospice UK, to sustain the operational funding requirements of the organization. Additionally, we have been extremely fortunate to receive notification of a significant number of legacies, on which we are coming to rely as an important stream of funding, in the last quarter of the financial year, which meant that our financial position improved, when compared to the previous year end.

As mentioned in last year's report, the "Building a Legacy" development project was deferred until the spring of 2021 when the level of the requirement of the Hospice to retain capacity for Inpatient care became more apparent. Having assessed the financial position of the Hospice at that point, I'm delighted to report that the £4m project was restarted, and is underway, with the first phase of the redevelopment scheduled to reopen during spring 2022. Details of the development scheme are set out in our website, and will mean that all patients and their families, will have much improved facilities and opportunities for care at any time during their care journey. Significant legacies and ongoing donations and funding have allowed us to go forward with this project, from accumulated surpluses; The improvement in the quality and range of facilities provided will enhance the ability for us to provide more care, more effectively, to our service users and their families, be they

inpatients or outpatients. The creation of additional spaces within the new building will allow us to provide more support for the whole family as well as giving the opportunity to patients, to improve mental well-being and independence. The Hospice is proud we have been given the opportunity to be able to repay the support of its donors, patrons and volunteers with care, suitable for the 21st century, be it at the Hospice or in the community. In summary, the Hospice has come through this period of the pandemic, with pride in the level of service that it has given to its users, and with the opportunity of our moving forward to strengthen the provision of palliative care and associated services for the benefit of the Milton Keynes and wider community.

I would therefore simply like to thank all staff, patrons, donors and volunteers, who have again tirelessly worked for and supported the Hospice in the past 12 months, and would implore you to continue to do so in the future. The Hospice is "*always there to care*"; in the final analysis, Willen is your Hospice, something which we will never take for granted.

Thank you.

A handwritten signature in black ink, appearing to read 'Paul Davis', with a horizontal line underneath.

P Davis
Chairman

28 October 2021

Trustees' Report for the year ended 31 March 2021

The Trustees are pleased to present their annual Trustees' Report together with the consolidated financial statements of the charity for the year ended 31 March 2021, which are also prepared to meet the requirements for a Directors' Report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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 (FRS102) (effective 1 January 2019).

Our objectives and activities

The objects of the charity are:

- To promote the relief of sickness and suffering resulting in particular from terminal illness.
- To conduct or promote research into the care and treatment of persons suffering from any illness, disease or infirmity and in particular into the care and treatment of persons suffering from cancer or terminal illness and the publication of the useful results of such research.
- The vision that shapes our annual activities remains to be the lasting and thriving provider of free care to all people affected by life limiting illness in our community. This will be made possible by a community working together continually to share in the delivery of the most assuring, equally accessible and advanced care available. The charity also has the general aim of contributing to the quality of life of the people of Milton Keynes by responding to the needs and aspirations at the end of their lives.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'. The Hospice relies on a number of income streams including grant funding from the Milton Keynes Clinical Commissioning Group, profits from Willen Hospice Ventures Ltd through retail, events, fundraising and lottery activity. Furthermore, through donations, gifts in memory, regular giving, corporate support, legacies and grants, we endeavour to encourage all within our community to take part in our activities and to attend our events to support our objectives.

As part of its Strategic Plan for 2021-23, the Senior Management Team implemented the following key objectives which we prioritise in our organisational Strategy and 3 Year Business Plan:

Deliver safe and effective care

- Develop and deliver a clear pathway into our service for all current and potential users
- Increase IPU occupancy without increasing length of stay
- Utilise IT to increase capacity and enable us to support more people
- Increase the number of people we support in the community
- Develop a skills escalation programme to deliver skilled specialist palliative care professionals

Engage users and deliver effective outcomes

- Roll out new strategy of themed audits for patient feedback
- Roll out the Personalisation strategy
- Explore the potential of I want great care

Focus on Excellence, quality, compliance and safety

- Support the organisation to ensure clinical standards are monitored and reviewed and address any shortfalls
- Renew CHKS accreditation to demonstrate the quality of our services and the governance of our organisation.
- Develop an education programme to deliver MK End of Life strategy
- Minimise the risk of patient falls within the IPU
- Develop the safeguarding agenda within the organisation
- Increase patient safety ensuring compliance with incident reporting

Develop and Integrate our Holistic Services

- Implement the modular based Therapeutic and Wellbeing services
- Ratify strategies for all service areas
- Develop and deliver MK Council bereavement service
- Develop and deliver a Cancer Care in the community

Attracting, retaining and engaging high quality staff and volunteers

- Ensure we meet all statutory/legislative requirements and minimise risk through the safe management of ER issues
- Implement the volunteer strategy and increase engagement
- Integrate CIPHR and payroll functionality
- Develop PERCI core functionality
- Support the delivery of the Learning Management System

Driving growth in sustainable income

- Re-configure events and challenges programme in the light of COVID19
- Implement the targeted stewardship programme for regular givers
- Grow legacy income by delivering the Legacy Strategy
- Develop and implement a major donor strategy
- Develop and deliver a Trust and Foundation strategy
- Maximise net profit in retail
- Develop and deliver corporate cross functionality to maximise value to the Charity
- Grow Lottery profit through improved efficiencies and corporate engagement

Driving efficiency through technology resources, planning and controls

- Maximise technology and mobile working through the implementation of phase 2 of the IM&T Road Map
- Deliver the Well Capital Project
- Maximise Gift Aid
- Delivered compliance with the Data Protection and Security Toolkit to ensure security and appropriate use of data.
- Deliver the "Go Paperlite" programme, eliminating inefficient paper-based processes
- Integrate wherever possible databases to drive efficiencies and accuracy
- Reviewed our procurement practice to deliver savings.

Volunteers at Willen Hospice

Without the time and commitment of volunteers, we could not make good on our promise to always be there to care. The hospice receives the support of 420 volunteers, who contribute to every area of Willen Hospice's endeavours and are critical to business success. Clearly COVID19 has had a huge impact on our volunteers ability to support the Hospice. We are so grateful to all who have supported us throughout the pandemic including the huge range of volunteers provided by Community Action MK.

Volunteers are both patient facing and work within support services, as well as being fundamental in the delivery of retail and fundraising activities.

Our 420 volunteers provide over 41,638 hours of support, which represents a cost saving of £395,561.

Strategic Report 2020/21 Annual Report

Achievements and performance

The Hospice is commissioned by Milton Keynes Clinical Commissioning Group (MKCCG); we receive £1.3 million with approximately £25,000 being subject to a quality review. Our performance is measured on four domains on which we report, on a quarterly basis:

- Preventing premature death;
- Enhancing the quality of life for people with long term conditions;
- Ensuring that people have a positive experience of care; and
- Treating and caring for people in a safe environment and protecting them from avoidable harm.

The remaining monies, £5.8 million, to fund our operating costs, are raised from the community through our fundraising and retail endeavours.

Our overall aim is to provide high quality personalised care and support to ensure that people feel in control of whatever remains of their life.

Impact of Willen Hospice's Service Delivery

This last year has been both complex and difficult dealing with the problems that COVID had presented. We are amazed and grateful for the fantastic response we have received from staff and volunteers who have been incredible in their dedication to supporting patients, their families and loved ones throughout one of the most difficult periods in history.

We appreciate the problems that people have faced dealing with the trauma of people's lives being turned upside down and social norms being completely undermined. They have adapted brilliantly to the situations presented to them and have created alternative models of care to support people whilst observing all of the COVID regulations. All teams have been truly amazing and have put themselves out rather than first for which we are truly grateful. We are trying hard to ensure that we have a programme of support for our staff to face the issues going forward and we are grateful for Trustees' support in this.

We also appreciate the dedication of Business Development staff who have had to deal with so many difficulties in fundraising and garnering support. They have worked so hard and done so much to adjust their difficult circumstances with shops being shut and people unable to engage in the normal activities that sustain our stable sources of income. We commend our superb volunteers who have been amazing in the face of adversity and allowed us to keep the organisation functioning and able to raise funds.

IPU

The team have undertaken a strategic review of the skills mix and delivery criteria in order to meet the demands of increasing acuity and complexity. We have embedded providing single nurse drug administration ensuring that drug rounds are carried out safely and effectively but releasing more staff to provide much needed hands on care. They have reviewed the handover and discharge procedures to provide more effective continuity of care and to enable patients and their families to plan more effectively. The teams are also undertaking verification of death training. We have made significant progress in terms of infection control and have managed the COVID situation well, keeping the unit open throughout the COVID period.

We wish to commend the team for their hard work and dedication throughout this very difficult time. Their professionalism and compassion is a huge credit to them.

Willen @ Home Team

The team have continued to embed the new ways of working to great effect and have increased their case load and the number of interventions to support people. They have implemented 'nurse notification of death', which has supported both the primary and community care systems and patients' families and loved ones. Non-medical prescribing is also supporting our GP colleagues by reducing their case load as is our telephone triage system.

During the year the team have adapted their service delivery to provide a safe and effective service to patients in their own homes. On-line and telephone services have supported patients very effectively and ensured that people have had the support they need.

The service has grown and developed to provide support for people earlier in their journey. The team continue to offer a palliative service to people in their own homes, community settings and the hospital. They continue to work closely with the breast care team to support early diagnosis and better outcomes. The team are continuing to provide much needed education to patients, their families and health care professionals.

We wish to commend the team for their hard work and dedication throughout this very difficult time. Their professionalism and compassion is a huge credit to them.

Therapeutic and Wellbeing Services

It has been a big year of change and development within the Therapeutic & Wellbeing Directorate which was newly formed at the beginning of 2019. The year began by bringing together different teams across the hospice under one banner and the appointment of a new Associate Director.

The first half of the year was business as usual alongside a review and development of a new strategic direction for the service which was delivered and agreed in the Autumn of 2019. The underpinning principles of the service is to provide more patients and their families with a holistic assessment of their needs and the provision of a stratified personalised programme of care based on their needs. Part of the new service structure included the development and delivery of the new cancer care in the community service commissioned by the local CCG. The team were transitioning into the new structure when Covid-19 arrived in the UK. This service will support people to get the help they need when discharge from hospital care it will be a mix of direct support and signposting to other organisations.

Quality, Governance and Performance

The quality team have:

- Introduced a compliance structure to capture data through an electronic incident management system. Since its introduction, we have been able to collate accurate data and observe trends in our reporting systems, practices, and identify themes and risk scores to improve practice.
- Restructured the audit process and audit calendar for efficiency.
- Reviewed the Hospice policy process and management of the policy structure to be more effective.
- Audited the departmental risk assessments regularly to increase compliance and review. In doing this, we can reassure the H&S Committee of the safety practices implemented to reduce risk.
- Reviewed the Quality schedule by standardising the report templates for the CCG for an easier read.

- Improved complaints pathway implementing the risk score to embed risk assessment as part of everyday practice.

Practice Development

- During 2020/21 we have continued to facilitate mandatory training, updating the contents of the clinical mandatory training day. Nurses in both the community and in-patient unit have attended verification of death training. The Syringe driver group have continued with regular session again to ensure nurses are competent in this area of key skill. Mental capacity Act Training has been updated to reflect the audit findings.
- Various members of the clinical team have worked collaboratively with hospital and community nursing colleagues to teach Sage & Thyme at the medical school, to sessions for both medical students and other health & social care professionals in Milton Keynes.
- Externally we have taught an End Of Life session in a care home, which will be repeated. We have also taught a session on bereavement to a local GP practice and have spoken to second year student nurses about the learning opportunities in a hospice placement. There have been big changes to pre-registration nurse education, a session to support nurses in this role ran at the hospice to upskill nurses.
- A two day symptom management course was open to both hospice nurses and nurses working in the community locally.
- The City & Guilds End of Life course has run twice during the year for Macintyre and also for Milton Keynes Council.
- We have developed and delivered a programme of support for Macintyre focusing on the principles and interventions to support people with a learning disability.
- Advanced Care planning education has continued with regular sessions at the hospice, at the memory clinic and an entire day of Advanced Care Planning education, as part of Dying Matters week 2020.

Patient and Families Views of Our Service

IPU

"The doctors were always kind, patient and ready to listen to concerns. The nurses were all kind, and ready with extra pain relief if needed. A wonderful place, thank you."

Lymphoedema

'All very thorough and explained in a lovely relaxed manner. Put at ease.'

'The care that I have received is amazing. All the staff are caring and approachable. This input enables me to cope in many other ways from week to week. How does one explain how much this help is valued?'

Willen at Home

"All staff were extremely helpful and did what was asked and more. My sister and I are so grateful for all their help with my uncle's last days"

"We were treated with care and compassion"

"Given a new lease of life. A lovely kind experience"

Income generation success

As a Hospice we rely greatly on the generosity of the community to help us raise the additional £5.8 million we need to ensure we are always there to provide our vital services to patients and their loved ones. We've significantly raised our profile via integrated campaigns, strategic partnerships and high value media relations.

Community

During a year when people did not meet face to face, community fundraising was a real struggle. Covid-19 had not just reduced the opportunities to fundraise at organised events but also severely hampered the desire of third parties to organise events on our behalf during the brief windows where social activity was permitted.

Despite this, the team fought to keep income as high as possible, notably securing marshalling contracts for the vaccination centre as well as donations from traditional supporters. This managed to keep income loss reduced to minimum levels.

As 2021/22 has started, the vaccination clinics have remained a strong supply of income as well as modest increase in events taking place, whilst third party events are yet to grow to their original size.

Events Fundraising

At few points during the Covid-19 pandemic was it legal to host large scale events, and at even fewer, was it advisable. Despite this, the events team innovated greatly across the board to create virtual versions of the events portfolio and socially distant opportunities to remember loved ones.

The tireless effort of the team managed to keep reinventing our calendar to ensure income stayed relatively close to target, despite few opportunities to do so. Further, Milton Keynes and surrounding areas are continuing to expect Willen Hospice to put on quality Mass Participation Events.

Moving into 2021/22, more events can take part, however we remain patient as individuals grow their confidence in attending events with large numbers of participants.

Challenge Fundraising

Whilst most challenges did not take place during 2020/21, there was some fantastic innovation from the team to ensure any opportunity for income was seized. Events such as the virtual London Marathon raised over £25k, which is fantastic compared to the original target. Due to COVID restrictions, many of our challenge fundraisers embraced the chance to take part in their own virtual challenges. This included a family running, cycling and also swimming in the family pool each tied to a long piece of elastic; over £2000 raised.

The events and challenge fundraisers planned and executed a new virtual event- 48 hour relay in partnership with Energie Fitness. This was great fun, gained us new supporters and raised over £12000. This event will be repeated in 2021 and future years

Some income from delayed challenges should be beneficial for future finances, and there are some green shoots of event participation in 2021/22; however, it is expected that challenges involving travel on public transport will continue to struggle.

Individual Giving and In Memory Fundraising

Tree of Life, Regular Donors and Tribute funds managed to remain stable throughout 2020/21, as the primary nature of their fundraising was relatively unchanged by the pandemic.

Despite this, in-memory fundraising and general donations had a strong response from the general public, who dug deep to ensure their local hospice didn't just survive, but was able to respond to the unexpected crisis brought about by Covid-19.

Commercial

The impact of enforced shop closures and our ability to trade has had a manifest impact on our performance however, we are grateful for the CCG and Government support. Our inspirational teams of colleagues and volunteers have maximised some significant opportunities which has propelled our growth in retail to record levels.

Using the excellent offices of our superb and creative teams, we created new business models and new opportunities, opened a shop/café concept in Woburn Sands run by volunteers who did a fantastic job. We also opened a unit at Grafton Gate on a free-of-charge lease, which continues to provide a vital source of additional income.

Excellent progress has been made with our buying and procurement strategy and we have made strides in using our technological capability to better understand our customers buying habits.

Lottery

Fantastic performance during the last year with excellent figures for the Summer and Winter draws. The team were amazing given the loss of sales in our retail units.

Corporate

Excellent donations from Corporate Supporters in terms of stock, services and external colleagues support time at a really tough time to stay in touch.

Legacies

At £962,435, the Legacy income in 2020/21 was higher than both the budget and the previous year's income. We continued with the strategy of engaging the support of a network of Legacy Partners which had started to see success in the previous year; however, with limited face-to-face meetings due to the pandemic, we were more successful in maintaining existing Partners, though Initial contact was made with several new prospects.

We had Legacy staff resource of just 16 hours per week in 2020/21, however, we are now recruiting a full-time Fundraiser, so will have more resource to develop this pool of Legacy Partners. We continued to broaden the type of supporter who might be a Legacy Partner. They are those who meet with clients when they are making financial decisions at important points in their life, including the more obvious such as solicitors, will-writers and wealth managers, but also the less obvious, such as mortgage advisors.

Our online Will-writing service launched in September 2020, has provided a good alternative method for our supporters to write their Wills, and particularly useful during the pandemic, as it is a safe, contact-free way to write a Will. When launched Kwil, our online Will-writer was providing free Wills to our supporters during both of our Will Month promotions, they have since extended this to an all-year promotion.

Our Legacy Pack, launched the previous year, is still a main tool in our Legacy promotion, but in 2020/21 with physical contact reduced there was less opportunity to give this out, so we worked hard to improve our online Legacy content and promotion.

Grants, Trusts and Major Donors

We had reduced our unrestricted budget for 2020/21 by £25,000 compared to the previous year, as we knew that two long-standing trusts would no longer be funding us. However, income was stronger than expected and at £73,254 was actually £28,254 above target. The main reason for this was due to the extra emergency Covid-19 funding that became available in the early part of the financial year. We were also able to gain support from a Trust that had not previously supported and they donated two £10k donations during the year. Unrestricted income remains harder to achieve, with most Trusts and Foundations preferring restricted income projects and our ongoing strategy reflects this. In 2020/21, we continued to raise restricted income towards our building project, which was postponed due to the Covid-19 crisis, but is re-starting in summer 2021. With this, we had great success, with notable donations of £250,000 and £52,000 amongst other smaller donations. We await the outcome of further applications towards the Capital Appeal in 2021/22 including a large grant of £200,000.

In 2020/21 we continued with the Major Donor Strategy, introduced the previous year, further building and developing relationships with our existing and new potential Major Donors. Unrestricted Major Donor income for the year totalled £202,130, which was £122,130 above budget. In the early months of the pandemic, the Major Donor income held up strongly, with a sense of urgency in the donations. We were able to communicate directly and personally with our donors and encourage extra donations towards our work. In December, a long-standing supporter who wished to meet contacted us. She and her family had supported the Hospice for many years; she was now ill and wanted to give a substantial donation to the Hospice before she died. She gave an amazing donation of £100,000. As the year continued, overall we remained unable to meet donors face-to-face, or hold the events we had planned such as Patrons' lunches. We aim to rearrange such events in early 2022 and will be holding hard-hat tours of the building project in spring 2022, with a view to gaining funding towards the final stages of the project.

Financial review

The financial year end position results in a net surplus of £3,892,617 (2019/20 deficit £219,414). Financial activities include £9,928,815 of income (2019/20 £7,085,574), and £7,094,890 of expenditure (2019/20 £6,997,528) before recognising a gain on investment assets £1,058,692 (2019/20 loss £307,260).

The Trustee Board recognise that the Hospice should run the services that maximise the ability to care for as many people as possible, whilst also being aware that the financial stability of the organisation is a priority. The last year, where the world has and continues to deal with the Covid pandemic, has also presented additional financial challenge. The grants made available to the hospice significantly offset the reduction in income from retail and events.

The Hospice reviews expenditure monthly and ensures there is accountability by measuring success against agreed KPI targets.

The charity's Trustee Board recognised the need to evolve to meet the changes and the needs of our patients. The scope of the extension and refurbishment of the Hospice, finalised in this last financial year, was drawn up after a detailed review process of future patient needs.

The IM&T environment provided a very efficient and valuable platform for the more recent response to the COVID-19 pandemic. Working to a new managed service provider we also upgraded our IT Network and infrastructure, invested in additional IT equipment including improved remote and mobile working which has all been supported with tailored IT training.

Income

Income from Clinical Commissioning Group (CCG)

CCG Grant income in 2020/21 £1,294,877 (2019/20 £1,332,283). During 2020/21 the CCG gave the Hospice COVID-19 funding £875,373.

Voluntary Income (including Legacies)

During 2020/21, income from Voluntary Income totalled £5,682,359 (2019/20 £3,645,255), which included Hospice UK Grant Funding £1,636,834.

Hospice UK Funding - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

Legacies left to the hospice in 2020/21 were £962,435 (2019/20 £840,034).

Trading Company Willen Hospice Ventures Ltd

Willen Hospice Ventures Ltd, the subsidiary company, continues to experience challenges with income associated with retail sales, events / fundraising and lottery, income generated from activity is detailed below. Funds generated by the trading company were gift aided to the Charity and formed part of the overall income to the Hospice.

The retail portfolio is made up of 10 shops and 1 warehouse. During the year £191,835 government grants were receivable under the Retail, Hospitality and Leisure Grant Fund to support the business costs of the charity shops during the COVID-19 pandemic.

Donated Goods income from Willen Hospice shops fell significantly following the mandatory closure due to the pandemic £650,678 (2019/20 £1,342,767).

Income from Events and Fundraising was badly effected with many events cancelled or postponed to 2021-22 due to COVID-19 £610,659 (2019/20 £826,929).

Income from Lottery has also fallen due to loss of lottery income generated from shops and a higher than normal cessation in lottery memberships £466,232 (2019/20 £509,026).

Investment Income

Investment income decreased in 2020/21 to £225,649 (2019/20 £246,018).

Investment policy and objectives

The objectives of the investment policy are:

- i. To create sufficient income and capital growth to enable the charity to continue to operate during periods of diminished returns from inter alia, donations and legacies.
- ii. To maintain and if possible enhance the value of the Invested funds while they are retained, giving due and proper consideration to future needs.
- iii. Both capital and income may be used at any time for the furtherance of the Charity's aims and therefore the portfolio should be managed on a total return basis.

The Charity has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. Investment should not be made directly in companies where more than 20% of group turnover arises from: Tobacco, Gambling, Prostitution, and Pornography.

The Trustees reserve the right to exclude companies that carry out activities contrary to the Charity's aims, or from holding particular investments which damage the Charity's reputation.

Direct Costs of Patient Care

Direct costs of patient care totalled £4,556,979 (2019/20 £4,106,393). Increase costs largely due to costs of Clinical Agency staff required to cover Hospice own staff who were ill or isolating.

Indirect Patient Care

Indirect patient care costs have increased £512,433 (2019/20 £348,213, 2018/19 £451,910). The increase costs in year was as a result of securing addition premises to facilitate safe working practices in light of COVID-19 restrictions.

Efficiency and the application of charitable funds is always considered to ensure value for money.

Total Funds

At the year end, the total funds of the charity stood at £14,863,894 (2019/20 £10,971,277) including restricted funds which totalled £650,596 (2019/20 £47,036). The assets representing each of these funds are analysed in Note 19 to the financial statements.

Risks and uncertainties and Sustainability

Risk management

The Risk Register is a tool which enables the Hospice to understand its comprehensive risk profile, centralising major risk to which the Hospice is potentially exposed. The Register is reviewed and updated at each Sub-Committee and reviewed in full at the Council of Management every quarter.

The Charity's Trustees have given consideration to the major risks to which the Charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks. Major risks are those that have a major impact and a probable or highly probable likelihood of occurring. If they occurred, they would have a major impact on some or all of the following areas:

- Governance;
- Operations;
- Finances;
- Environmental or external factors such as public opinion or relationship with funders; and
- A charity's compliance with law or regulation.

The senior management team have worked hard through our crisis management and recovery teams to ensure a consistent level of support to the organisation during this very difficult year. The business continuity plan has supported this process and we are grateful to the Integrated Care System, Milton Keynes Council and the Government for financial support.

Retail shop closures have impacted our income as did the cancellation of mass participation events.

We have invested in legacy income to support grown in partners and in corporate engagement income and Gifts in Kind. We are exploring the development of integrated systems to support more streamlined donor journeys and have plans to further develop our retail footprint.

These measures, alongside a review of process and efficiency we believe will mitigate some of the broader economic concerns and support sustainability.

Reserves policy

This policy is written in line with the Charity Commissioners' guidance "Charity Reserves: Building Resilience" published on 29th January 2016.

An essential part of the financial planning process of the Hospice is a robust policy on the level of reserves. The Trustees have reviewed the reliability of future income streams, the commitment to future expenditure and the risks faced as a charity. The charity needs reserves for the following reasons:

- To ensure that working capital is appropriately funded
- To fund shortfalls in income
- To fund unexpected expenditure, for example, unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To allow time to cover expenditure in the event of a significant change in circumstances, for example COVID-19.

The level of reserves to be maintained as required is therefore as follows:

- **Minimum** - the minimum level of reserves is set at a level equivalent to 9 months operational / running costs. Where reserves fall below this level the Council of Management would be required to consider and agree appropriate actions to address the position. If the reserves fall below an amount equivalent to 6 months, the Council of Management should reaffirm the viability of the Hospice and make such arrangements to protect the Hospice and its services.
- **Maximum** - the maximum level of reserves is set at a level equivalent to 18 months operational / running costs. Where this level is exceeded, it is the responsibility of the Council of Management to consider enhancing existing services provided or upgrade facilities utilising these funds.

This policy will continue to be reviewed on an annual basis and presented to the Council of Management for their endorsement.

As at 31 March 2021:

	£
Designated reserves	5,784,320
Unrestricted general reserves	7,196,482

Total free reserves	12,980,802
Less fixed asset designated reserves:	
Property	(1,863,079)
Hospice development	(3,378,232)
Other fixed assets	(444,009)

	7,295,482

The designated funds set up by the Trustees are detailed in note 21.

Sustainability

We aim to become a more environmentally sustainable organisation, ensuring our buildings are future-proofed and we will continue to develop or use of technology to support more remote working and reduce travelling and improve parking at our sites.

We will continue to focus on cost improvement, collaboration and efficiency to streamline working practices and maximise spending on patient care.

Plans for future periods

2021-23 Proposed Developments and Revised Offer

IPU

Our review of skills mix and structure will continue into the coming year with new roles coming on stream to better support the increased levels of patient activity. Developmental and rotational roles are planned so that we can ensure flexibility. Plans for increasing nurse led services will be a feature of our work for the next two years.

Willen@Home

Increases in referrals and activity will mean we will need to review skills mix and look at further Clinical Nurse Specialist interventions and developmental roles. We will work with partner organisations to explore the opportunity for rotational posts.

Lymphoedema

Face to face interventions are coming back on stream and the team are enhancing their support offering as well as their direct clinical provisions.

Therapeutic & Wellbeing

The revised structure is being implemented and the functional leads are providing governance and professional leadership to each area of provision. We will be seeking to recruit a lead to provide coordination across the service.

Quality, Governance and Performance

- Implement and review "I want great care"
- Implement a new module for complaints on Vantage
- Implement and embed new architecture around policies and procedures
- Recruit a data analyst to support the generation of intelligent data and performance measures
- Support the clinical team to deliver revised skills mix and ways of working

Practice Development

- Implement a new learning management system plan and programme of education to support the Bedford Luton Milton Keynes End Of Life Care strategy.
- Support the partnership between ourselves, the University of Buckingham and the Society of the Sacred Mission.
- Collaborate with McIntyre to develop an End of Life course which incorporates service users and staff can embrace and plan efficiently for End of Life
- Review new way to deliver and achieve mandatory training throughout the organisation
- Continue to build on partnership working with educational institutions involved in health care.
- Embrace and develop education using technology to reach a wider audience

Income Generation

Revising the community and events portfolio and reviewing Return On Investment is a priority. Creating opportunities for challenged and third party activity will be a clear focus to drive income.

Moving forward into 2021/22, we are increasing our regular donors through door-to-door canvassing as well as cross selling our donation methods to those who wish to support Willen Hospice further. The appetite from Milton Keynes and surrounding areas to keep Willen thriving seems to continue to be strong.

Commercial

We will continue to grow our retail footprint and differentiate our offering at each site. We will have a major push on retail Gift Aid and work hand in glove with the corporate teams to increase the volume and quality of donations to drive income and profit.

Lottery remains a focus to drive income and increase sales.

Development

Enhancing the donor journey and integrating databases remains a priority.

We are investing in legacy and major donor income to ameliorate losses in Community and Events.

The capital appeal will be a key priority as the build programme progresses with opportunities to engage a range of key supporters.

Structure, governance and management

Governing document

Willen Hospice is a company limited by guarantee governed by its Memorandum and Articles of Association dated 31 October 1975. It is registered as a charity with the Charity Commission of England and Wales.

Appointment of Trustees (as set out in the Willen Hospice Trustee handbook)

Most people have some skills, knowledge or experience that they can bring to a charity. Trustees should have a strong personal commitment to the charity's aims and objectives. It is also essential that there are no legal or other barriers to a trustee's appointment.

To optimise our effectiveness we aim to recruit a diverse board with a broad range of skills, knowledge and experience. When preparing to recruit new Trustees we seek to increase or at least maintain the diversity of our Trustee board, whilst ensuring we have the correct skillset for continuity.

As well as achieving a balance in skills and experience we also aim to achieve greater diversity by reaching out into communities that are not presently represented. This allows us to reach out to more people than can be reached by word of mouth and communities less available to us.

Responsibility for the recruitment of new Trustees rests firmly with the existing Trustees. They must oversee the management of an open and efficient process and always act in the best interests of the Charity. Before appointing a new Trustee, the Trustee board must make sure that the appointment meets the requirements of the charity's governing document and the law.

Before appointing a Trustee, the Trustee board should obtain a declaration from the prospective Trustee that they are not disqualified. It should also consult official registers of disqualified persons.

Trustee induction and training

New Trustees undergo an orientation day to brief them on: their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the Charity. During the induction day they meet key employees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The board of Trustees, which can have up to 15 members, administers the Charity. The board normally meets quarterly and there are sub-committees covering Clinical Governance who meet quarterly, General Purpose & Finance, who meet monthly, Business Development Committee, Risk Management/Health & Safety Committee, HR Committee and Property Committee who all meet bi-monthly.

A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and service delivery.

Related parties and co-operation with other organisations

None of our Trustees receive remuneration or other benefits from their work with the Charity. Any connection between a Trustee or senior manager of the Charity with a contractor or supplier of professional services must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

Pay policy for senior staff

The Directors consider that the board of Directors, who are the Charities' Trustees, and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All Directors give their time freely and no Director received remuneration in the year. Details of Directors' expenses and related party transactions are disclosed in note 7 to the accounts. The pay of the senior staff is reviewed annually and normally increased in accordance with Hospice pay policy, which is benchmarked against pay levels in other hospices, the voluntary sector and related employers.

Reference and administrative details

Charity number: 270194
Company number: 1231909
Registered Office: Willen Hospice Milton Road Milton Keynes MK15 9AB

Our advisers

Auditor: Mercer & Hole Milton Keynes
Bankers: Barclays, NatWest, Metro Bank, Handelsbanken
Solicitors: Geoffrey Leaver Milton Keynes

Directors and Trustees

The Directors of the charitable company (the Charity) are its Trustees for the purpose of charity law. The Trustees and officers serving during the year and since the year end unless stated were as follows:

Key management personnel: Trustees and Directors of Willen Hospice:

Chairman: P Davis

Directors: I Philpott
M Stevenson
R Gilbert
G Ball (Resigned December 2020)
C Dunn
M Rogers
S Carbert (Treasurer)
J Wood
C White-Robinson
D Patel
A Coombes
M Esam

Key management personnel: Senior managers of Willen Hospice:

Chief Executive Officer:	P Wilkinson
Director of Clinical Services:	P McNamara
Director of Finance and Resources:	J Cooper
Director of People Services:	C Reeve

Trustees' responsibilities in relation to the financial statements

The Charity Trustees (who are also the Directors of Willen Hospice for the purposes of company law) are responsible for preparing a Trustees' annual report (including the Strategic Report) and 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 2019 (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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

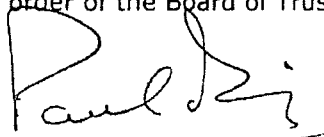
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement for disclosure to our auditor

In so far as the Trustees are aware:

- there is no relevant information of which the group'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.

By order of the Board of Trustees



P Davis
Chairman

Date 28 October 2021

Report of the Independent Auditor to the members of Willen Hospice

Opinion

We have audited the financial statements of Willen Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise of the Consolidated statement of financial activities, the Comparative consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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 Chairman's annual report and the Report of the Trustees which includes the Strategic Report and the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's annual report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's annual report or the Report of the Trustees which includes the Strategic Report and the Report of the Directors.

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 and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specific 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 21, the Trustees (who are also the Directors of the parent charity 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 group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Willen Hospice
Financial statements for the year ended 31 March 2021

Use of the audit report

This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

Mercer & Hole

Steve Robinson (Senior Statutory Auditor)

for and on behalf of **Mercer & Hole**

Chartered Accountants and Statutory Auditor

420 Silbury Boulevard, Milton Keynes, MK9 2AF

Date: *3 November 2021*

Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income					
Donations and voluntary income					
Voluntary income	1	3,118,933	926,592	4,045,525	3,645,255
Grant funding	1	-	1,636,834	1,636,834	-
Income from generated funds					
Income from Clinical Commissioning Group		1,294,877	-	1,294,877	1,332,283
Activities for raising funds	2	1,156,552	-	1,156,552	1,516,231
Investment income	3	225,649	-	225,649	246,018
Other income	4	1,569,378	-	1,569,378	345,787
Total income		<u>7,365,389</u>	<u>2,563,426</u>	<u>9,928,815</u>	<u>7,085,574</u>
Expenditure					
Cost of raising funds	7	(2,223,916)	-	(2,223,916)	(2,345,901)
Charitable activities	7	(3,109,546)	(1,959,866)	(5,069,412)	(4,454,606)
Impairment of investments	13	198,438	-	198,438	(197,021)
Total expenditure		<u>(5,135,024)</u>	<u>(1,959,866)</u>	<u>(7,094,890)</u>	<u>(6,997,528)</u>
Gain / (Loss) on investment assets	13	1,058,692	-	1,058,692	(307,260)
Net income / (expenditure)		<u>3,289,057</u>	<u>603,560</u>	<u>3,892,617</u>	<u>(219,214)</u>
Transfers		-	-	-	-
Net movements in funds		<u>3,289,057</u>	<u>603,560</u>	<u>3,892,617</u>	<u>(219,214)</u>
Fund balances brought forward at					
1 April 2020		10,924,241	47,036	10,971,277	11,190,491
Fund balances carried forward at 31 March 2021	20/22	<u>14,213,298</u>	<u>650,596</u>	<u>14,863,894</u>	<u>10,971,277</u>

The parent charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements.

The financial activities above include £8,450,183 (2020: £5,116,577) of income, £5,531,874 (2020: £5,241,788) of expenditure and £1,058,692 (2020: loss of £307,260) realised gains/(losses) on investments assets relating to the parent charity as an individual entity.

All activities of the charity are considered to be continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

Comparative Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

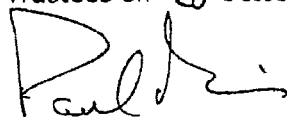
	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income			
Donations and voluntary income			
Voluntary income	3,603,572	41,683	3,645,255
Income from generated funds			
Income from Clinical Commissioning Group	1,332,283	-	1,332,283
Activities for raising funds	1,516,231	-	1,516,231
Investment income	246,018	-	246,018
Other income	345,787	-	345,787
Total income	<u>7,043,891</u>	<u>41,683</u>	<u>7,085,574</u>
Expenditure			
Cost of raising funds	(2,345,901)	-	(2,345,901)
Charitable activities	(4,404,296)	(50,310)	(4,454,606)
Impairment of investment	(197,021)	-	(197,021)
Total expenditure	<u>(6,947,218)</u>	<u>(50,310)</u>	<u>(6,997,528)</u>
(Loss) / Gain on investment assets	(307,260)	-	(307,260)
Net income / (expenditure)	<u>(210,587)</u>	<u>(8,627)</u>	<u>(219,214)</u>
Transfers	-	-	-
Net movements in funds	<u>(210,587)</u>	<u>(8,627)</u>	<u>(219,214)</u>
Fund balances brought forward at 1 April			
2019	<u>11,134,828</u>	<u>55,663</u>	<u>11,190,491</u>
Fund balances carried forward at 31 March 2020	<u>10,924,241</u>	<u>47,036</u>	<u>10,971,277</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Balance Sheet
Company number 1231909

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	11		32,687		21,788
Tangible assets	12		2,583,414		2,505,917
Investments	13		<u>8,190,880</u>		<u>6,793,714</u>
			10,806,981		9,321,419
Current assets					
Stocks	14	35,531		57,613	
Debtors	15	2,013,665		1,159,016	
Cash and cash equivalents	16	<u>2,574,684</u>		<u>938,621</u>	
		4,623,880		2,155,250	
Creditors: amounts falling due within one year	17		<u>(566,967)</u>		<u>(505,392)</u>
Net current assets			4,056,913		1,649,858
Net assets			<u>14,863,894</u>		<u>10,971,277</u>
Income Funds					
Restricted funds	20		650,596		47,036
Unrestricted funds					
Designated funds	21		5,784,320		6,223,615
Other charitable funds	22		7,196,482		4,526,822
Revaluation reserve	22		<u>1,232,496</u>		<u>173,804</u>
Total funds			<u>14,863,894</u>		<u>10,971,277</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 28 October 2021



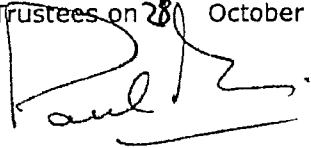
P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

Charity Balance Sheet
Company number 1231909

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Intangible assets	11		32,687		21,788
Tangible assets	12		2,583,414		2,505,917
Investment in subsidiary undertaking	13		2		2
Investments	13		<u>8,190,880</u>		<u>6,793,714</u>
			10,806,983		9,321,421
Current assets					
Debtors	15	2,368,260		1,066,248	
Cash and cash equivalents	16	<u>1,854,049</u>		<u>648,910</u>	
		4,222,309		1,715,158	
Creditors: amounts falling due within one year	17	<u>(311,584)</u>		<u>(295,871)</u>	
Net current assets			3,910,725		1,419,287
Net assets			<u>14,717,708</u>		<u>10,740,708</u>
Income Funds					
Restricted funds	20		650,596		47,036
Unrestricted funds:					
Designated funds	21		5,784,320		6,223,615
Other charitable funds	22		7,050,296		4,296,253
Revaluation reserve	22		<u>1,232,496</u>		<u>173,804</u>
Total funds			<u>14,717,708</u>		<u>10,740,708</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 28 October 2021



P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows at 31 March 2021

		2021	2021	2020	2020
	Notes	£	£	£	£
Cash flows from operating activities					
Net income / (expenditure)		3,892,617		(219,214)	
Adjustments for:					
Investment income		(225,649)		(246,018)	
Amortisation	11	7,792		6,467	
Depreciation	12	189,740		140,962	
(Increase)/decrease in stocks	14	22,082		(2,718)	
(Increase)/decrease in trade and other receivables	15	(854,649)		(463,371)	
(Decrease)/increase in trade and other payables	17	61,575		(29,482)	
Movement on pension scheme	17	-		(386,064)	
Revaluation of investments	13	(1,059,667)		307,260	
Impairment of investments	13	(198,438)		197,021	
			1,835,403		(695,157)
Cash flows generated from operating activities					
Purchase of property plant and equipment	12	(267,237)		(326,313)	
Purchase of intangible fixed assets	11	(18,691)		(20,669)	
Purchase of investments	13	(145,147)		(943,461)	
Proceeds from sale of investments	13	6,086		201,705	
Investment income		225,649		246,018	
			(199,340)		(842,720)
Cash flows generated from investing activities					
Net (decrease) / increase in cash and cash equivalents			1,636,063		(1,537,877)
Cash and cash equivalents at 1 April			938,621		2,476,498
Cash and cash equivalents at 31 March	16		2,574,684		938,621

The accompanying accounting policies and notes form an integral part of these financial statements.

Principal accounting policies

Basis of preparation

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) as issued in October 2019 - (Charities SORP (FRS 102) and the Companies Act 2006.

Willen Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The accounts are prepared in Sterling GBP, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of consolidation

The group financial statements consolidate those of the Charity and its subsidiary undertaking (see note 4) drawn up to 31 March 2021. The results of the Charity's non-charitable trading subsidiary have been incorporated on a line by line basis. Surpluses or deficits on intra group transactions are eliminated in full.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the charity's accounting policies.

The principal accounting policies of the Charity are set out below.

Going concern

Since March 2020, COVID-19 has been dominating the world social and economic climate. At this point in time it is not possible to fully consider the impacts arising from COVID-19, however the trustees have considered the possible risks and have put in place measures to maintain income during the period of uncertainty through targeted funds and maintaining contact with existing supporters. Furthermore, constraints have been placed upon general expenditure and the trustees have taken advantage of the government's job retention financial support package. Management has produced forecasts that have been sensitised to reflect plausible downside scenarios as a result of the COVID-19 pandemic and its impact on the charity, which have been reviewed by the Board. These demonstrate that the Charity has sufficient cash reserves to enable the Charity to meet its obligations as they fall due for a period of at least 12 months from the date of signing these financial statements.

As such, the Board are satisfied that the Charity had adequate resources to continue to operate for the foreseeable future. For this reason, they continue to adopt the going concern basis for preparing these financial accounts.

Principal accounting policies (continued)

Income

All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Gifts-in-kind are accounted for at the Trustees' estimate of value to the charity or sale value as follows:

- assets received for distribution by the Charity are recognised only when distributed;
- assets received for resale are recognised only when sold;
- gifts of fixed assets for Charity use or funds for acquiring fixed assets for charity use are accounted for (as restricted funds) immediately on receipt; and
- Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure.

Voluntary help is not included as income.

Statutory funding is included within income on an accruals basis.

Government grants are recognised upon entitlement.

Donations under Gift Aid, together with the associated income tax recoveries, are credited as income when donations are receivable.

Legacies

Legacies to which the Charity is entitled are included in the statement of financial activities when receipt is probable, and the amount can be reliably measured.

Investment income

Investment income comprises dividends declared during the accounting period. Income from quoted investments is recognised when receivable.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the Charity's objectives (direct charitable);
- expenditure incurred directly in the effort to raise voluntary contributions (fund raising and publicity); and
- expenditure incurred in the governance of the Charity.

All expenditure has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Costs classified as governance relate to the general running of the charity and include the operations of the Trustees and addressing constitutional, audit, and other statutory matters.

Principal accounting policies (continued)

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for these purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the Charity.

Designated funds are unrestricted funds which have been designated for specific purposes by the Trustees.

Intangible assets

Intangible assets consist of IT software.

Intangible assets are amortised over a period of between 3-5 years.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are stated at cost or valuation, net of any provision.

Depreciation is calculated to write down the cost of all tangible fixed assets held for charity use other than freehold land by equal annual instalments over their expected useful lives.

The periods generally applicable are:

Freehold property	-	10 - 50 years
Equipment	-	3 - 10 years
Fundraising assets	-	3 - 10 years
IT hardware	-	3 - 10 years
Motor vehicles	-	3 - 5 years
Leasehold improvements	-	2 years (length of the lease)

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price.

Principal accounting policies (continued)

Financial instruments

Financial assets and liabilities are recognised on the Balance Sheet when the Charity has become a party to the contractual provisions of the instrument.

Leased assets

Payments made under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Defined contribution schemes

The pension costs charged against results in the year represent the amount of the contributions payable in respect of the accounting period.

Accounting estimates and judgements

In applying the accounting policies, the Trustees have made critical accounting judgements, estimates and assumptions about the carrying amount of the assets and liabilities. These estimates and assumptions are based on historical experience and are reviewed on a continual basis. The critical accounting judgements, estimates, and assumptions that have a material effect on the amounts recognised in the financial statements for both the current and next financial years are discussed below.

Judgements

Impairment testing is carried out for all tangible assets and investments at the yearend date where there is an indication that impairment exists. For the purposes of impairment testing, the carrying amounts of the tangible assets are reviewed and an impairment loss is recognised where the carrying amounts exceed the assets recoverable amount.

Legacies are recognised when the criteria of entitlement, probability and certainty of amount can be met.

All debtors are reviewed to determine if a bad debt provision is required for each balance.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the Statement of Financial Activities.

Gifts in kind are included in the financial statements at their market value at the time of their distribution.

Notes to the financial statements (continued)

1 Donations and voluntary income

	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Donations (including gift aid)	1,186,162	926,592	2,112,754	1,122,028
Gifts in kind	47,447	-	47,447	31,768
Legacies	962,435	-	962,435	840,034
Memorials	244,692	-	244,692	258,658
Donated goods	650,678	-	650,678	1,342,767
Friends of Willen	-	-	-	50,000
Christmas Appeal	27,519	-	27,519	-
Grant funding	-	1,636,834	1,636,834	-
	<u>3,118,933</u>	<u>2,563,426</u>	<u>5,682,359</u>	<u>3,645,255</u>

2 Activities for raising funds

	2021	2020
	£	£
Unrestricted funds		
Lottery income	466,231	509,026
Events and promotions income	610,659	826,929
Income from Willen Hospice Ventures shops	79,662	399,644
	<u>1,156,552</u>	<u>1,735,599</u>

3 Investment income

	2021	2020
	£	£
Unrestricted funds		
Listed investments	224,981	242,379
Bank deposits	668	3,639
	<u>225,649</u>	<u>246,018</u>

Notes to the financial statements (continued)

4 Other operating income

	2021	2020
	£	£
Unrestricted funds		
Education	35,799	72,829
Catering	16,442	30,277
Job Retention Scheme	229,326	5,490
CCG COVID-19 Funding	875,373	-
Business Interruption Scheme Claim	194,069	-
Retail business support grant	191,835	215,000
Other miscellaneous income	9,867	22,191
Shop Rent	16,667	-
	<u>1,569,378</u>	<u>345,787</u>

5 Net income from non-charitable trading activities of subsidiary

A summary of the results of the trading subsidiary Willen Hospice Ventures Limited (Company number: 2479448) is set out below:

	2021	2020
	£	£
Turnover	1,635,272	2,477,156
Cost of sales	<u>(169,834)</u>	<u>(332,994)</u>
Gross profit	1,465,438	2,144,162
Administrative expenses	(1,767,598)	(1,827,703)
Other operating income	<u>556,851</u>	<u>219,368</u>
Operating profit	254,691	535,827
Interest receivable and similar income	<u>184</u>	<u>325</u>
Profit for the year and total comprehensive income	<u>254,875</u>	<u>536,152</u>

The net assets and liabilities of the subsidiary were:

	2021	2020
	£	£
Current assets	1,068,621	702,966
Creditors: amounts falling due within one year	(922,433)	(472,395)
Creditors: amounts falling due after one year	-	-
Total net assets	<u>146,188</u>	<u>230,571</u>
Aggregate share capital and reserves	<u>146,188</u>	<u>230,571</u>

Notes to the financial statements (continued)

6 Net income / (expenditure)

The consolidated statement of financial activities excludes the impact of any voluntary help. The group is reliant on a substantial amount of voluntary help in respect of:

- i certain support services within the Hospice
- ii sorting, packing and selling in the shops operated by Willen Hospice Ventures Limited
- iii other fund-raising efforts.

7 Analysis of expenditure

	Direct costs	Support costs (Note below)	Total 2021	Total 2020
	£	£	£	£
Cost of raising funds				
Trading	1,250,957	44,739	1,295,696	1,417,100
Lottery	191,496	19,724	211,220	225,012
Events and fundraising	304,688	111,673	416,361	448,568
Voluntary fundraising costs	300,639	-	300,639	255,221
	<u>2,047,780</u>	<u>176,136</u>	<u>2,223,916</u>	<u>2,345,901</u>
Charitable activities				
In house	2,606,921	238,277	2,845,198	2,603,772
Willen At Home	1,035,947	84,009	1,119,956	1,032,358
Wellbeing & Therapeutic	701,178	71,055	772,233	497,342
Lymphoedema Service	200,323	30,900	231,223	224,103
Governance	12,610	88,192	100,802	97,031
	<u>4,556,979</u>	<u>512,433</u>	<u>5,069,412</u>	<u>4,454,606</u>
Other expenses				
Impairment of investments	-	(198,438)	(198,438)	197,021
	<u>-</u>	<u>(198,438)</u>	<u>(198,438)</u>	<u>197,021</u>
Total expenditure	<u>6,604,759</u>	<u>490,131</u>	<u>7,094,890</u>	<u>6,997,528</u>

Note:

Support costs totalling £688,569 (2020: £456,894) have been allocated across activities. These include costs associated with payroll, finance, property costs and other central services. Costs have been allocated on the basis of floor area, number of staff or time spent.

Notes to the financial statements (continued)

7 Analysis of expenditure (continued)

Total expenditure includes:

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Auditor remuneration				
Audit services	12,150	10,300	-	-
Non-audit services	1,350	2,145	-	-
Amortisation	7,792	6,467	7,792	6,467
Depreciation	189,740	140,962	189,740	140,962
Other operating lease rentals	(6,728)	35,352	(6,728)	35,352

The audit fee for the Charity is borne by the subsidiary, Willen Hospice Ventures Limited.

8 Employees

Staff costs during the year were as follows:

	2021	2020
	£	£
Salaries and wages	4,318,025	4,017,677
Social security costs	379,961	344,378
Pension costs	391,514	351,000
	<u>5,089,500</u>	<u>4,713,055</u>
Contract staff	367,029	264,383
Health Examination fees	329	635
	<u>5,456,858</u>	<u>4,978,073</u>

The average number of employees during the year was 194 (2020: 197).

Notes to the financial statements (continued)

8 Employees (continued)

The number of employees receiving the following bandings is:

	2021	2020
	No.	No.
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1
£100,001 - £110,000	1	1

No trustee received any remuneration during the year and no expenses were reimbursed.

The charity paid £335 (2020: £597) for indemnity insurance on behalf of the Trustees.

Remuneration for key management personnel including employer's national insurance and employers pension totalled £251,511 (2020: £313,324) for 3 employees in the year.

Redundancy payments made in the year totalled £25,575 (2020: £13,915), which is made up of both statutory and non-statutory redundancy.

9 Tax on surplus

No tax arises because the group's charitable activities are exempt from tax and the profits of the activities of the trading subsidiary undertaking are remitted under Gift Aid to the Charity.

10 Charity results

The Charity has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure account in these financial statements. Refer to page 26 for the charity's own income, expenditure and other gains and losses.

Notes to the financial statements (continued)

11 Intangible fixed assets

The group and the charity

	IT software £	Total £
Cost		
At 1 April 2020	97,014	97,014
Additions	18,691	18,691
Disposals	-	-
At 31 March 2021	115,705	115,705
Amortisation		
At 1 April 2020	75,226	75,226
Amortisation in the year	7,792	7,792
On disposals	-	-
At 31 March 2021	83,018	83,018
Net book amount at 31 March 2021	32,687	32,687
Net book amount at 31 March 2020	21,788	21,788

Notes to the financial statements (continued)

12 Tangible fixed assets

The group and the charity

	Freehold property £	Asset under course of construction £	Equipment £	Fundraising assets £
Cost				
At 1 April 2020	3,053,004	288,524	616,155	372,212
Additions	-	20,502	30,064	17,264
Disposals	-	-	-	(11,080)
At 31 March 2021	3,053,004	309,026	646,219	378,396
Depreciation				
At 1 April 2020	1,129,708	-	504,199	299,030
Depreciation in the year	60,223	-	21,963	18,385
Disposals	-	-	-	(11,080)
At 31 March 2021	1,189,931	-	526,162	306,335
Net book amount at 31 March 2021	1,863,073	309,026	120,057	72,061
Net book amount at 31 March 2020	1,923,296	288,524	111,956	73,182

Notes to the financial statements (continued)

12 Tangible fixed assets (continued)

The group and the charity

	IT hardware £	Motor vehicles £	Leasehold improvements £	Total £
Cost				
At 1 April 2020	235,122	42,774	4,798	4,612,589
Additions	46,178	-	153,229	267,237
Disposals	-	-	-	(11,080)
At 31 March 2021	281,300	42,774	158,027	4,868,746
Depreciation				
At 1 April 2020	143,776	29,430	529	2,106,672
Depreciation in the year	46,182	7,060	35,927	189,740
Disposals	-	-	-	(11,080)
At 31 March 2021	189,958	36,490	36,456	2,285,332
Net book amount at 31 March 2021	91,342	6,284	121,571	2,583,414
Net book amount at 31 March 2020	91,346	13,344	4,269	2,505,917

Notes to the financial statements (continued)

13 Fixed asset investments

The charity

The investment in subsidiary undertakings consists of the cost of 2 ordinary shares of £1 each, being 100% of the issued share capital of Willen Hospice Ventures Limited, a company incorporated in England and Wales, which is the trading subsidiary of the charity. Results and net assets are noted in note 5.

The group and the charity

	Historical cost £	Impairment £	Revaluation £	Market value £
Valuation				
At 1 April 2020	6,818,348	(198,438)	173,804	6,793,714
Purchases and additions from reinvestment	145,147	-	-	145,147
Disposals	(5,111)	-	(975)	(6,086)
(Impairment) / reversal of impairment	-	198,438	-	198,438
Realised Gain	-	-	-	-
Unrealised gain on revaluation	-	-	1,059,667	1,059,667
At 31 March 2021	6,958,384	-	1,232,496	8,190,880

Listed investments, all of which are UK listed investments, are stated at their mid-market value as at the balance sheet date.

There were no individual investments comprising over 5% of the value of the portfolio at the 31 March 2021.

14 Stocks

The group

	2021 £	2020 £
Goods for resale	35,531	57,613

Stock recognised in cost of sales during the year as an expense was £41,515 (2020: £95,184).

Notes to the financial statements (continued)

15 Debtors

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	50,711	22,788	48,156	16,865
Other debtors	128,316	69,945	116,178	46,756
Prepayments and accrued income	1,834,638	1,066,283	1,536,876	739,753
Amounts owed by subsidiary undertaking	-	-	667,050	262,874
	<u>2,013,665</u>	<u>1,159,016</u>	<u>2,368,260</u>	<u>1,066,248</u>

16 Cash and cash equivalents

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Cash at bank and in hand	2,538,046	900,179	1,817,411	610,468
Cash held at investment manager	<u>36,638</u>	<u>38,442</u>	<u>36,638</u>	<u>38,442</u>
	<u>2,574,684</u>	<u>938,621</u>	<u>1,854,049</u>	<u>648,910</u>

17 Creditors: amounts falling due within one year

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	87,321	137,196	75,096	107,570
Social security and other taxes	91,913	84,537	78,094	70,568
Pension contributions	59,542	52,243	53,654	47,088
Other creditors	1,245	6,207	1,062	6,008
Accruals and deferred income	<u>326,946</u>	<u>225,209</u>	<u>103,678</u>	<u>64,637</u>
	<u>566,967</u>	<u>505,392</u>	<u>311,584</u>	<u>295,871</u>

Notes to the financial statements (continued)

18 Financial instruments

	The group		The charity	
	2021	2020	2021	2020
	£	£	£	£
Financial assets:				
Financial assets measured at fair value through profit and loss	2,574,684	938,621	1,854,049	648,910
Financial assets measured at amortised cost	<u>1,811,040</u>	<u>982,602</u>	<u>2,249,265</u>	<u>1,001,364</u>
	<u>4,385,724</u>	<u>1,921,223</u>	<u>4,103,314</u>	<u>1,650,274</u>
Financial liabilities:				
Financial liabilities measured at amortised cost	<u>336,994</u>	<u>106,985</u>	<u>224,418</u>	<u>100,553</u>

Financial assets measured at fair value through profit and loss comprise of cash and cash equivalents.

Financial assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade creditors, accruals, amounts owed by group undertakings as applicable, and other creditors.

19 Analysis of net assets between funds

Group – current year

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Intangible fixed assets	32,687	-	32,687
Tangible fixed assets	2,583,414	-	2,583,414
Investments	8,190,880	-	8,190,880
Current assets	3,973,284	650,596	4,623,880
Current liabilities	(566,967)	-	(566,967)
	<u>14,213,298</u>	<u>650,596</u>	<u>14,863,894</u>

Notes to the financial statements (continued)

19 Analysis of net assets between funds (continued)

Group – comparative year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	21,788	-	21,788
Tangible fixed assets	2,505,917	-	2,505,917
Investments	6,793,714	-	6,793,714
Current assets	2,108,214	47,036	2,155,250
Current liabilities	(505,392)	-	(505,392)
	<u>10,924,241</u>	<u>47,036</u>	<u>10,971,277</u>

20 Restricted funds

The group and the charity – current year

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Education	3,287	-	(1,005)	-	2,282
Clinical equipment	5,364	13,566	(12,166)	-	6,764
Willen at Home	-	33,043	(32,786)	-	257
Capital Appeal	7,790	302,055	-	-	309,845
Wellbeing and Therapeutic	3,382	66,160	(46,324)	-	23,218
Miscellaneous	27,213	47,565	(45,189)	-	29,588
CCG COVID-19 Funding	-	286,988	(8,347)	-	278,641
Hospice UK Funding	-	1,636,834	(1,636,834)	-	-
Cancer Care in the Community	-	140,841	(140,841)	-	-
Bereavement Project	-	36,375	-	-	-
Total	<u>47,036</u>	<u>2,563,427</u>	<u>(1,959,867)</u>	<u>-</u>	<u>650,596</u>

The **Education fund** is to be used for clinical training.

The **Clinical equipment fund** is to be used to replace items of clinical equipment.

The **Willen at Home fund** was monies given to provide IT equipment and training for the Willen at Home team.

Notes to the financial statements (continued)

20 Restricted funds (continued)

The **Capital Appeal fund** is made up of specific donations given to support the Hospice building project.

The **Wellbeing and Therapeutic fund** is made up of funds given to fund specific costs in the Wellbeing and Therapeutic team, such as staff costs for specific posts, travel costs and for maintenance of the Wellbeing Centre bus.

The **Miscellaneous fund** is made up of specific donations given to departments for use by those departments only.

CCG COVID-19 Funding covers the cost of clinical posts, education and PPE.

Hospice UK Funding - The NHSE awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose.

Cancer Care in the Community funding - newly launched and commissioned service for cancer patients in Milton Keynes. Services include Spirituality, Counselling and Psychology, Social Care, Therapies and Living Well programme

Bereavement Project funding - Milton Keynes Council commissioned a Care Home Family Bereavement Service due to the COVID-19 pandemic and associated impact on families of care home residents.

The group and the charity – comparative year

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
Education	4,327	-	(1,040)	-	3,287
Clinical equipment	12,674	-	(7,310)	-	5,364
Willen at Home	-	9,250	(9,250)	-	-
Capital Appeal	-	7,790	-	-	7,790
Wellbeing and Therapeutic	-	16,700	(13,318)	-	3,382
Miscellaneous	38,662	7,943	(19,392)	-	27,213
Total	55,663	41,683	(50,310)	-	47,036

Notes to the financial statements (continued)

21 Designated funds

The group and the charity – current year

	At 1 April 2020 £	Expenditure £	Transfers (see below) £	At 31 March 2021 £
Property	1,982,975	(60,223)	(59,673)	1,863,079
Hospice development	3,788,061	(20,502)	(389,328)	3,378,232
Other fixed assets	261,779	(137,309)	319,539	444,009
The Well	83,000	(83,000)	-	-
Retail outlet refurbishment	18,000	(7,040)	(5,960)	5,000
IT replacement	59,000	(59,000)	25,000	25,000
Clinical equipment	-	-	36,000	36,000
Planned preventative maintenance	30,800	-	2,200	33,000
Total	<u>6,223,615</u>	<u>(367,073)</u>	<u>(72,222)</u>	<u>5,784,320</u>

The **Property fund** represents the net book value amount of the freehold properties held.

The **Hospice development fund** represents recent legacy income which will allow the Hospice to invest in long-awaited improvement needed to meet the evolving requirements of modern palliative care in Milton Keynes and the surrounding areas.

It is hoped that £0.5m will be received from grants to support this.

The **Other fixed assets fund** represents the net book value of other fixed assets and intangible assets held.

The **Well fund** represents the funds required to carry out the refurbishment works required to turn the new leasehold premises into workspace for various departments.

The **IT replacement fund** represents the funds required to set up a framework for utilising technology and data to improve outcomes for our patients, increase the flexibility and immediacy of service provision, grow our income, and increase efficiency in our infrastructure and processing.

The remaining funds were provided for the purpose of establishing or maintaining Hospice services and retail outlets.

Transfers were made to and from unrestricted funds as required (see note 21).

Notes to the financial statements (continued)

21 Designated funds (continued)

The group and the charity – comparative year

	At 1 April 2019 £	Expenditure £	Transfers (see below) £	At 31 March 2020 £
Property	1,986,220	(62,921)	59,676	1,982,975
Hospice development	4,000,000	(211,939)	-	3,788,061
Other fixed assets	265,347	(84,653)	81,085	261,779
The Well	-	-	83,000	83,000
Retail outlet refurbishment	28,000	(6,777)	(3,223)	18,000
IT replacement	142,314	(124,091)	40,777	59,000
Clinical equipment	17,941	(3,300)	(14,641)	-
Planned preventative maintenance	47,799	-	(16,999)	30,800
Total	6,487,621	(493,681)	229,675	6,223,615

22 Unrestricted funds

Group – current year

	Designated funds (see note 21) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2020	6,223,615	4,526,822	173,804	10,924,241
Income	-	7,365,389	-	7,365,389
Expenditure	(367,073)	(4,767,951)	-	(5,135,024)
Gain / (loss) on revaluation	-	-	1,058,692	1,058,692
Transfers (see note 13 & 21)	(72,222)	72,222	-	-
At 31 March 2021	5,784,320	7,196,482	1,232,496	14,213,298

Note 5 provides detailed analysis of the income and expenditure of the subsidiary, Willen Hospice Ventures Limited.

Notes to the financial statements (continued)

22 Unrestricted funds (continued)

Group – comparative year

	Designated funds (see note 21) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2019	6,487,621	4,127,368	519,839	11,134,828
Income	-	7,043,891	-	7,043,891
Expenditure	(493,681)	(6,453,537)	-	(6,947,218)
Gain / (loss) on revaluation	-	-	(307,260)	(307,260)
Transfers (see note 13 & 21)	<u>229,675</u>	<u>(190,900)</u>	<u>(38,775)</u>	<u>-</u>
At 31 March 2020	<u>6,223,615</u>	<u>4,526,822</u>	<u>173,804</u>	<u>10,924,241</u>

Charity - current year

	Designated funds (see note 21) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2020	6,223,615	4,296,253	173,804	10,693,672
Income	-	5,886,757	-	5,886,757
Expenditure	(367,073)	(3,204,936)	-	(3,572,009)
Gain / (loss) on revaluation	-	-	1,058,692	1,058,692
Transfers (see note 13 & 21)	<u>(72,222)</u>	<u>72,222</u>	<u>-</u>	<u>-</u>
At 31 March 2021	<u>5,784,320</u>	<u>7,050,296</u>	<u>1,232,496</u>	<u>14,067,112</u>

Charity - comparative year

	Designated funds (see note 21) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2019	6,487,621	4,110,056	519,839	11,117,516
Income	-	5,289,894	-	5,289,894
Expenditure	(493,681)	(4,912,797)	-	(5,406,478)
Gain / (loss) on revaluation	-	-	(307,260)	(307,260)
Transfers (see note 13 & 21)	<u>229,675</u>	<u>(190,900)</u>	<u>(38,775)</u>	<u>-</u>
At 31 March 2020	<u>6,223,615</u>	<u>4,296,253</u>	<u>173,804</u>	<u>10,693,672</u>

Notes to the financial statements (continued)

23 Pensions

NHS Pension Scheme

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2021, is based on valuation data as 31 March 2020, updated to 31 March 2021 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% of pensionable pay. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap that was set following the 2012 valuation. In January 2019, the Government announced a pause to the cost control element of the 2016 valuations, due to the uncertainty around member benefits caused by the discrimination ruling relating to the McCloud case.

Notes to the financial statements (continued)

23 Pensions (continued)

The Government subsequently announced in July 2020 that the pause had been lifted, and so the cost control element of the 2016 valuations could be completed. The Government has set out that the costs of remedy of the discrimination will be included in this process. HMT valuation directions will set out the technical detail of how the costs of remedy will be included in the valuation process. The Government has also confirmed that the Government Actuary is reviewing the cost control mechanism (as was originally announced in 2018). The review will assess whether the cost control mechanism is working in line with original government objectives and reported to Government in April 2021. The findings of this review will not impact the 2016 valuations, with the aim for any changes to the cost cap mechanism to be made in time for the completion of the 2020 actuarial valuations.

The People's Pension

Appointed to act as pension's providers for Auto Enrolment requirements. The Hospice and Willen Hospice Ventures staging date for auto enrolment deductions was April 2015.

The People's Pension is a multi-employer workplace pension scheme (also known as a master trust) founded and administered by B&CE. It was launched in 2011 as a product specifically tailored to deal with pension's auto-enrolment. The Scheme is run by an independent trustee, which has a legal duty to act in the best interest of the members.

The Scheme is a defined benefit Scheme. The scheme is not designed to be run in a way that would enable individual organisations 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 individual organisations of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM (HM Treasury Financial Reporting Manual) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years".

Notes to the financial statements (continued)

24 Financial commitments

The group and charity

The following operating lease commitments are due within one year. The contracts to which these amounts relate expire as follows:

	2021 Land and buildings £	2020 Land and buildings £	2021 Other £	2020 Other £
In one year or less	350,004	246,993	26,196	47,536
Between two and five years	517,435	605,130	10,657	9,884
Over five years	<u>151,250</u>	<u>79,479</u>	<u>-</u>	<u>-</u>
	<u>1,018,689</u>	<u>931,603</u>	<u>36,853</u>	<u>57,420</u>

25 Related party transactions

Willen Hospice Ventures Limited is a wholly owned subsidiary of the charity and as such has taken advantage of the exemption conferred by Section 33 Related Party Disclosures not to disclose transactions with other members of the group headed by Willen Hospice. There were no other related party transactions other than those disclosed in note 8.

26 Company limited by guarantee

The members' liability is limited to £1 per member/trustee in the event that the company is wound up whilst that person is a member or within 12 months of them resigning as a member if the liabilities exceed the assets.

27 Controlling party

The controlling party is deemed to be the Board of Trustees.