

# NORTH LONDON HOSPICE

England & Wales · Charity number 285300

## Details

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**Other names** NORTH LONDON HOSPICE GROUP

**Status** Registered

**Legal form** Charitable company

**Company number** [01654807](#)

**Registered** 1982-10-22

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

## Contact

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**Website** [www.northlondonhospice.org](http://www.northlondonhospice.org)

## Activities

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**Objects:** TO RELIEVE SICKNESS AND SUFFERING AND IN PARTICULAR, BUT WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING, BY THE ESTABLISHMENT AND MAINTENANCE OF A HOSPICE IN NORTH LONDON FOR PERSONS SUFFERING FROM CHRONIC OR TERMINAL DISEASES. TO RELIEVE THE SUFFERING OF THE FAMILIES AND FRIENDS OF PATIENTS OF NORTH LONDON HOSPICE AND IN PARTICULAR, BUT WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING, BY THE PROVISION OF PRACTICAL, BEREAVEMENT AND OTHER EMOTIONAL SUPPORT AND PROGRAMMES FOR EDUCATION AND ADVICE

**Activities:** The provision of specialist palliative care in inpatient, day care in health and wellbeing centre and community settings. Education and training of healthcare professionals and partnerships with other organisations that share our objects also form an important part of our work.

## Classification

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

## Geography

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- Barnet
- Camden
- Enfield
- Haringey
- Islington

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£14,740,183	£16,614,740	£27,383,000	234
2024-03-31	£15,305,713	£15,016,004	£28,902,509	239
2023-03-31	£12,077,518	£14,538,700	£27,288,832	223
2022-03-31	£14,971,229	£13,465,876	£30,260,835	191
2021-03-31	£17,072,529	£12,892,053	£27,640,520	197

## Trustees

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Name	Role	Appointed
Andrew Jonathan Harris		2021-02-23
Anna BOKOBZA		2022-01-25
Beverley Jane Taylor		2019-06-18
Dr Catherine Woodwark		2020-04-28
Dr Suzanne Lea Joels		2024-09-10
Dr Ujjal SARKAR		2022-01-25
Hayley Michelle Pannick		2025-01-28
Henry Thomas Fairfax Easterling		2019-06-18
JOHN REID		2017-07-18
Marsha La-Toya Tamara Jones		2024-09-10
Robert Benjamin Tobin		2023-10-31
SIMON MORRIS		2012-12-28
Samantha Emily Durling		2023-10-31
Samuel Marc Shaerf		2024-09-10
Saurabh KHARE		2022-01-25

## Linked charities

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- THE PAULINE GLASSER ENDOWMENT (285300-1)

**NORTH LONDON HOSPICE**

England & Wales - Charity number 285300

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# Accounts

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**Impact Report &  
Audited Accounts  
2024/25**



# Impact Report & Audited Accounts 2024/25

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The Board of Trustees of the North London Hospice ('The Hospice') presents its Impact Report & Audited Accounts for the year ended 31 March 2025 in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The audited accounts for that year are also presented and comply with the Companies Act 2006, the hospice's governing document and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).



# Message from Chair and Chief Executive



**Simon Morris MBE**  
Chair, Board of Trustees

It has been a year of continued transformation and evolution at North London Hospice, and still we remain steadfast in our commitment to provide the best of life, at the end of life, for everyone.

The appointment of our new Chair of Trustees, Simon Morris MBE, coincided with last year's Impact Report, and in the twelve months since, Simon has continually brought his wealth of experience in the charity and healthcare sectors, as well as previous positions on our Board, to support and guide us through a busy and demanding period.

This year we have been further bolstered by the appointment of three Honorary Presidents. Simon's predecessor Lis Burgess Jones, Penny Gluckstein MBE and Geoffrey Hill have all played instrumental roles in the hospice over the years and their acceptance into these positions reflects our appreciation of their dedication and commitment to our work. We look forward to working with them as we continue to make a meaningful difference to those we serve in our community.

With a robust leadership foundation, our Executive Team was further strengthened with the appointment of Peter Brook into the position of Director of Retail in July 2024. As our transformation journey has continued, resulting in several considered and meaningful changes across Patient Services, HR, Volunteering and Retail, Peter leads us on a new three-year Retail strategy to realise our financial ambitions of achieving a £4.5m turnover.

In broad terms, our transformation remains grounded in ensuring that we are putting the patient at the heart of everything we do, whilst safeguarding our future sustainability as a charity. Carried out using a co-production model, engaging key representatives and those with lived experience to help shape our new models of working, there have, inevitably, been changes to team structures and roles.



**Declan Carroll**  
Chief Executive

We must, therefore, acknowledge and pay tribute to all involved staff for their professionalism and understanding through this unsettling time.

Following several years and extensive meetings involving the Integrated Care Board (ICB), North Middlesex University Hospital (NMUH) and North London Hospice, we were pleased to accept transfer of the lead provider model contract for Haringey from North Middlesex in January 2025. Importantly, this will enable a fully integrated model of community palliative care across our three boroughs, as per our transformation plans. As a result, our Haringey Community Team moved to our Enfield office in March.

Our Enfield office was also earmarked for an exciting new collaboration this year, which would see Medicus Health Partners, the largest GP practice in Enfield, relocated to share the premises. With the tenancy at their current location coming to an end, the proposed partnership would see the hospice continue to deliver services from our Enfield office, whilst some areas of the building would be used by Medicus to run its GP services. Albeit a lengthy process, if approved, it would provide a new, valuable income stream for the hospice whilst leveraging our existing, state-of-the-art facilities.

At our Finchley site, plans to redevelop our Inpatient Unit are moving forward as we aim to create a modern, state-of-the-art facility for those needing intensive, specialist 24-hour support. The proposal marks a profound step toward transforming palliative and end-of-life care for North London residents, setting new benchmarks in hospice care for our community. Quite possibly the most ambitious project we have undertaken since our building was first established almost 40 years ago, we look forward to keeping you informed at every stage.

With hospice funding making the headlines last December, we were grateful to receive a much-anticipated cash injection from the government of £283,640 earlier this year. Ringfenced by the Department for Health and Social Care for capital expenditure, to go towards helping hospices to improve their buildings, equipment and accommodation, this money has kickstarted our capital appeal to fund our proposed redevelopment.

However, while we welcome the government's support at a time when our sector is facing significant challenges, our day-to-day costs have increased significantly, and our income has not kept up. Hospices like ours provide vital services, many of which the NHS cannot provide. Sustainable funding is crucial for our business-as-usual work, and so we are committed to working with the government and our partners to find a long-term solution.

Of course, hospice care was also in the news this year as the Assisted Dying Bill passed and will now go to the House of Lords. Whilst there are many questions about how the law could be implemented and what its impact would be, we recognise the close connections with our work. At this stage, we maintain that everyone should be able to access high quality palliative and end-of-life care, no matter who they are, where they are or why they are ill. Throughout the debate, the necessity for fair funding and equitable provision of palliative and end-of-life care across the UK became clear. We will continue to campaign for this.

Every day, we all have the pleasure to work alongside the best staff and volunteers who help to make our charity the special place it has become within the communities we support. We can't put a value on what our services mean to all the patients, families and friends that we have cared for and supported over the years and will continue to support for years to come, but we can talk with pride, as we hope you all do, about how important our work is at North London Hospice.

We would like to thank all our staff, Trustees, donors, volunteers and supporters for everything they do to continue to help us achieve our aims. Despite continued significant pressures, they have risen to the many varied challenges we have experienced. We hope you find this report helpful and informative.

**Simon Morris MBE**

**Declan Carroll**

# Our year in numbers\*



## Inpatient Unit

- 315** admissions
- 10.2** days average length of stay
- 86%** occupancy
- 91%** of patients achieving their preferred place of death



## Community Palliative Care Services



- 21,636** visits by our Community Palliative Care Service to our patients
- 3,370** referrals
- 92%** of patients achieving their preferred place of death
- 6,571** total number of calls received through our overnight specialist Community and Palliative Advice Team (5pm-8am)

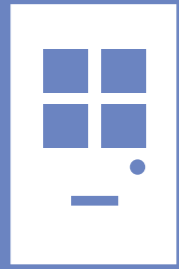


## Outpatients and Wellbeing Service



- 223** referrals
- 1,383** attendees

\*These figures are correct as of 31 March 2025



## Compassionate Neighbours



**170** Referrals  
**40** Compassionate Neighbours trained  
**212** Number of group sessions held



## People and Culture



**586** volunteers  
**211** staff



## Fundraising



**8,712** People and organisations supported us by giving us a gift  
**56** Received notifications of a gift left to us in their will



## Learning and Development



**94%** Staff compliance with mandatory training  
**122** Internal mandatory and non-mandatory training sessions for staff  
**38** courses delivered to **1,263** external learners



## Retail



**43,806** Number of Gift Aid registered donors  
**288** Number of retail volunteers

**1,139** Number of people assisted by our support services (social work, bereavement, spiritual care)



## Patient and Family Support Services



# Patient Services and Quality

## Key Achievements and Strategic Impact

Patient Services has seen significant changes in how we deliver our care in the last 12 months. Working to build the hospice of the future, we focused on creating more time to care in the Inpatient Unit. We have established a Care Co-ordination Centre to manage referrals, increase responsiveness and deploy nurses to patients efficiently, as well as developing a Living Well group model. Aimed at tackling longstanding health disparities, it is focused on making hospice care more accessible, culturally responsive, and relevant to groups currently underserved due to structural barriers, cultural stigma, and a lack of tailored services.

In addition, our new Nurse Consultant role has allowed us to fine tune the distribution of medical resources, where patients who do not require daily consultant input are managed and monitored under their care. In turn, our doctors are afforded more time to focus on those with more complex needs. And in the community, our new centralised Rapid Response Team ensure those in need receive an urgent same day visit, whilst our Clinician of the Day has been available for

urgent patient queries or handover from secondary care. This has enabled a more seamless transition from hospital to home. Our investment in modern digital solutions has increased efficiency by responding to staffing need, whilst retaining the personal touch synonymous with palliative care.

To support these changes, we have planned a new governance structure within Patient Services that will prioritise patient safety and effective innovation and improvement. We have small specialist frontline groups focused on areas of patient safety, able to flexibly respond to changes in frequency of events or outcomes for patients and develop agile action plans that bring impact for patients. They are focused on identifying areas for quality improvement, which will improve our effectiveness. Key to this will be that we will be identifying issues proactively. This is putting our commitment to patient safety, effectiveness and patient experience at the forefront of the changes we are making.

## Challenges Addressed and Insights Gained

Delivering our usual level of care whilst completing a transformation programme has challenged Patient Services to think differently. As such, our new heads of service have been transitioning into their more strategic roles, ably supported by nursing leadership mentors.

That said, through the transformation process – which has been conducted using a co-production model – we have been able to shape and form our practices, using the valuable insight of our patients, their families and our staff. Not only has this ensured that any changes have been a partnership, but that in listening to those with lived experience and weaving their ideas into our plans, engagement has organically improved.

## Priorities for Sustainable Growth

Our vision is to increase the reach of North London Hospice into the more deprived areas of North Central London, increasing our support to the most in need, whilst developing a workforce that is innovative and creative in delivering care, safe in the knowledge that they are valued by the organisation.

“

I'd be grateful if you would be able to forward a note of thanks to Jo and the team who were on the advice line in the early hours of this morning. I'm a newly qualified paramedic working with London Ambulance Service and we attended a gentleman very much at the end of life. This morning was the first time working with North London Hospice and my first time making an end-of-life care referral without a clinical mentor on my shoulder, and it was a great experience. The administrator was very quick and efficient in arranging a call back. Jo was then very proactive and kind in helping us arrange a plan for our patient. The family were very happy with the outcome and asked me to convey their thanks in addition.

”



# People and Culture

## Key Achievements and Strategic Impact

This year, we have implemented a new structure for the People team, creating People Services, Business Partnering and Learning & Development teams working in a more integrated way to support and develop the experience of our people. This change led us to also integrating volunteering across all People teams, developing a volunteer handbook, volunteer agreements and reviewing recruitment and onboarding. Working with Communications, we also introduced a newsletter, Volunteer Voice, to better connect volunteers with the activity of the hospice.

Alongside the changes to our structure, we have partnered with Patient Services and Retail to develop and deliver significant structural change more broadly, in order to be more responsive to patient need and to generate increased income to support patient care.

This year, we also introduced a new Learning & Development Framework to ensure targeted development of our staff to be the best they can professionally, and through COREcommunications and COREnections training, connecting people to our values and core purpose.

## Challenges Addressed and Insights Gained

We have now established a consistent data set to ensure we are able to monitor and report Key Performance Indicators, but this continues to be a challenge due to outdated People IT systems that lack integration and management reporting capability.

Management of staff absence and wellbeing continues to be a priority to ensure teams across the hospice are resourced and resilient to provide services to our patients and their families. Through updating our sickness absence policy and tightening up in a number of areas such as reporting and trigger points, we are more proactively business partnering managers. Our new leadership development programme includes a module focused on absence management and our wellbeing programme provides additional support and tools in a number of key areas, including menopause, financial wellbeing, stress management techniques, meditation and exercise.

## Priorities for Sustainable Growth

In the coming year we will continue the progress we have made in 2024/2025 in line with our EDI strategy, targeting improvements in our recruitment and People management that enable us to attract more diverse staff and volunteers and enable greater cultural competence of our people to meet the diverse needs of our patients.

We will also look to source and implement a new People information system to integrate with existing systems, to enhance data integrity, improve our processes and provide increased insight to support continued improvement in People management.

We are keen to benchmark our pay and benefits package with other healthcare providers. Focusing on becoming more flexible and meeting individual needs, we will look at appropriate changes to the benefit of future organisational need. Alongside this, we will continue to prioritise our Learning & Development work, for the growth of our team and the hospice as a whole.

“

I would like to express my heartfelt gratitude for the comprehensive training you delivered. The palliative care training has significantly impacted my career, equipping me with the necessary skills and knowledge to provide compassionate and effective care. Your expertise and dedication have made a lasting difference, and I am truly thankful for the opportunity to learn from you. Thank you once again for everything.

”



# Finance and Resources

## Key Achievements and Strategic Impact

Our increased collaboration with our stakeholders is something we have worked hard to develop throughout the year. Finance, Facilities and IT have a huge impact on service delivery, and by continuing to develop meaningful relationships with both clinical and non-clinical teams, we can help to ensure joined up thinking. We have worked hard at assisting teams to deliver on their financial targets, which has in turn contributed to the delivery of expenditure in line with the budget, all against the backdrop of a changing environment. Improved efficiency in reporting and forecasting has played a key part in that.

We are proud to prioritise the growth and progression of our incredible staff internally within the charity. We now have volunteers and apprentices working in the team and are continuing to cultivate career development plans, helping both individuals and the wider hospice.

## Challenges Addressed and Insights Gained

Changing our outsourced IT provider was a huge challenge at the start of the year, but we are proud to have again achieved Cyber Essentials Plus - a more rigorous assessment of our IT security - and Data Security and Protection Toolkit (DSPT) certification illustrating our compliance with NHS data safety.

Developing a financial recovery plan has helped to focus our attention on key controllable areas of the business. Assisting in co-ordinating and developing transformation plans, whilst improving and not diminishing service delivery, has led to joined up thinking that looks to the future.

## Priorities for Sustainable Growth

We must continue our work to ensure the path to a financially sustainable future is understood, shared and under constant review. This is especially important both because of, and in parallel to, our movement towards the potential redevelopment of our Inpatient Unit. As we examine the need for a modernised Inpatient facility, we also recognise the value in creating a digital strategy, which places technology at the heart of the organisation. This will be of significant benefit to our broader plans for patient care, allowing us to innovate, meet future demand, and become more agile in the way we can tend to their needs on site and in the community.

As we look to future-proof our facilities and models of working, it is incumbent upon us to also review our reserves policy, as part of an ongoing governance review, to ensure it meets our current and future requirements.



“

**Our dear mother was at North London Hospice for the two-week period ending with her death. We cannot find enough words of praise for the loving care, attention, empathy and support bestowed on our mother and on her family around her bedside by the hospice staff during those two weeks. By hospice staff we mean not just the doctors and nurses at the forefront of care, but every staff member we encountered in the facility, specifically including the cleaners, food service people, social workers, and the many caring volunteers. Also not to be overlooked as we remember the calm and peaceful natural surroundings, the gardeners and landscapers who tend the grounds.**

”



# Retail

## Key Achievements and Strategic Impact

Following the appointment of a Director of Retail in July 2024 as part of the Executive Team, Retail at North London Hospice has undergone a major transformation. A clear strategic focus has driven improvements across six key areas: People, Finance, IT, Estate, Customer Experience and Operations.

Health & Safety non-compliance has been fully addressed, embedding safer working practices. New technology has delivered significant financial benefits, with a new till system doubling Gift Aid revenue and a revised card payment process reducing errors and transaction fees. Retail operations have been enhanced with two branded vans improving logistics, and digital boards rolled out across all shops, strengthening brand presence on the High Street. A comprehensive volunteer database has been created, and, for the first time, every retail volunteer has received structured training.

Alongside these improvements, Retail successfully delivered its 2024/2025 budget, demonstrating resilience and a strong commitment to supporting the hospice's mission.

## Challenges Addressed and Insights Gained

Retail's transformation has presented both opportunities and challenges. Addressing historic Health & Safety non-compliance required a complete overhaul of policies, training, and operational processes.

Modernising technology was another key focus, with new till and payment systems improving financial performance without disrupting day-to-day operations. A major people transformation was also undertaken, designing and implementing a new structure for the start of the financial year. This involved extensive consultation, ensuring the right framework to support future growth while maintaining team morale and engagement.

Despite these structural changes, Retail's performance continued to strengthen, demonstrating the professionalism and commitment of the team. Additionally, the creation of a transformation team has shifted Retail towards a proactive, strategic approach, allowing the function to identify new opportunities for innovation, efficiency and revenue growth. The successful navigation of these challenges has ensured Retail is in a stronger position to support the hospice's long-term sustainability.

## Priorities for Sustainable Growth

In the year ahead, Retail must further increase its financial contribution to North London Hospice. While continuing to maximise income from existing shops and revenue streams, growth will be a priority, with plans to open five new shops, primarily in the London boroughs of Islington and Camden. The transformation team will focus on innovation at the point of purchase, expanding e-commerce and enhancing customer experience.

With a new leadership structure in place, embedding these changes will be essential, ensuring teams are well-supported, trained and equipped for high performance. Continued investment in technology, branding and logistics will further improve efficiency and visibility. Strengthening volunteer engagement and training will also remain a focus.

Above all, Retail will work to significantly grow income generation, ensuring the hospice can continue to provide outstanding care and support for those at the end of their lives while securing its financial future.

“

We are the face of the hospice for many in our community, and they will often come in keen to share their stories of their own loved ones who have been cared for here. Welcoming them with a friendly face and offering a listening ear is so important. Just hearing them and offering empathy is so healing. There is one gentleman who comes in regularly and now he always greets me with a big hug.”

“

I know first-hand that a hospice can be a transformational space where the care, love and sympathy afforded to the patient and their family can make a powerful difference at the hardest time. I recognised that same support when I started volunteering at the North London Hospice shop, so I feel fortunate to be able to assist. A lot of people have misguided impressions of what hospices are about, so I enjoy talking to customers about what we do and how we can help. I feel passionately that the dignity, respect and comfort you offer changes things in those moments. I try to share that as much as possible.”



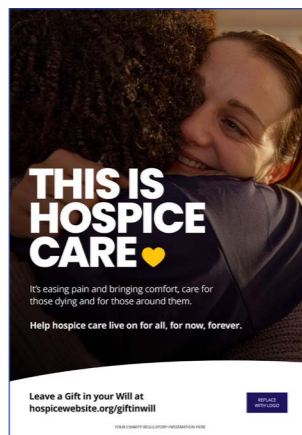
# Fundraising

## Key Achievements and Strategic Impact

We had an exciting year embedding a team culture focused on testing and learning and building effective relationships with our local community. We have positioned ourselves as a passionate team, committed to ensuring the sustainability of the hospice. It was a successful year where we increased our gross income by £600k on 2023/2024 and in fact have grown income over 36% in the past three years.

Highlights included rescuing a much-loved, local volunteer-led running event called Race The Neighbours that was on the brink of ending. By taking the event over, the team has brought it back to the community and have even added an additional winter event that looks to be just as popular.

We also worked closely with Hospice UK on a nationwide campaign to raise awareness of the importance of gifts in wills for hospices. Our local marketing work for the campaign resulted in significant interest in donating in this way, which is very encouraging in the long term.



## Challenges Addressed and Insights Gained

Gifts in wills have been challenging this year. They are our single biggest source of voluntary income, but it is very difficult to anticipate the value we will receive in the short term. This year, we received a below average gift value, but we are working on a number of initiatives to increase both gift value and the number of people who choose to give through this method.

The popularity of virtual fundraising events have been on the decline in the last couple of years, so we have decided to put less emphasis on this area of work in the coming year, responding to changes within our audience.

We run a large number of fundraising events and activities and finding volunteers to help on the day can cause real challenges. We work hard with internal teams to encourage others - both colleagues and hospice volunteers - to support fundraising at the hospice.

## Priorities for Sustainable Growth

As we settle into our culture of high-performance in the fundraising team, we need support from our colleagues to take us to the next level. We are keen to embed a culture of philanthropy within the hospice, with fundraising being something that everyone plays an important part in from our clinicians to our shop managers and to our catering team.



“

A huge thank you to the team, for organising the events and training classes. The updates on the total raised are great for motivation. It has been a privilege to run for the hospice and give back to a wonderful organisation who helped my family when we needed them most. I truly hope the money raised makes a huge impact and helps other families too. My partner and her family hold the hospice in such high regard. I'm proud to say I have run the marathon for the hospice. It has been the experience of a lifetime! Lastly, thank you for the support on the day. The cheers from both groups at miles 12 and 24 were incredible and gave me goosebumps and a much-needed boost.

”



# Big Fun Art Adventure



Big Fun Art Adventure was a first for North London Hospice and for North London it was the first sculpture trail of this scale. The trail took place in Haringey and for eight weeks visitors could spot unique giant owls using a paper map or a free app. So many people we met on the trail told us how much they loved finding the owls across the borough and we were amazed to discover just how far people had travelled to visit them.

The brand awareness that was achieved was phenomenal and provided many good news stories in the community. It was a gentle introduction to North London Hospice across a broad range of audiences and the businesses that we met through the project, including those who didn't go on to sign up as sponsors, has provided a rich new pool of potential supporters. We engaged with schools and groups that will go on to support us in the future and developed relationships with Haringey Council which until this point had been limited.

22 schools and over 3,000 children took part in the project, all learning about hospice care and the importance of it in the community.

TV coverage of our trail reached 7.5 million people and Underground advertising of the trail at Finsbury Park reached 407,000 people

## Challenges Addressed and Insights Gained

It's fair to say this project brought us many challenges. Initially, securing sponsors was more challenging than anticipated but we were delighted when the 29th and final sponsor came on board. We also didn't manage to secure as many schools as hoped, with many citing deficit budgets and fundraising themselves for essential school supplies such as pencils and tissues.



“

The owls were so impactful and magical. There were so many responses from different people from far and wide. It is impossible to capture the outpouring, the sheer delight from adults, the young, families, groups and friends, streaming in from all over the country, especially to complete the trail.

”



# Communications and Marketing

## Key Achievements and Strategic Impact

2024/2025 saw our Communications and Marketing team deliver more than ever before. The team supported the organisation through a period of considerable change, working towards being sustainable as a charity. We launched a brand awareness campaign to help us to reach more people. This included a mixture of digital marketing and physical advertising across our three boroughs.

This ambitious campaign provided an opportunity for us to share our story, raise awareness of our charity among new audiences, and saw us reach more than five million people. We have also been telling more diverse stories, utilising our social media platforms. Our content has resulted in an increase in followers across our channels, including a rise of 16% on Instagram and over 25% on LinkedIn. We also secured mainstream broadcast media coverage on ITV, BBC and Sky News.

Since the general election we have actively engaged with MPs to advocate for our community. We will continue to work with them to engage constructively so that we can continue to put our patients at the heart of everything we do.

## Challenges Addressed and Insights Gained

Embedding a new team takes time and we have recruited the best possible candidates to our organisation, who can deliver powerful and effective communications to support our charity, and ultimately in the service of our community.

With a new team formed, we have been focused on working in an agile way, maximising our resources through new processes and ways of working. Part of this includes exploring digital solutions in line with our sustainability pledge, reducing printing and a historical over-reliance on physical paperwork.

## Priorities for Sustainable Growth

We have so much more to do to ensure that we are supporting our patients, their loved ones and the wider community. We have a commitment to ensure that our charity and its brand are representative of our diverse communities and we will work across the organisation to ensure that this happens.

One key piece of work will include the development of a new website. Our current site is not fit for purpose; information is not easy to find at times, and we know that we need to create a platform which supports our audiences better. We will also be revising and refreshing our literature, ensuring that information is relevant, up to date and consistent.

We have a duty to ensure that every penny spent by our team is accounted for and we will be commissioning brand awareness research to measure and evaluate the impact of our brand awareness campaign.

We welcome feedback from everyone in our community, and we know that many people want to 'give back' to North London Hospice but sometimes this hasn't always been simple. We will therefore be introducing a Grateful Patient and Family Policy to make it easier to do this, helping to make sure that the hospice is there for future generations.

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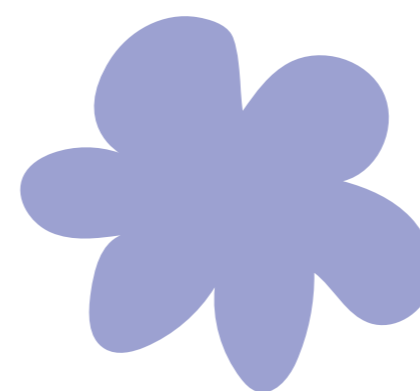
**My relationship with nurse Pat blossomed immediately. She taught me how to clean my wounds and take care of myself, but more than that, she helped me love my body again after the operation. She empowered me. She was – and is – my angel.**

**I couldn't imagine being without Pat and the hospice. I don't think I'd be here chugging along without them. They help me be the best version of myself that I can, put my ducks all in a row for my daughter's future and keep my medicines dancing together so I feel well.**

**I used to think a hospice was where you go to die, but to me it's been where I go to live. I know in time they'll play a different role, but I am not ready for that yet. I just feel so blessed that everyone from the hospice has such a kind spirit and that Pat – who is such an incredible woman full of love and light – is mine.**”



This is Hospice Care TV Campaign



Kate Osamor MP for Edmonton and Winchmore Hill visits our Enfield site



# Support from Charitable Trusts

We have listed Trusts who have donated over £5,000 to the hospice during the year. We would like to thank them for their recognition of our work and their generous donations.

During the next financial year, we look forward to further strengthening our relationships with our highly valued supporters.

The Albert Hunt Trust  
Anonymous Foundations (x2)  
Balvimaa Charitable Trust  
The Charles Wolfson Charitable Trust (x2)  
City Bridge Trust  
Dr French Foundation  
H&M Charitable Trust  
Jesus Hospital in Chipping Barnet  
Kessler  
Magnus Trust  
Milton Damerel Trust  
Rayne Trust  
Reed Foundation  
Saloman Foundation  
The Thompson Family Charitable Trust



# Trustees' Annual Report for the year ending 31 March 2025

## How We Are Governed

North London Hospice is a company limited by guarantee – registered number 1654807 and a registered charity in England and Wales (charity number 285300). Our constitution is our Articles of Association, which were first adopted on 29 July 1982 and amended on 13 January 2022. The hospice has a wholly owned subsidiary 'North London Hospice' (Trading) Limited (charity number 2268094) – the subsidiary company did not trade in the year ending 31 March 2025.

## Objectives and Principal Activities:

The hospice's objectives are:

- To relieve sickness and suffering and, in particular but without prejudice to the generality of the foregoing, by the establishment and maintenance of a hospice in North London for persons suffering from chronic or terminal diseases.
- To relieve the suffering of the families and friends and in particular, but without prejudice to the generality of the foregoing, by the provision of practical, bereavement and other emotional support and programmes for education and advice.

## Structure, Governance and Management

### Our Trustees

Our charity is governed by the Board of Trustees who are legally responsible for directing our affairs. The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to a number of committees which report back to the Board on a regular basis. The Board delegates day to day management of the charity to the Chief Executive and the Executive Team.

During the year under review two colleagues left or retired from office - Lis Burgess Jones (Chair) and Judith Tobin both retired in May 2024. Both members offered invaluable expertise to the Board and Executive Team and will be sadly missed. We would like to offer our thanks for their commitment and support.

Simon Morris (Former Vice Chair) took the role of Chair and Tom Easterling the role of Vice Chair from May 2024.

Following a process of recruitment in 2024 we were delighted to welcome four new Trustees – Suzanne Joels, Marsha Jones and Sam Shaerf, who joined the Board in September 2024 and Hayley Pannick, who joined the Board in January 2025. We are looking forward to working with them and value the skills and experience they bring to our already diverse Board.

All Trustees complete an annual appraisal process with the Chair and Vice Chair, together with completion of our Fit and Proper Persons declaration and adopt our approved Code of Conduct.

### Governance

Our Committee framework has been integrated positively into our governance structures and a further review in the year has given us an action plan for improvement. All Trustees are required to disclose potential or actual conflicts of interest to the charity as part of an annual review and at the start of each meeting. The Board continues to adopt the principles of good governance in the Charity Governance Code, and we held updated training for the Board on the code during the year under review.

These principles underpin the Board's governance and form an integral part of the programme of change we have undertaken. The Trustees have taken account of the Charity Commission's general guidance on public benefit when reviewing our aims, objectives and planning.

## Board Committees

### Board Development and Remuneration Committee

Responsible for Board governance arrangements and succession planning and recommendations for the appointment and reappointment of governance and executive positions. Oversight of the performance of and recommendations on the remuneration of the Chief Executive and Executive Team.

### Finance and External Audit Committee

Responsible for the strategic oversight and effective use of the charity's financial resources and investments. To oversee associated policy, strategy and performance across all finance and investment areas.

### **Clinical Governance and Assurance Committee**

Responsible for strategic oversight of the charity's clinical and patient services to ensure they are safe, effective, caring, responsive and well-led. Provide assurance to the Board on all aspects of the quality of clinical care, clinical risk management, clinical governance systems, compliance with clinical regulatory requirements and standards of quality and safety. To oversee associated policy, strategy and performance in all clinical and patient service areas.

### **Fundraising Committee**

Responsible for strategic oversight of the fundraising delivery and services. To oversee associated policy, strategy and performance across all fundraising income areas.

### **People and Organisational Development Committee**

Responsible for oversight and delivery assurance of the People, Equality, Diversity and Inclusion strategy, and Volunteering. To oversee associated policy, strategy and performance across all people (staff and volunteer) areas.

### **Retail Committee**

Responsible for development and delivery of the retail strategy, exploring shop growth with return on investment and overseeing associated policy, strategy and performance across the retail areas.

Please see page 38 for a full list of Trustees, which also shows movements through the year under review.

## **Statement of Trustees' Responsibilities and Corporate Governance**

The Trustees are responsible for their annual report, and for the preparation of accounts for each financial year which give a true and fair view of the incoming resources and application of those resources during the year, and of the state of affairs as at the end of the financial year. In preparing these accounts, the trustees are required to:

- ensure that suitable accounting policies are established and applied consistently
- make judgements and estimates which are reasonable and prudent
- state whether applicable accounting standards and statement of recommended accounting practice have been followed, subject to any material departures disclosed and explained in the accounts
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the hospice will continue in operation

The Trustees confirm that they have complied with the above requirements in preparing the accounts.

The Trustees have overall responsibility for ensuring that the hospice has appropriate systems and controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the hospice and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the hospice and for their proper application as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the hospice is operating efficiently and effectively
- all assets are safeguarded against unauthorised use or disposition and are properly applied
- proper records are maintained and financial information used within the hospice, or for publication, is reliable
- the hospice complies with relevant laws and regulations.

### **Reserves Policy**

The Trustees recognise that the current level of reserves is in line with the minimum requirements as per the policy.

Moving forward, the charity has designated some of these reserves for future projects, including an Inpatient Unit redevelopment project, further investment in the retail shops, as well as designating a legacy buffer should income in this area fall below the planned ten-year average, which was the case in 2024/2025.

Accordingly, the existing policy is at a level that the Trustees consider will be adequate. The policy is to always maintain unrestricted reserves at a minimum of nine months of unrestricted operating expenditure, taking into account future forecasts.

Current levels of expenditure and maintaining our unrestricted general fund will ensure long-term financial stability and enable the hospice to withstand external events which may affect the level of income received. Planned investments from reserves as part of our current and future strategic priorities in 2025/2027 will result in the reduction of the current level of unrestricted general fund.



## Investment Policy

The Memorandum and Articles of Association do not place any restrictions on the investment policy to be adopted. The Trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the hospice.

During 2024/25 the Trustees approved the re-tendering of the investment portfolio. Six investment managers were invited to tender (including the incumbent Newton), and all were assessed against the following weighted criteria:

- Philosophy and Process
- Team
- Organisational Alignment
- Performance
- Client Service and Reporting
- ESG
- Cost

At the end of the process it was agreed that the portfolio would be split between the existing incumbent and Cazenove. The transfer of 50% of the portfolio from Newton to Cazenove will take place in 2025/26.

## Principal Risks and Uncertainties

The Board of Trustees has overall responsibility for risk management of North London Hospice. This includes setting the risk appetite for the charity, ensuring there are reasonable procedures in place for the prevention and detection of major risks, including fraud risk and other irregularities, and ensuring that risk procedures are reviewed when issues arise.

- North London Hospice committee groups meet quarterly to oversee key risk areas, including information governance and data privacy, fraud, and bribery, safeguarding and business continuity. Risks are escalated as appropriate.
- Each directorate meets regularly to carry out reviews of risk management arrangements across the directorate and inform the escalation of the risk to the Executive Team/ Board.

- The Executive Team, chaired by the Chief Executive, regularly reviews and monitors key charity-wide strategic and operational risks.
- The Clinical Governance and Assurance Committee scrutinises the management of clinical risks, and the monitoring of clinical incidents and trends.
- Each committee reviews the results of the executive risk management and the operation of our risk management processes. Each committee review and deep dive into selected key risks as necessary.

In addition, we have policies and procedures to identify and manage risks arising from our existing operations and strategic development, and to provide reasonable assurance against material errors or loss.

## Planning and Performance

We operate a comprehensive annual planning and budgeting process. We monitor performance through use of key financial and performance indicators which compare actual results and activity against our plans and are routinely reported to the Board of Trustees. A phased budget and regular forecasting enable the Trustees and the Executive Team to link financial performance with resource and activity levels.

The Finance and External Audit Committee has delegated oversight into this area.

## Internal Audit

Internal controls are subject to scrutiny by each committee. We carry out a programme of cyclical reviews throughout North London Hospice. The Executive Team approves and presents the annual audit plan, scrutinises regular reports and presents to each committee on progress against the audit plan, the effectiveness of controls in audited functions and recommendations and learnings from audits.



## Key Strategic Risk

We reviewed our approach to risk management during the year under review. This included a review of our key strategic risks and our managing and reporting framework. A new Risk Assurance policy and procedure was approved by the Board of Trustees in March 2025. An overview of our key strategic risks and the actions we take to mitigate them is summarised in the table below. Each risk area is supported by relevant policies and procedures that are regularly reviewed and updated, and subject to compliance testing.

Risk	How we manage it
<p><b>FUNDING &amp; FINANCIAL STABILITY &amp; RESILIENCE</b> Over reliance on single funding sources (e.g. grants, donations)</p>	<ul style="list-style-type: none"> <li>• Finance &amp; External Audit Committee</li> <li>• Diversification of income sources</li> <li>• Financial planning &amp; reserves policy</li> <li>• Reporting &amp; Management</li> <li>• Strengthening Donor &amp; Funder Relationships</li> <li>• Risk Management &amp; Scenario Planning</li> <li>• Digital Innovation Strategy</li> </ul>
<p><b>REGULATORY &amp; LEGAL COMPLIANCE</b> Non-compliance with Charity Commission rules, GDPR, CQC, Health &amp; Safety, Safeguarding</p>	<ul style="list-style-type: none"> <li>• Governance &amp; Leadership Oversight</li> <li>• Legal &amp; Regulatory Compliance Framework</li> <li>• Internal Audits &amp; Monitoring</li> <li>• Policies, Procedures &amp; Training</li> <li>• Legal Advice &amp; Industry Best Practice</li> </ul>
<p><b>REPUTATION</b> Negative media attention, incidents or governance failures can damage credibility</p>	<ul style="list-style-type: none"> <li>• Strong Governance &amp; Ethical Leadership</li> <li>• Proactive Media &amp; Communications Strategy</li> <li>• Transparency &amp; Stakeholder Engagement</li> <li>• Risk Management &amp; Safeguarding</li> <li>• Legal &amp; Compliance Safeguards</li> <li>• Community &amp; Corporate Partnerships</li> <li>• Digital &amp; Social Media Reputation Management</li> </ul>
<p><b>GOVERNANCE &amp; LEADERSHIP</b> Weak Trustee Board / committees, Executive Team, conflicts of interest, or poor strategic decision-planning &amp; management</p>	<ul style="list-style-type: none"> <li>• Trustee Board &amp; Committee – Terms of Reference, scheme of delegation, recruitment &amp; skills audit</li> <li>• Conflict of Interest Management – policy &amp; process</li> <li>• Effective Executive Team Leadership</li> <li>• Strategic Decision-Making &amp; Risk Management</li> <li>• Legal &amp; Regulatory Compliance</li> <li>• Board &amp; Leadership Communication &amp; Engagement</li> </ul>

## Risk

## How we manage it

### IT, DIGITAL & CYBERSECURITY

Data breaches, fraud, or lack of IT/digital transformation strategies

- Data Protection & GDPR Compliance
- Cybersecurity Measures
- Fraud Prevention & IT Governance – Information Governance Steering Group
- Digital Transformation & IT Strategy
- Incident Response & Crisis Management

### OPERATIONAL

Inefficiencies, poor resource management, or inability to deliver services effectively

- Strategic Planning & Performance Management
- Efficient Resource Allocation & Financial Management
- Workforce & Volunteer Management
- Risk Management & Contingency Planning
- Technology & Process Optimisation
- Governance & Accountability

### QUALITY OF CARE

Failure to provide compassionate, effective and safe patient centered care that delivers the best clinical outcomes

- Clinical Governance & Regulatory Compliance
- Safe & Effective Care Delivery
- Continuous Professional Development (CPD) & Training
- Patient Safety & Risk Management Policies & Procedures
- Measuring Outcomes & Quality Improvement
- Ethical & Compassionate Care Culture

### WORKFORCE & VOLUNTEER MANAGEMENT

Recruiting, retaining, and safeguarding employees and volunteers

- Recruitment & Onboarding Best Practices
- Retention & Employee Engagement
- Safeguarding & Duty of Care
- Workforce Planning & Succession Management
- Volunteer Management & Support
- Compliance & HR Best Practices

### POLITICAL & ECONOMIC UNCERTAINTY

Changes in government policy, inflation, or economic downturns impacting donations & support

- Financial Resilience & Diversified Funding
- Government Policy & Compliance Monitoring
- Donor & Corporate Engagement Strategies
- Inflation & Cost Management Strategies
- Scenario Planning & Risk Management
- Public Awareness & Advocacy

### ENVIRONMENTAL & SOCIAL

Climate change, diversity, and inclusion issues affecting operations, funding or sustainability

- Environmental Sustainability & Climate Change Adaptation
- Equality, Diversity & Inclusion Strategy & Action Plan
- Social Responsibility & Ethical Governance
- Sustainable Operations & Financial Resilience
- Risk Monitoring & Compliance

## Complaints and Concerns

Quality Performance Indicator	2023-2024	2024-2025
Number of complaints (NLH target fewer than 30)	30	29
Investigations completed, complaint upheld/partially	26	28
Investigations completed, complaint not upheld	2	0
Investigations in progress	2	1

Quality Performance Indicator	2023-2024	2024-2025
Number of concerns	16	13
Concern investigations completed, complaint upheld/partially	14	9
Investigations completed, complaint not upheld	1	4
Investigations in progress	1	0

In 2024/2025 we recorded a total of 29 complaints and 296 compliments. We saw a reduction in clinical complaints and noted that complaints form a minority of the feedback we receive. The increase in non-clinical complaints is mostly related to our retail shops. The overarching themes in complaints were; communication, including alignment to our organisational values and behaviours, followed by supporter communication relating to our retail shops and patient care within our patient services.

The overarching themes in compliments were empathy of staff, kindness, compassion and outstanding communication of clinical staff and excellent holistic care for both patients and carers.

Of the 29 complaints:

- 14 related to clinical Patient Services
- 12 related to Retail
- 1 related to Patient and Family Support Services
- 1 related to Facilities
- 1 related to Fundraising and Communications

## Financial Review of the Year

2024/25 has proven to be a challenging financial year. Though the total deficit was £1.5m (2023/24 surplus £1.6m), this was achieved despite a £1.4m reduction in year-on-year legacy income. Without this fall, the charity would have been close to breaking even, outperforming the budgeted deficit.

Throughout the year, work continued on transformation plans, primarily in how to deliver care more impactfully and efficiently. The benefits of this will primarily be seen in 2025/26 onwards, which - coupled with investment in technology and additional retail investment - is likely to result in an improved financial outlook for the year ahead. The charity remains committed to achieving a balanced budget within the next three years.

The potential investment in a new Inpatient Unit is the largest project the charity has undertaken since the main hospice building opened in 1992. Whilst this is primarily to be funded by fundraising, with some internal designated funds also contributing, we are thankful to the Department of Health and Social Care (DHSC) for their award of a grant, which we have allocated towards this project, as well as the Charity Commission for granting approval to allocate a particular endowment to the project.

Total incoming resources were £14.7m in the year ending 31 March 2025, compared with £15.3m in the year ending 31 March 2024.

Total donations and fundraising were £2.5m, of which £0.2m is restricted income. Events income continues to perform well in the year and the focus for 2025/26 is achieving continued growth, whilst potentially simultaneously commencing a large Capital Appeal.

With legacy income now falling below the ten-year average in two of the last three years, the charity has allocated additional resources to legacy marketing in 2025/26. In the short term, legacy income will be budgeted at a lower level, with the expectation that this will recover in the coming years.

Total grants income was £6.6m compared with £5.4m in the previous year, of which £1.7m (2024: £0.8m) was restricted. This increase included the transfer of a loan into a grant of £0.5m as well as the DHSC award of £0.3m.

Other trading activities reflect the charity shop operations, comprising sales of £2.9m (2024: £2.8m), donations of agency sales and Gift Aid of £1.3m (2024: £1.0m) and rental income of £14k (2024: £12k).

Investment income of £403k was £8k higher than the previous year. During the year, the decision was made to appoint two investment managers, and we welcome Cazenove as an additional manager to the portfolio, alongside Newton.

Total expenditure was £16.6m, compared with £15m in the previous year. The prior year included a one-off write back of £1.3m of accumulated loan interest. If this was excluded, then the overall increase in the cost base was around 1.8% year on year.

### Position of the Charity at the End of the Year

The unrestricted general fund at the year-end (excluding designations) represented some 12 months of underlying unrestricted expenditure and is above the reserves policy of holding at least nine months of unrestricted expenditure.

### Principal Risks and Uncertainties

As referred to in the message from the Chair and Chief Executive, there are continuing challenges facing all hospices, to which North London Hospice is not unique. Whether that is uncertainty regarding the levels of future NHS funding, inflationary pressures or increasing fundraising and retail targets, all of these have a part to play in ensuring North London Hospice continues to deliver the wide range of services that are currently supported. The hospice will continue to look to invest reserves in areas which result in quality improvements in patient care.

**Public Benefit Statement**

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".

North London Hospice's objects comply directly with two of the Charities Act's descriptions of "charitable purpose":

- "the advancement of health" and
- "the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage"

The hospice's charitable purpose is enshrined in the wording of the hospice's objects.

The Trustees ensure that this purpose is carried out for the public benefit by delivering services that are valued by our patients, their families and friends and the community in general.

Approved by the Board of Trustees on 15 July 2025 and signed on its behalf by:

**SIMON MORRIS MBE**  
Chair of Trustees

**ANDREW J. HARRIS**  
Company Secretary and  
Honorary Treasurer

Hospice services are available to those most in need of the services in the London boroughs of Barnet, Enfield, Haringey, Camden and Islington. The hospice provides specialist palliative care in an inpatient, outpatient and therapies and community setting.

**Disclosure of Information to the Auditor**

As far as the Trustees are aware, there is no relevant information of which the company's auditor is unaware.

The Trustees have taken all the steps that they ought to have taken as Trustees to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.



## Our Trustees

Name	Committee Membership
Simon Morris MBE - Chair	Chair of the Board Development & Remuneration Committee Member of the Finance & External Audit and Fundraising Committees
Tom Easterling - Vice Chair	Chair of the People & Organisational Development Committee Member of the Finance & External Audit and Board Development & Remuneration Committees
Andrew Harris Honorary Treasurer and Company Secretary	Chair of the Finance & External Audit and Retail Committees Member of the Board Development & Remuneration Committee
Anna Bokobza	Member of the People & Organisational Development Committee
Saurabh Khare	Member of the Retail Committee
Simon Males	Member of the Finance & External Audit and Fundraising Committees
John Reid	Member of the Finance & External Audit and Retail Committees (to March 25)
Dr Ujjal Sarkar	Member of the Clinical Governance & Assurance Committee
Beverley Taylor	Member of the People & Organisational and Clinical Governance & Assurance Committee's Freedom to Speak up Guardian
Dr Cate Woodwark	Chair of the Clinical Governance & Assurance Committee Member of the Board Development & Remuneration Committee
Sam Durling	Member of the People & Organisational Development Committee
Rob Tobin	Member of the Clinical Governance & Assurance Committee
Suzanne Joels (joined September 2024)	Member of the Clinical Governance & Assurance Committee
Marsha Jones (joined September 2024)	Member of the Clinical Governance & Assurance Committee
Sam Shaerf (joined September 2024)	Member of the Retail Committee
Hayley Pannick (joined January 2025)	Chair of the Fundraising Committee

## Our Executive Team

Name	
Declan Carroll	Chief Executive Officer
Dr Sam Edward	Medical Director and Consultant in Palliative Care
Wolfie Smith	Director of Patient Services and Quality
Anna Cooper	Director of Fundraising & Communications
Kelvin Walker	Director of Finance and Resources
Suzie Long	Director of People and Culture
Peter Brook	Director of Retail (joined July 2024)
Michelle Forde	Director of Nursing and Quality (left November 2024)

Registered Office	North London Hospice 47 Woodside Avenue, London N12 8TT
External Auditor	Buzzacott Audit LLP Chartered Accountants and Statutory Auditors 130 Wood Street London EC2V 6DL
Bankers	Barclays Bank p.l.c. Barnet & Hampstead Business Banking PO Box 12820 London N20 0WE
Investment Managers	Newton Investment Management Limited The Bank of New York Mellon Centre 160 Queen Victoria Street, London EC4V 4LA Cazenove Capital 1 London Wall Place London EC2V 5AU

# Independent Auditors Report to the Members of North London Hospice

## Opinion

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

In our opinion, the financial statements:

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

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

The other information comprises the information included in the trustees' annual report, including the trustees' report, strategic report and the impact 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Continued.....

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

## Responsibilities of trustees

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

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

## Auditor's responsibilities for the audit of the accounts

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:

## How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management and trustees and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006; the Charities Act 2011; Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019), legislation and regulations specific to Hospices (including the Care Quality Commission), Safeguarding Regulations, GDPR, fundraising regulations; and
- We assessed the extent of compliance with laws and regulations identified above by making enquiries of management and representatives of the trustees and review of the minutes of trustees' meetings.

Continued.....

How the audit was considered capable of detecting irregularities including fraud (continued)

We assessed the susceptibility of the charity's accounts to material misstatement, including how fraud might occur by:

- Making enquiries of management and representatives of the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Verified the implementation of financial controls;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing accounts disclosures to underlying supporting documentation;
- Reading the minutes of meetings of trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

Use of our 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Edward Finch (Senior Statutory Auditor)  
for and on behalf of  
Buzzacott Audit LLP, Statutory Auditor

17th July 2025

130 Wood Street  
London EC2V 6DL

NORTH LONDON HOSPICE

STATEMENT OF FINANCIAL ACTIVITIES,  
INCLUDING THE INCOME AND EXPENDITURE ACCOUNT

	FOR THE YEAR ENDED:	31ST MARCH 2025			2024
		Unrestricted funds	Restricted funds	Endowment funds	Total funds
Income:					
Donations and fundraising		2,320,618	194,620	-	2,515,238
Legacies		939,743	-	-	939,743
Charitable activities					
Grants	4	4,890,760	1,707,586	-	6,598,346
Other trading activities					
Charity shops sales		2,939,328	-	-	2,939,328
Donated agency sales		1,255,341	-	-	1,255,341
Rental income		13,800	-	-	13,800
Investment income	5	315,718	-	88,174	403,892
Other	6	74,495	-	-	74,495
<b>Total income</b>		<b>12,749,803</b>	<b>1,902,206</b>	<b>88,174</b>	<b>14,740,183</b>
Expenditure:					
Raising funds					
Fundraising and promotion	7	1,542,169	-	-	1,542,169
Charity shops expenditure	8	2,741,939	-	-	2,741,939
Investment manager's fees		66,595	-	-	66,595
Charitable activities					
Cost of operation of hospice	9	9,392,379	1,003,070	1,868,588	12,264,037
Other					
Interest on loan from The Governors of the Peabody Donation Fund		-	-	-	(1,301,765)
<b>Total expenditure</b>		<b>13,743,082</b>	<b>1,003,070</b>	<b>1,868,588</b>	<b>16,614,740</b>
Net gains on investments	13	279,942	-	75,106	355,048
Net (expenditure)/income before transfers		(713,337)	899,136	(1,705,308)	(1,519,509)
Transfers between funds		1,171,921	439,351	(1,611,272)	-
Net movement in funds		458,584	1,338,487	(3,316,580)	1,613,677
Reconciliation of funds:					
Total funds brought forward, 1st April 2024		25,429,567	6,362	3,466,580	28,902,509
Total funds carried forward, 31st March 2025		£ 25,888,151	1,344,849	150,000	27,383,000

All incoming resources and resources expended derive from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

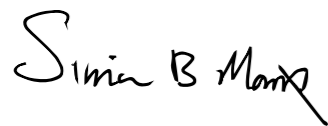
The detailed comparative information for the statement of financial activities is included at note 24.

The attached notes form part of these accounts.

## BALANCE SHEET

	Note	31ST MARCH	
		2025	2024
Fixed assets:			
Tangible assets	12	8,204,531	8,200,780
Investments	13	13,453,555	16,726,231
Total fixed assets		21,658,086	24,927,011
Current assets:			
Debtors	14	2,766,145	3,705,934
Cash at bank and in hand		4,272,123	2,490,316
Total current assets		7,038,268	6,196,250
Liabilities:			
Creditors: amounts falling due within one year	15	(1,313,354)	(1,720,752)
Net current assets		5,724,914	4,475,498
Total assets less current liabilities		27,383,000	29,402,509
Creditor: amount falling due after more than one year	16	-	(500,000)
Total net assets	£	27,383,000	28,902,509
The funds of the charity:			
Endowment funds	17	150,000	3,466,580
Restricted income funds	18	1,344,849	6,362
Unrestricted funds			
Designated funds	19	13,054,531	10,250,780
General Fund	20	12,833,620	15,178,787
Total charity funds	£	27,383,000	28,902,509

Approved for issue by the Board of Trustees on 15th July 2025 and signed on its behalf by:-



SIMON B. MORRIS (Chair)



ANDREW J. HARRIS (Treasurer)

The attached notes form part of these accounts.

## NORTH LONDON HOSPICE

## STATEMENTS OF CASH FLOWS

	FOR THE YEAR ENDED:		31ST MARCH	
	2025	2024	2025	2024
Net cash provided by/(used in) operating activities	(1,827,361)	(303,572)		
Cash flows from investing activities				
Investment income				
Income from UK listed investments	372,276	351,977		
Interest receivable	31,616	43,274		
Withdrawal from investments	4,000,000	-		
Purchases of tangible fixed assets	(422,448)	(511,930)		
Purchases of fixed asset investments	(372,276)	(351,977)		
Cash used in investing activities	3,609,168	(468,656)		
Increase/(decrease) in cash and cash equivalents in the year	1,781,807	(772,228)		
Cash and cash equivalents at the beginning of the year	2,490,316	3,262,544		
Cash and cash equivalents at the end of the year	£ 4,272,123	2,490,316		
<u>Reconciliation of net movement in funds to net cash flow from operating activities</u>				
Net movement in funds	(1,519,509)	1,613,677		
Investment income				
Income from UK listed investments	(372,276)	(351,977)		
Interest receivable	(31,616)	(43,274)		
Depreciation	555,272	540,760		
Interest payable	-	(1,301,765)		
Net gains on investments	(355,048)	(1,323,968)		
Decrease in debtors	939,789	179,355		
(Decrease)/increase in creditors	(1,043,973)	383,620		
Net cash provided by/(used in) operating activities	£ (1,827,361)	(303,572)		
<u>Analysis of cash and cash equivalents</u>				
Bank accounts	4,269,876	2,487,110		
Cash in hand	2,247	3,206		
Total	£ 4,272,123	2,490,316		
<u>Analysis of changes in net funds</u>				
		At start of year	Movement	At end of year
Cash at bank and in hand	£	2,490,316	1,781,807	4,272,123

## ACCOUNTING POLICIES FOR THE YEAR ENDED 31ST MARCH 2025

### Company information

North London Hospice is a company limited by guarantee incorporated in England and Wales. The registered office is 47 Woodside Avenue, London, N12 8TF.

#### a) Basis of preparation of accounts and assessment of going concern

The accounts have been prepared under the historical cost convention with the exception of investments which are included at their market value. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Companies Act 2006 and Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the company, and are rounded to the nearest £1.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The trustees have prepared the accounts on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future as the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The level of reserves held mean that the trustees expect the charity to be able to continue its activities for a period of at least 12 months from the approval of these accounts.

North London Hospice meets the definition of a public benefit entity under FRS 102.

#### b) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Endowment funds are capital funds that must be retained for the benefit of the charity. The use of income arising from these capital sums may be subject to restrictions.

Investment income, gains and losses are allocated to the appropriate fund.

#### c) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are accounted for when received by the charity. Donated agency sales relating to proceeds from sale of goods subsequently donated to the charity are accounted for when proceeds are received. Tax reclaimed in respect of Gift Aid is accounted for on an accruals basis. Tangible assets donated are included in the accounts at their market value. Goods donated to fundraising shops are included in the accounts when sold. The charity also receives the benefit of work carried out by volunteers, the value of which cannot be quantified.

## NORTH LONDON HOSPICE

### ACCOUNTING POLICIES FOR THE YEAR ENDED 31ST MARCH 2025 (Continued)

#### c) Income (continued)

Grant and service level agreement income is recognised in the period to which the income relates.

Income from investments has been taken into the accounts when receivable. Interest receivable has been accounted for on an accruals basis.

#### d) Expenditure and irrecoverable value added tax

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Staff and other costs are allocated directly to the activity for which they are incurred. Costs of raising funds comprises the costs associated with attracting voluntary income and the costs of operating

Charitable activities expenditure comprises those costs incurred in the delivery of hospice services. It includes both costs that can be directly allocated and those of an indirect nature necessary to support them including governance costs.

Not all value added tax is recoverable. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

#### e) Capitalisation and depreciation

The trustees have adopted the policy that small items of expenditure, being those less than £1,000, of a capital nature are not capitalised but are included in resources expended.

Freehold land is not depreciated. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2% straight-line
Furniture, fixtures, fittings and medical equipment	-	20% straight-line
Motor vehicles	-	25% straight-line
Refurbishment	-	10% straight-line

#### f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

#### g) Stocks

Stocks of donated goods to fundraising shops are not reflected in the accounts because the trustees consider it is impracticable to be able to assess the value of donated goods until sale as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

#### h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid.

#### i) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) Pensions

The charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The assets of the defined benefit scheme are held separately from those of the Hospice by the National Health Service Superannuation Scheme.

The assets of the National Health Service Superannuation Scheme cannot be identified on a consistent and reasonable basis. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the charity. The contributions are determined by qualified actuaries on the basis of periodic

Defined contribution scheme pension costs charged in the accounts represent the amounts payable to the scheme in respect of the year. Where employees' wages and salaries are allocated to unrestricted or restricted funds, the pension costs relating to those employees, and any associated liabilities, are allocated to the same funds.

m) Operating leases

Rental costs under operating leases are charged in the accounts in equal annual instalments over the period of the leases.

1. Legal status

North London Hospice is a company limited by guarantee and has no share capital. It is registered in England and Wales. The members of the company are the trustees named on page 38, of which there were 16 at 31st March 2025 (2024 - 14). In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

*Key sources of estimation uncertainty*

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the tangible fixed assets and accounting policy e) for the useful economic lives for each class of asset.

3. Group accounts

The charity has one wholly owned subsidiary company, North London Hospice (Trading) Limited. Group accounts have not been prepared as the subsidiary company is dormant and not material in the context of the group. Accordingly, these accounts present information about the charity as an individual entity and not about its group.

NOTES TO THE ACCOUNTS - 31ST MARCH 2025 (Continued)

4. Grants

*Year ended 31st March 2025*

	Unrestricted funds	Restricted funds	Endowment funds	Total
North Central London - Integrated Care Board Barnet/Enfield/Haringey	4,890,760	-	-	4,890,760
North Middlesex Hospital NHS Trust	-	922,868	-	922,868
DHSC Capital Grant	-	284,718	-	284,718
Peabody Grant	-	500,000	-	500,000
	<u>4,890,760</u>	<u>1,707,586</u>	<u>-</u>	<u>6,598,346</u>
£	4,890,760	1,707,586	-	6,598,346

*Year ended 31st March 2024*

	Unrestricted funds	Restricted funds	Endowment funds	Total
North Central London - Integrated Care Board Barnet	2,480,682	-	-	2,480,682
Enfield	1,882,134	-	-	1,882,134
Haringey	127,700	-	-	127,700
NHS Partial Offset of Pensions Costs	66,536	-	-	66,536
North Middlesex Hospital NHS Trust	-	796,690	-	796,690
Other NHS	28,600	-	-	28,600
	<u>4,585,652</u>	<u>796,690</u>	<u>-</u>	<u>5,382,342</u>
£	4,585,652	796,690	-	5,382,342

5. Investment income

*Year ended 31st March 2025*

Income from UK listed investments	284,102	-	88,174	372,276
Interest receivable	31,616	-	-	31,616
	<u>315,718</u>	<u>-</u>	<u>88,174</u>	<u>403,892</u>
£	315,718	-	88,174	403,892

*Year ended 31st March 2024*

Income from UK listed investments	262,472	-	89,505	351,977
Interest receivable	43,274	-	-	43,274
	<u>305,746</u>	<u>-</u>	<u>89,505</u>	<u>395,251</u>
£	305,746	-	89,505	395,251

6. Other income

*Year ended 31st March 2025*

	Unrestricted funds	Restricted funds	Endowment funds	Total
Education income	43,822	-	-	43,822
Work placement	27,380	-	-	27,380
Apprenticeship levy top up	3,293	-	-	3,293
	<u>74,495</u>	<u>-</u>	<u>-</u>	<u>74,495</u>
£	74,495	-	-	74,495

*Year ended 31st March 2024*

Education income	51,292	-	-	51,292
Work placement	13,690	-	-	13,690
Apprenticeship levy top up	1,138	-	-	1,138
	<u>66,120</u>	<u>-</u>	<u>-</u>	<u>66,120</u>
£	66,120	-	-	66,120

7. Fundraising and promotion

*Year ended 31st March 2025*

Staff costs	981,344	-	-	981,344
Other costs	560,825	-	-	560,825
	<u>1,542,169</u>	<u>-</u>	<u>-</u>	<u>1,542,169</u>
£	1,542,169	-	-	1,542,169

*Year ended 31st March 2024*

Staff costs	879,068	-	-	879,068
Other costs	451,094	-	-	451,094
	<u>1,330,162</u>	<u>-</u>	<u>-</u>	<u>1,330,162</u>
£	1,330,162	-	-	1,330,162

8. Charity shops expenditure

*Year ended 31st March 2025*

Staff costs	1,720,185	-	-	1,720,185
Other costs	432,318	-	-	432,318
Rents paid under operating leases	556,952	-	-	556,952
Rates and water	32,484	-	-	32,484
	<u>2,741,939</u>	<u>-</u>	<u>-</u>	<u>2,741,939</u>
£	2,741,939	-	-	2,741,939

*Year ended 31st March 2024*

Staff costs	1,525,880	-	-	1,525,880
Other costs	443,091	-	-	443,091
Rents paid under operating leases	573,267	-	-	573,267
Rates and water	33,656	-	-	33,656
	<u>2,575,894</u>	<u>-</u>	<u>-</u>	<u>2,575,894</u>
£	2,575,894	-	-	2,575,894

NOTES TO THE ACCOUNTS - 31ST MARCH 2025 (Continued)

	Unrestricted funds	Restricted funds	Endowment funds	Total
<b>9. Cost of operation of hospice</b>				
<i>Year ended 31st March 2025</i>				
Direct costs				
Hospice staff costs	4,592,690	997,168	1,868,588	7,458,446
Catering and cleaning services	570,172	-	-	570,172
Other medical costs	381,739	4,294	-	386,033
Support costs				
Support staff costs	1,772,615	-	-	1,772,615
Premises costs	631,919	1,608	-	633,527
Other costs	856,634	-	-	856,634
Depreciation	555,272	-	-	555,272
Governance costs (see Note 10)	31,338	-	-	31,338
	<u>9,392,379</u>	<u>1,003,070</u>	<u>1,868,588</u>	<u>12,264,037</u>
£				
<i>Year ended 31st March 2024</i>				
Direct costs				
Hospice staff costs	6,802,765	874,895	89,505	7,767,165
Catering and cleaning services	554,964	-	-	554,964
Other medical costs	384,273	7,452	-	391,725
Support costs				
Support staff costs	1,441,054	-	-	1,441,054
Premises costs	705,987	5,000	-	710,987
Other costs	916,198	-	-	916,198
Depreciation	540,760	-	-	540,760
Governance costs (see Note 10)	28,525	-	-	28,525
	<u>11,374,526</u>	<u>887,347</u>	<u>89,505</u>	<u>12,351,378</u>
£				

Support costs including governance costs incurred relating to fundraising and promotion and charity shops are immaterial. Consequently all support costs are included in the cost of operation of hospice.

	Unrestricted funds	Restricted funds	Endowment funds	Total
<b>10. Governance costs</b>				
<i>Year ended 31st March 2025</i>				
Auditors' remuneration				
Current year	16,200	-	-	16,200
Accountancy fees	9,385	-	-	9,385
Legal & professional fees	5,753	-	-	5,753
	<u>31,338</u>	<u>-</u>	<u>-</u>	<u>31,338</u>
£				
<i>Year ended 31st March 2024</i>				
Auditors' remuneration				
Current year	16,200	-	-	16,200
Prior year	7,500	-	-	7,500
Accountancy fees	4,825	-	-	4,825
	<u>28,525</u>	<u>-</u>	<u>-</u>	<u>28,525</u>
£				

	2025	2024
<b>11. Staff costs, trustee remuneration and expenses and the cost of key management personnel</b>		
Wages and salaries	10,255,280	10,098,722
Social security costs	979,747	958,970
Pension costs	569,096	546,006
Redundancy costs	128,467	9,469
	<u>11,932,590</u>	<u>11,613,167</u>
£		
The charity operates both defined benefit and defined contribution schemes for its employees, the pension charge for the year is shown above. At the balance sheet date £78,518 (2024 - £79,409) was accrued for pension costs.		
Analysis by function:		
Hospice services	7,458,446	7,767,165
Fundraising and promotion	981,344	879,068
Shops	1,720,185	1,525,880
Support	1,772,615	1,441,054
	<u>11,932,590</u>	<u>11,613,167</u>
£		

The number of higher paid employees was:

	2025 Number	2024 Number
£60,000 to £70,000	12	12
£70,000 to £80,000	7	6
£80,000 to £90,000	3	2
£90,000 to £100,000	1	-
£110,000 to £120,000	-	1
£120,000 to £130,000	1	1

NORTH LONDON HOSPICE

NOTES TO THE ACCOUNTS - 31ST MARCH 2025 (Continued)

11. Staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)

Contributions were made to a defined benefit scheme for sixteen (2024 - thirteen) higher paid employees and to a defined contribution scheme for nine (2024 - nine) higher paid employees. Total contributions in the year amounted to £149,810 (2024 - £125,070).

No trustees have received any remuneration in respect of their services or had any expenses reimbursed (2024 - the same).

The average number of employees, analysed by function, was:

	<u>2025</u> <u>Number</u>	<u>2024</u> <u>Number</u>
Hospice services	110	116
Fundraising and promotion	19	18
Shops	50	51
Support	55	54
	<u>234</u>	<u>239</u>

The average number of employees reflects the average actual number of employees rather than the average full-time equivalents (FTE).

The staff costs and numbers of employees do not include any allowance for the work carried out for the Hospice by over 580 volunteers. Volunteers have carried out a variety of roles including welcoming visitors to the Hospice, assisting staff in the inpatient unit in serving meals, helping to transport patients to and from the Outpatients and Wellbeing Service, carrying out numerous administrative functions and helping at fundraising events, and a significant number of volunteers assist in our charity shops. The value of this work cannot be quantified.

The key management personnel of the charitable company are the trustees and the executive team, comprising the Chief Executive Officer, the Medical Director and Consultant, the Director of Patient Services, the Director of Fundraising and Communications, the Director of Finance and Resources and the Director of People and Culture. The employee benefits of the key management personnel totalled £724,771 (2024 - £676,504).

12. Tangible fixed assets

	<u>Freehold land</u> <u>and buildings</u>	<u>Furniture,</u> <u>fixtures and</u> <u>fittings</u>	<u>Medical</u> <u>equipment</u>	<u>Motor</u> <u>vehicles</u>	<u>Refurbishment</u>	<u>Total</u>
Cost						
At 1st April 2024	10,180,777	2,673,641	474,492	43,435	1,757,033	15,129,378
Additions	-	99,807	9,034	58,825	391,357	559,023
	<u>10,180,777</u>	<u>2,773,448</u>	<u>483,526</u>	<u>102,260</u>	<u>2,148,390</u>	<u>15,688,401</u>
Depreciation						
At 1st April 2024	3,608,440	2,287,715	438,126	43,435	550,882	6,928,598
Charge for the year	175,392	149,470	21,295	14,706	194,409	555,272
	<u>3,783,832</u>	<u>2,437,185</u>	<u>459,421</u>	<u>58,141</u>	<u>745,291</u>	<u>7,483,870</u>
Net book values						
At 31st March 2025	£ 6,396,945	336,263	24,105	44,119	1,403,099	8,204,531
	<u>£ 6,572,337</u>	<u>385,926</u>	<u>36,366</u>	<u>-</u>	<u>1,206,151</u>	<u>8,200,780</u>

Freehold land and buildings includes buildings with a cost of £8,769,618 (2024 - the same) that are being depreciated.

Freehold land and buildings have not been revalued. The trustees consider that there is no advantage in obtaining a valuation as the land and buildings are used exclusively for charitable purposes.

All assets are held for charitable use.

13. Fixed asset investments

	<u>2025</u>	<u>2024</u>
Listed investments:		
Market value at 1st April 2024	16,721,231	15,045,286
Additions at cost	372,276	351,977
Withdrawal	(4,000,000)	-
Net gains on investments	355,048	1,323,968
	<u>13,448,555</u>	<u>16,721,231</u>
Market value at 31st March 2025	13,448,555	16,721,231
Cost of shares in subsidiary company:		
North London Hospice (Trading) Limited	5,000	5,000
	<u>£ 13,453,555</u>	<u>16,726,231</u>

The historical cost of the listed investments as at 31st March 2025 was £6,623,924 (2024 - £10,251,648).

Reconciliation of unrealised gains

Unrealised gains at 1st April 2024	6,469,583	5,145,615
Net gains on investments	355,048	1,323,968
	<u>£ 6,824,631</u>	<u>6,469,583</u>

At 31st March 2025 the listed investments all related to UK equities listed on the International Stock Exchange, London.

At 31st March 2025 UK equities comprised:

	<u>Market</u> <u>value</u> £	<u>Cost</u> £
5,242,972.008 units in the Newton Sustainable Growth and Income Fund for Charities	9,312,567	4,020,806
2,336,056.680 units in the Newton Growth & Income Fund for Charities	4,135,988	2,603,118
	<u>£ 13,448,555</u>	<u>6,623,924</u>

The Hospice owns 100% of the ordinary share capital of North London Hospice (Trading) Limited, a company registered in England and Wales, company number 2268094. The registered office address of North London Hospice (Trading) Limited is 47 Woodside Avenue, London, N12 8TF.

Until 31st March 2018 North London Hospice (Trading) Limited sold goods on behalf of the public for commission, following which the owners were invited to donate the proceeds to the charity under the gift aid scheme. Since 1st April 2018 this has been dealt with directly by the charity as donated agency sales.

NORTH LONDON HOSPICE

NOTES TO THE ACCOUNTS - 31ST MARCH 2025 (Continued)

14. Debtors

	<u>2025</u>	<u>2024</u>
VAT recoverable	215,648	176,085
Other debtors	557,887	298,032
Prepayments and accrued income	1,992,610	3,231,817
	<u>£ 2,766,145</u>	<u>3,705,934</u>

Prepayments and accrued income includes measurable legacies committed to North London Hospice as at 31st March 2025, but which were not received by that date, amounting to £1,365,635 (2024 - £2,742,484).

15. Creditors: amounts falling due within one year

	<u>2025</u>	<u>2024</u>
Expense creditors	512,289	601,544
Taxation and social security	248,641	235,455
Other creditors	263	345,032
Accruals and deferred income	552,161	538,721
	<u>£ 1,313,354</u>	<u>1,720,752</u>

Other creditors includes £nil (2024 - £324,771) relating to agency sales under the retail Gift Aid scheme.

16. Creditor: amount falling due after more than one year

	<u>2025</u>	<u>2024</u>
Loan - The Governors of the George Peabody Donation Fund (secured)	£ -	500,000

The comparative figure for 2010 has been restated following a prior period adjustment as explained in note 21.

The Governors of the George Peabody Donation Fund have agreed to amend the loan to be a grant towards the redevelopment of the In-Patient Unit at the Hospice. This has now been classified as income in a Restricted fund.

17. Endowment funds

	Pauline Glasser Endowment	Mrs. Burgess Fund for Children	Capital Fund	Endowment Fund	Total
Balance 1st April 2024	718,040	17,000	150,000	2,581,540	3,466,580
Income	19,186	-	-	68,988	88,174
Expenditure	(19,186)	-	-	(1,849,402)	(1,868,588)
Net gains on investments	16,342	-	-	58,764	75,106
Transfer to Restricted funds	(734,382)	-	-	-	(734,382)
Transfers to Unrestricted funds	-	(17,000)	-	(859,890)	(876,890)
	<u>£ -</u>	<u>-</u>	<u>150,000</u>	<u>-</u>	<u>150,000</u>
Balance 31st March 2025	£ -	-	150,000	-	150,000

Pauline Glasser Endowment:

The trustees approved the transfer of this endowment fund to a restricted fund relating to the future redevelopment of the In Patient Unit in accordance with the terms of the original agreement. In April 2025 the Charity Commission approved this decision, and it is expected that this fund (£734,382) is to be spent within the next 2 years.

Mrs. Burgess Fund for Children:

In line with the Charity Commission rules for spending from a smaller value fund this has now been reallocated to unrestricted reserves.

Capital Fund:

Capital sums totalling £150,000 were received in 1993 and 1994. Income from the fund can be used for general purposes and the fund is represented by cash on deposit.

Endowment Fund:

In line with donor wishes it was agreed that this fund could be used to fund the Hospice at Home service. As such, costs of the Barnet and Enfield community teams have now been allocated against this fund.

18. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	Balance 1st April 2024	Income	Expenditure	Transfers between funds	Balance 31st March 2025
Pauline Glasser Fund	-	-	-	734,382	734,382
Peabody Grant	-	500,000	-	-	500,000
DHSC Grant	-	284,718	-	(284,718)	-
Civica Scheduling	-	22,500	(22,500)	-	-
Cuddle Blanket	-	3,900	-	(3,900)	-
Rapid Response	-	61,600	-	-	61,600
Rapid Response Barnet	-	30,966	-	-	30,966
Rapid Response Enfield & Haringey	-	5,000	-	-	5,000
Child & Youth Bereavement	-	3,000	(3,000)	-	-
Bladder Probe	-	1,100	(1,100)	-	-
Bereavement Support	-	2,500	(2,500)	-	-
Community Development	5,000	-	-	-	5,000
Compassionate Neighbours	1,362	39,800	(39,800)	-	1,362
Music for Life Group	-	1,000	(1,000)	-	-
Barnet Community Team	-	5,500	(5,500)	-	-
Haringey Community Team	-	922,868	(922,868)	-	-
Syringe Drivers	-	7,281	(1,608)	(5,134)	539
Complementary Therapies	-	5,000	-	-	5,000
Thermomix	-	1,279	-	(1,279)	-
Oxygen Concentrators	-	1,000	-	-	1,000
Sara Steady Equipment	-	1,199	(1,199)	-	-
Tilt-in-space Wheelchair	-	1,995	(1,995)	-	-
	<u>£ 6,362</u>	<u>1,902,206</u>	<u>(1,003,070)</u>	<u>439,351</u>	<u>1,344,849</u>

Transfers have been made from certain of the restricted funds to the unrestricted general fund since appropriate expenditure has been incurred and therefore the conditions relating to the inherent restrictions have been complied with.

NORTH LONDON HOSPICE

NOTES TO THE ACCOUNTS - 31ST MARCH 2025 (Continued)

19. Designated funds

	Balance 1st April 2024	Income	Expenditure	Transfers between funds	Balance 31st March 2025
Tangible Fixed Asset Fund	7,700,780	-	-	503,751	8,204,531
Legacy Buffer Fund	1,500,000	-	-	-	1,500,000
IPU Capital Start Up Fund	250,000	-	-	2,450,000	2,700,000
Retail - Start Up - New Premises Fund	150,000	-	-	350,000	500,000
Retail Leasehold Improvements Fund	250,000	-	-	(250,000)	-
Retail - Shop Dilapidations Fund	250,000	-	-	(250,000)	-
Strategic Investment/Innovation Fund	150,000	-	-	-	150,000
	<u>£ 10,250,780</u>	<u>-</u>	<u>-</u>	<u>2,803,751</u>	<u>13,054,531</u>

The trustees have designated £8,204,531 (2024 - £7,700,780) as a tangible fixed assets fund. This fund represents an amount equal to the net book value of the tangible fixed assets less, at 31st March 2024, the creditor falling due after more than one year which was secured by a charge over certain freehold land owned by the Hospice, as it formed part of the funds the Hospice held that were not readily available to expend on meeting its charitable objectives.

Furthermore, the trustees have designated additional funds as part of the ongoing strategic review. These include future investment in both clinical delivery (with plans for a potential IPU refurbishment) as well as future investment in the retail shops. Additionally, a legacy buffer fund has been created should legacy income fall below the current 10 year average.

20. General Fund

Balance 1st April 2024	15,178,787
Income	12,749,803
Expenditure	(13,743,082)
Net gains on investments	279,942
Transfers from Endowment funds	876,890
Transfers from Restricted funds	295,031
Transfers from Unrestricted funds	500,000
Transfers to Unrestricted funds	(3,303,751)
Balance 31st March 2025	<u>£ 12,833,620</u>

21. Analysis of net assets between funds

At 31st March 2025

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Capital Fund	-	-	150,000	-	150,000
Restricted funds					
Pauline Glasser Fund	-	734,382	-	-	734,382
Peabody Grant	-	-	500,000	-	500,000
Rapid Response	-	-	61,600	-	61,600
Rapid Response Barnet	-	-	30,966	-	30,966
Rapid Response Enfield & Haringey	-	-	5,000	-	5,000
Community Development	-	-	5,000	-	5,000
Compassionate Neighbours	-	-	1,362	-	1,362
Syringe Drivers	-	-	539	-	539
Complementary Therapies	-	-	5,000	-	5,000
Oxygen Concentrators	-	-	1,000	-	1,000
Unrestricted funds					
Designated funds					
Tangible Fixed Assets Fund	8,204,531	-	-	-	8,204,531
Legacy Buffer Fund	-	-	1,500,000	-	1,500,000
IPU Capital Start Up Fund	-	-	2,700,000	-	2,700,000
Retail - Start Up - New Premises Fund	-	-	500,000	-	500,000
Strategic Investment/Innovation Fund	-	-	150,000	-	150,000
General Fund	-	12,719,173	1,427,801	(1,313,354)	12,833,620
	<u>£ 8,204,531</u>	<u>13,453,555</u>	<u>7,038,268</u>	<u>(1,313,354)</u>	<u>27,383,000</u>

At 31st March 2024

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	718,040	-	-	718,040
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,581,540	-	-	2,581,540
Restricted funds					
Community Development	-	-	5,000	-	5,000
Compassionate Neighbours	-	-	1,362	-	1,362
Unrestricted funds					
Designated funds					
Tangible Fixed Assets Fund	8,200,780	-	-	(500,000)	7,700,780
Legacy Buffer Fund	-	-	1,500,000	-	1,500,000
IPU Capital Start Up Fund	-	-	250,000	-	250,000
Retail - Start Up - New Premises Fund	-	-	150,000	-	150,000
Retail Leasehold Improvements Fund	-	-	250,000	-	250,000
Retail - Shop Dilapidations Fund	-	-	250,000	-	250,000
Strategic Investment/Innovation Fund	-	-	150,000	-	150,000
General Fund	-	13,426,651	3,472,888	(1,720,752)	15,178,787
	<u>£ 8,200,780</u>	<u>16,726,231</u>	<u>6,196,250</u>	<u>(2,220,752)</u>	<u>28,902,509</u>

NORTH LONDON HOSPICE

NOTES TO THE ACCOUNTS - 31ST MARCH 2025 (Continued)

22. Commitments under operating leases

The company is committed to make the following future minimum lease payments under non-cancellable operating leases for the use of land and buildings:

	<u>2025</u>	<u>2024</u>
Payable within one year	460,904	333,934
Payable within two to five years	1,182,107	383,793
Payable in more than five years	195,089	36,392
	<hr/>	<hr/>
£	1,838,100	754,119
	<hr/> <hr/>	<hr/> <hr/>

23. Financial instruments

	<u>2025</u>	<u>2024</u>
Financial assets		
Financial assets measured at fair value	17,720,678	19,211,547
Financial assets that are debt instruments measured at amortised cost	2,166,744	3,252,461
	<hr/>	<hr/>
£	19,887,422	22,464,008
	<hr/> <hr/>	<hr/> <hr/>
Financial liabilities		
Financial liabilities measured at amortised cost	£ 1,065,559	1,985,297
	<hr/> <hr/>	<hr/> <hr/>

24. Prior year's statement of financial activities

	<u>Unrestricted funds</u>	<u>Restricted funds</u>	<u>Endowment funds</u>	<u>Total funds</u>
Income:				
Donations and fundraising	3,118,302	137,097	-	3,255,399
Legacies	2,306,307	-	-	2,306,307
Charitable activities				
Grants	4,585,652	796,690	-	5,382,342
Other trading activities				
Charity shops sales	2,846,290	-	-	2,846,290
Donated agency sales	1,040,204	-	-	1,040,204
Rental income	13,800	-	-	13,800
Investment income	305,746	-	89,505	395,251
Other	66,120	-	-	66,120
	<hr/>	<hr/>	<hr/>	<hr/>
Total income	14,282,421	933,787	89,505	15,305,713
	<hr/>	<hr/>	<hr/>	<hr/>
Expenditure:				
Raising funds				
Fundraising and promotion	1,330,162	-	-	1,330,162
Charity shops expenditure	2,575,894	-	-	2,575,894
Investment manager's fees	60,335	-	-	60,335
Charitable activities				
Cost of operation of hospice	11,374,526	887,347	89,505	12,351,378
Other				
Interest on loan from The Governors of the Peabody Donation Fund	(1,301,765)	-	-	(1,301,765)
	<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure	14,039,152	887,347	89,505	15,016,004
	<hr/>	<hr/>	<hr/>	<hr/>
Net gains on investments	1,044,940	-	279,028	1,323,968
	<hr/>	<hr/>	<hr/>	<hr/>
Net income before transfers	1,288,209	46,440	279,028	1,613,677
Transfers between funds	43,078	(43,078)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Net movement in funds	1,331,287	3,362	279,028	1,613,677
Reconciliation of funds:				
Total funds brought forward, 1st April 2023	24,098,280	3,000	3,187,552	27,288,832
	<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward, 31st March 2024	£ 25,429,567	6,362	3,466,580	28,902,509
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>



**Impact Report &  
Audited Accounts  
2024/2025**



## Our Vision

**The best of life, at the end of life,  
for everyone**

If you would like this publication to be made available in accessible formats such as alternative languages, large print or audio, please speak to the Communications and Marketing Team on 0800 368 7848 (Freephone) or email [CommunicationTeam@northlondonhospice.co.uk](mailto:CommunicationTeam@northlondonhospice.co.uk)



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Charity No. 285300. Registered Address - 47 Woodside Avenue, London, N12 8TT. Company Reg No: 01654807 (England and Wales)

Registered with



FUNDRAISING  
REGULATOR

**NORTH LONDON HOSPICE**

England & Wales - Charity number 285300

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# Accounts

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# Impact Report & Audited Accounts 2023/24

# Impact Report & Audited Accounts 2023/24



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The Board of Trustees of the North London Hospice ('The Hospice') presents its Impact Report & Audited Accounts for the year ended 31 March 2024 in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The audited accounts for that year are also presented and comply with the Companies Act 2006, the hospice's governing document and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

# Message from Chair and Chief Executive



Lis Burgess Jones, Chair

It has been a year of transformation at North London Hospice. We will always be here to deliver the things that matter most to our patients and their families and that will never change.

Whilst we are now well into a period of recovery from the pandemic, we are mindful of the effect that the experience has had on our patients and their loved ones, as well as our staff and volunteers. We have had to adapt and become more agile as an organisation, and whilst changes were not always easy, we are now in a stronger position as we face the future.

We have seen positive changes to our Executive Team with the appointment of Kelvin Walker as Director of Finance and Resources, Suzie Long, Director of People and Culture, and Wolfie Smith, Director of Patient Services. Michelle Forde was also promoted from Head of Quality to a new role, Director of Nursing and Quality. This is a positive change as it ensures that the nursing voice, the biggest group of our clinicians, is present at a senior level as we put the patients at the heart of everything we do.

The Executive Team and Board have been working on a Transformation Plan which includes a financial plan to ensure that our charity is sustainable for the future. Through this planning we should be on course to achieve a balanced budget by 2027.

As we go about planning for a more sustainable future, we have committed to delivering against a new Strategic Plan for 2024-2027. This builds on our previous four-year plan and will help us to transform our services for patients and the wider community. It will also bring in new initiatives through Fundraising and Retail to support our work.



Declan Carroll, Chief Executive

Our colleagues who work in income generation, whether that be the team in fundraising, or our counterparts in our 17 shops, all play a crucial role in ensuring that our services are funded.

We are extremely grateful for their hard work and dedication in achieving an ambitious income target. We all have a part to play in this though, whether this is ensuring that our costs are as low as possible or spreading the word about the hospice, we all have a duty at North London Hospice to contribute towards our sustainability as a charity.

The challenges of the cost-of-living crisis have been well documented and like so many charities, we have also felt the impact, and we are acutely aware of how this has affected our supporters' ability to give to our appeals.

The challenges of hospice funding are unlikely to go away any time soon. We are grateful for the support of Hospice UK as well as our wider champions in the community, including our constituency MPs who advocate for us and also supported our campaign in 2023/24 to fund our nurses.

Despite the financial pressures we face, we are proud of the way in which our organisation has met challenges. We have much to celebrate and be proud of. We saw an increased reach into our communities through a range of services in our Inpatient Unit, Community Palliative Care and Outpatient and Wellbeing Services.

We are pleased that we are also now able to provide some services to communities in both Camden and Islington in addition to our three boroughs of Barnet, Enfield and Haringey. As we work with our Integrated Care Board (ICB) we are encouraged by the plans to appoint North London Hospice as the lead provider for our Haringey Services from North Middlesex which shows how our relationship with the ICB has been strengthened. We were saddened to hear of the closure of Marie Curie Hospice (Hampstead) in November 2023, but will welcome the opportunity to work with and support the communities across Camden & Islington as we engage with discussions about extended community services.

We will work constructively with a future government to ensure that we are able to continue to serve our communities. The subject of assisted dying is likely to continue to receive attention in the media and wider

society. We continue to have active dialogue with our partners, including Hospice UK, and our stakeholders from across the community. We remain committed to providing palliative care for our patients in line with our vision which is to provide the best of life, at the end of life, for everyone.

Our Board of Trustees has been strengthened by recent appointments who will bring different insights and fresh energy to our governance. We are saddened by Judith Tobin's announcement that she is going to retire. Judith has been a longstanding and dedicated Trustee and supporter since 2014 and we would like to thank her for her many years of service.

Lis retired as Chair in May 2024, having taken the decision not to stand for a third term. "For me this has been a difficult choice as I have a deep commitment to North London Hospice, its mission, and values. It has been an honour and a privilege to be a Trustee, a Vice Chair and then Chair. It has also been a joy to have worked with such skilled, talented, and committed people. I am very proud to formally hand over the role of Chair of the Board of Trustees to the very capable Vice Chair, Simon Morris MBE.

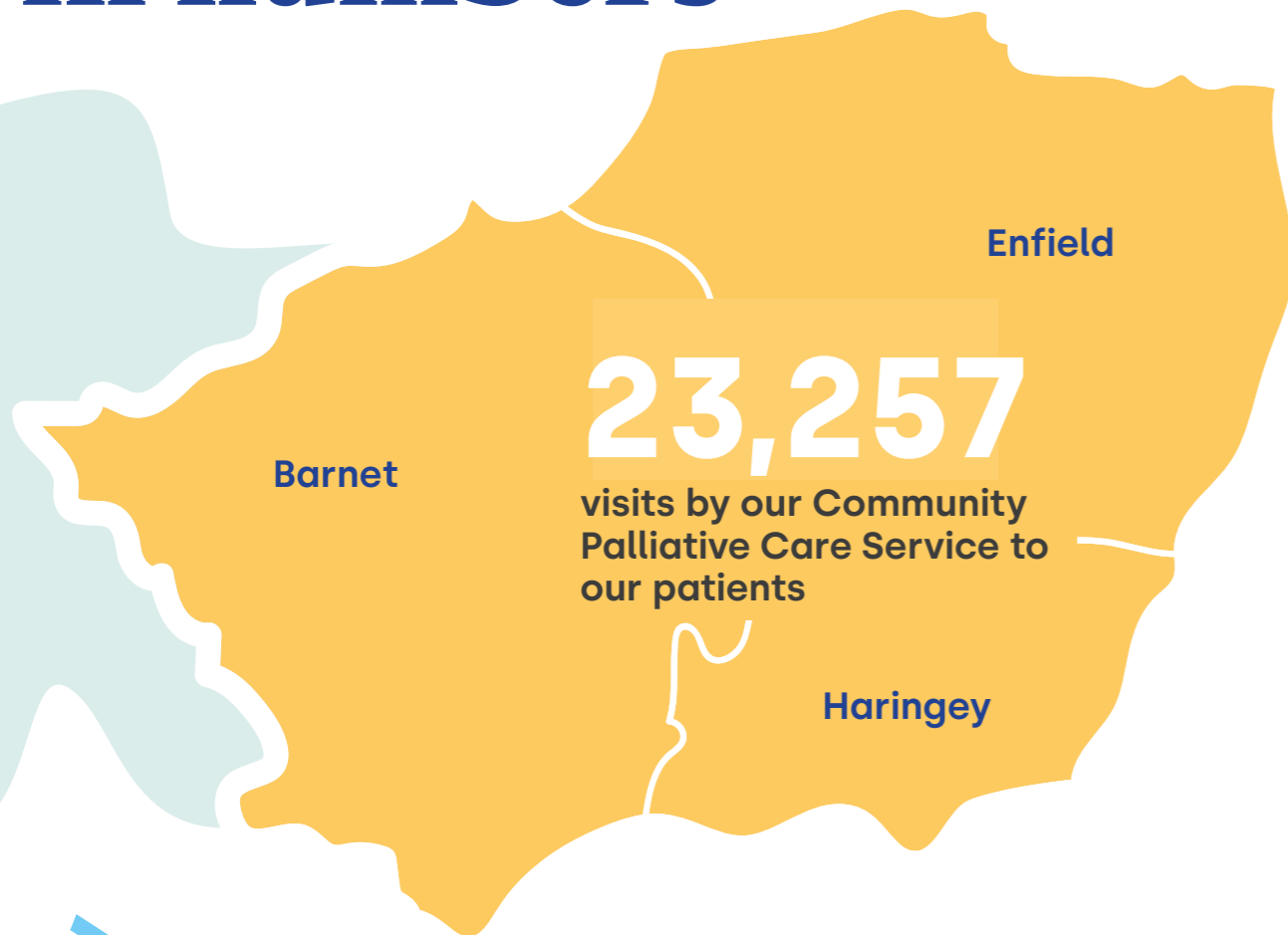
Every day, we all have the pleasure to work alongside the best staff and volunteers who help to make our charity the special place it has become within the communities we support. We can't put a value on what our services mean to all the patients, families, and friends that we have cared for and supported over the years and will continue to support for years to come, but we can talk with pride, as we hope you all do, about how important our work is at North London Hospice.

Thank you to our staff, volunteers, Trustees and donors that support everything we do – we simply couldn't do the things we do without your generous support. Thank you for reading – we hope you find this report helpful and informative.

Lis Burgess Jones  
Chair of Trustees

Declan Carroll  
Chief Executive

# Our year in numbers



## Inpatient Unit

**306** admissions (up 7.18% on last year)

**14.3** days average length of stay

**73%** occupancy

**81%** of patients achieving their preferred place of death



## Community

**3155** referrals (up 12.1% on last year)

**91%** of patients achieving their preferred place of death

**6335** Total number of calls received through our overnight specialist Community and Palliative Advice Team (5pm-8am)



## Outpatients and Wellbeing Service

**267** referrals (up 5.6% on last year)

**1598** attendees



## Compassionate Neighbours

**175** referrals (up 5.71% on last year)

**46** compassionate neighbours trained (up 23.91% on last year)

**255** number of group sessions held (up 29.8% on last year)



## Community Development

**600+** People reached through planned community events such as: death literacy events - Dying Matters, Community Death Cafes, Arts Based Approach to EOL "What Matters Café". Boxing for Bereavement. Hospice Bingo. Pop-up photography exhibition.



## People and Culture



- 112** Internal mandatory and non-mandatory training sessions for staff
- 71** external courses delivered to 1221 learners
- 94%** staff compliance with mandatory training
- 602** volunteers registered
- 230** employees



## Fundraising



- 7045** people and organisations supported us by giving us a gift
- 49** wonderful people left us a gift in their will
- 1302** attended our Big Fun Walk and together they raised a whopping **£186K**



## Retail

**17** shops

**734,385** items sold in our shops, supporting our commitment for recycling and our green pledge



# Our Strategy and Ambitions

Our key Strategic Ambitions within our Strategic Plan are the driver for success and enable us to provide the best of life, at the end of life, for everyone, in the communities we support.

## ➔ Our Vision

The best of life, at the end of life, for everyone

## ➔ Our Purpose

North London Hospice - working together to provide palliative care and support, when and where you need us most



## ♥ Our Values

**C** Collaborative and learning

**O** Open and honest

**R** Respectful and empowering

**E** Equal and inclusive

“  
Being at the hospice has been life-changing for me. I couldn't believe that such a concentration of goodness could exist in one place.”  
(IPU Patient Feedback)

# Our key Strategic Ambitions

## Our Reach

We will drive innovation and deliver quality through everything we do

1

We will ensure outstanding care and support is at the heart of what we do, offering this across our community to those facing a life limiting illness. We will increase the number of people provided with personalised care through service and operational improvements, so that our hospice continues to play a vital role for the communities we serve. We will review services and support functions as appropriate, change models and delivery where necessary and develop new initiatives.

## Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

2

We are committed to ensuring financial stability and long-term viability, whilst investing for growth and development. We will manage our resources to ensure we achieve the greatest impact with our work in our community. We will work together in partnership, and in an integrated way to achieve our ambitions. We will transform communication and information sharing and deliver improved systems and ways of working with investment in technology.

## Our Commitment

We will value and support our staff and volunteers to do their jobs well

3

We will recruit, retain, and invest in our people to be the best they can be. We will use our expertise and skills to improve, and deliver, the palliative care and support we pride ourselves on to more people across our community. We value equality, diversity and inclusion and will develop leadership and our workforce which is representative and responsive to the communities we support.



**“ Thank you for all the time, effort, attention and kindness you have shown. It takes special people to do what you do and we want you to know it’s very much appreciated. ”**  
(Family of a patient in IPU)

# Our Achievements for 2023/24:

## AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do.

**Strategic Objective:** We will increase the number of people provided with outstanding, personalised care through all our services.

OUR 2023-24 AMBITION	WHAT WE ACHIEVED
We will develop and launch our 4-year clinical strategy to support our Strategic Plan.	We have completed a number of the workstreams in the clinical strategy. Evidencing our outcomes through completed tasks.
We will increase the number of people we provide personalised care and support to each year by 5%.	We have focused on expanding our reach and improving our productivity which has enabled us to have an 11.21% increase on last year.
We will review our Inpatient Unit and introduce new models of care and support to achieve greater impact.	<p>We had an admission and discharge task force led by senior IPU leaders. This work improved the admission and bed management processes.</p> <p>We implemented a fast-track escalation process to reduce delays and a bed occupancy escalation process to maintain as high level occupancy as possible.</p> <p>We implemented training on Advance Care Planning for IPU staff and have seen the benefit of improvement in this area.</p>

### OUR 2023-24 AMBITION

We will listen to feedback from patients and relatives and adopt a culture of continuous improvement.

### WHAT WE ACHIEVED

We developed our User Engagement Group, as part of the strategy. The group has oversight of strategic and operational issues relating to Patient Experience and User Engagement. The group share, learn and disseminate themes which impact our service users. It identifies and implements improvements, such as new training requirements and policy changes. We work in collaboration with all teams. The focus of the meetings is to hear from our service users about their lived experience and this enables us to improve and inform practice.

Through our quality improvement project related to complaints and concerns, we have increased openness and transparency around reporting. This meant that we saw an increase in complaints across 2023/24 and we view this as a positive step to improvement.

We worked closely with our Learning and Development team and we developed and delivered organisation wide interactive COREmunication training, which has improved communication service users receive from our staff.

We increased our feedback mechanisms, introduced digital surveying of our Retail operation, and used the information to understand quality of experience for our supporters and improve service.



We will expand our care delivered at home, in the community, our advice and other services through partnerships to offer 24-7 care and support to those who need it.

**OUR 2023-24 AMBITION**

**WHAT WE ACHIEVED**

We will deliver a range of outreach projects and clinics offering accessible information, and models of care and support on health and social care issues.

Following a review of our outreach services, we have a grief café; a co-produced service with the local community staff and bereaved relatives. The model is currently running in collaboration with Enfield libraries, and we will then review the impact of this model with a view to rolling out to others.

We will increase our support for bereaved people – we will partner with others to help us achieve this.

We implemented a tiered referral system to ensure those with the greatest need have immediate access to bereavement support whilst ensuring all those in need are provided with relevant information.

We will increase our knowledge of the palliative care needs of the communities in our area and adapt care, support, services and information to support them

**OUR 2023-24 AMBITION**

**WHAT WE ACHIEVED**

We will deliver on a Community Engagement Strategy reaching into our communities and promoting our work around Equality, Diversity & Inclusion.

This year we have been focused on improving our understanding of the death rituals and experience of the Traveller community. This has led to them being engaged within our education programme to increase the understanding of this group's needs for our clinical staff.

We will review the data we collect and use greater analysis and outcomes to influence services and capacity and to increase income and impact across our charity.

We have worked collaboratively with ICB data analysts to contribute to a 'Demand and Capacity' tool. This is enabling us to improve our bed capacity as well as contribute to the ICB's understanding of the overall demand for hospice beds in North Central London.

We have taken data that we had been sharing externally and created internal statistical process control run charts. This is enabling heads of service and team leads to better understand the fluctuations in demand and performance. It is also enabling a KPI report for the clinical governance and assurance committee and the Board.

We will use our knowledge and expertise to educate and train others.

**OUR 2023-24 AMBITION**

**WHAT WE ACHIEVED**

We will work in partnership using our expertise, skills and knowledge to train others and help improve end-of-life care and support inside and outside the hospice.

The hospice welcomed students and learners from several professions including nursing, physiotherapy and paramedics. Young learners, interested in a career in healthcare, were also welcomed into the hospice for a number of summer and autumn schools. Two cohorts of learners completed the European Certificate in Essential Palliative Care course that is run in partnership with 14 other hospices. Learners were welcomed from as far afield as India and Australia. A poster sharing the success of the preceptorship programme for the cohort of Trainee Nursing Associates was also accepted for display at the Hospice UK Conference.

We will participate in research where it supports our work and helps us deliver our strategic ambitions.

Our Research Steering Group (RSG) has reviewed and redrafted our research policy and developed partnerships with the National Health Institute of research (NIHR) North Thames Clinical Research Network (CRN) team and their agile workforce team.

Four delegates from the hospice attended the research conference: harnessing the potential for hospices to deliver innovative research, an opportunity to network and learn within the sector.

A research strategy focusing on research culture, collaboration and creating working partnerships; enabling access to take part and contribute to research and developing the governance structure for research has been completed for 2024-27.

The hospice has taken part in two main studies: CHELsea (II) Trial - A Cluster Randomised Trial of Clinically Assisted Hydration in Patients In The Last Days Of Life. We opened as one of over 80 sites nationally and we have recruited 15 of the expected 20 patients. We have enrolled our clinical fellow in the National Institute for Health Research (NIHR) Associate Principal Investigator 26 (PI) Scheme working to support this trial- which will enable the development of research skills in our workforce.

We will participate in research where it supports our work and helps us deliver our strategic ambitions.

NHS Blood and Transplant (NHSBT) - Eye Donation from Palliative and Hospice Care Settings: Investigating Potential, Practice, Preference and Perceptions (EDiPPPP). We were one of six hospices selected to participate in this pilot. To support a sustainable approach to eye donation, a Standard Operating Procedure (SOP) and an EMIS electronic record template for eye donation have been developed and implemented, alongside training for key staff. We have appointed three Eye Donation Champions in the nursing team on IPU who are leading the way amongst the nursing staff. Analysis of the pilot data is in progress following the end of the data collection period of end March 2024.

We will influence policy makers to appreciate, understand and respond to the needs of those living with a life-limiting illness.

Our Chief Executive is a member of the Hospice UK Advisory Council and represents London at a national level. We have responded to several national campaigns to influence policy relating to end-of-life care.

We continue to have active dialogue with our partners, including Hospice UK, and our stakeholders from across the community.



## AMBITION 2 – Our Duty

### We will manage our charity efficiently and effectively to achieve long term sustainability.

We will invest in skills, expertise, and systems so we work and communicate more effectively.

#### OUR 2023-24 AMBITION

#### WHAT WE ACHIEVED

We will launch a new Communication, Marketing and Digital Plan, showing our commitment to making a positive difference.

We have been working fully to embed our new brand and tone of voice across all our assets. It has been very well received, especially on the high street across our retail estates. Work has started on improving our digital platforms and there will be investment in the coming year in our website and internal communications platforms.

We will deliver an IT Investment plan and longer-term strategy to ensure we have the key operating tools to deliver innovation, support patients, assistive technology and deliver our strategic ambitions.

We started a re-tender of the existing IT support contract, with the aim of building on some of the successes over recent years. Cyber Essentials Plus was achieved for the first time by the Charity and we are keen to meet and exceed existing compliance and regulatory requirements. The new provider has started and will provide additional enhanced resources covering our 24/7 service offering.



We will implement and deliver on an Income Generation strategy to support the delivery of our strategic ambitions.

**OUR 2023-24 AMBITION**

We will appraise all our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% over the next 4 years.

**WHAT WE ACHIEVED**

During the year we reviewed our retail strategy and the Board invested in a new role as Director of Retail – the postholder starts on 1st July 2024. We worked in partnership with the Charity Supermarket (charitysupermkt.com) to participate in a number of new initiatives such as a pop up store at Brent Cross and Westfield and car boot initiatives at Kings Cross – bringing great exposure around our work and increased revenue.

We will increase fundraising income by at least 25% over the next 4 years by growing our fundraising activity, including investing in growth where it delivers a key return on investment.

We completed the first year of our fundraising strategy and saw a significant increase in fundraised income this year. We have been investing in testing new products and activities to appeal to many different audiences, including Big Fun Craft, Big Fun Step and Forever in our Hearts. We have also sent out three door drop campaigns to attract new supporters to the hospice which has been successful this year.

We will deliver on our long-term Financial Strategy to achieve a balanced budget by 2025.

A revised plan to deliver a balanced budget within three years was agreed by the Board in 2023. The charity has budgeted a deficit of £0.9m in 24/25 as it moves towards a balanced budget by 2027.



We will transform our hospice through investment, growth, and development.

**OUR 2023-24 AMBITION**

We will build organisational resilience through investment in our infrastructure.

**WHAT WE ACHIEVED**

Our Trustees have agreed to establish an IPU Transformation Project Board, to examine and appraise an IPU refurbishment project and work is underway looking at design options and feasibility. We have started to examine a capital appeal, and subject to due diligence and approval this will be launched in 2024. This will see plans to transform our Inpatient Unit with state-of-the-art accommodation and services over the next few years.

We will ensure our governance framework supports assurance and compliance and our commitment to be the best we can.

Our Board, through a recruitment campaign, appointed several new Trustees in the year, bringing with them a range of complementary skills to strengthen our Board further. We will be introducing new advisor roles in 2024. We conducted a governance review with DigiBoard and are taking forward the recommendations to strengthen and improve our approach to governance.

We will innovate, engage, and actively respond to opportunities for working, sharing, and learning from each other

**OUR 2023-24 AMBITION**

We will lead on partnership and collaboration with commissioners, providers, and suppliers, shaping how we design and deliver our clinical, patient, and other services that meet local need and have real impact.

**WHAT WE ACHIEVED**

National Institute for Health Research (NIHR) North Thames Clinical Research Network Agile Nursing team- to support CHELSea II research trial delivery on our Inpatient Unit and development of research at North London Hospice.

NHS Blood & Transplant (NHSBT) Tissue and Eye Services we have worked with the team to deliver the eye donation pilot project which has supported development and education of Inpatient Unit staff and ultimately corneal donation.

## OUR 2023-24 AMBITION

We will lead on partnership and collaboration with commissioners, providers, and suppliers, shaping how we design and deliver our clinical, patient, and other services that meet local need and have real impact.

## WHAT WE ACHIEVED

We developed and recruited to two newly designed consultant posts which will work across Barnet Hospital and our Barnet and Enfield Community teams.

We actively work with North Middlesex University Hospital NHS Trust and Central London Community Health Care NHS Trust who also support the employment and provision of consultants working across our services.

We have worked with Enfield libraries to gain proof of concept for a Grief Café. This has been a co-production piece with staff and family members. This was led by the Bereavement Lead and will be supported in the future by volunteers. This year our contribution for Dying Matters Awareness Week will be a unique partnership with Chicken Shed theatre, bringing conversations about death and dying to two of the most deprived wards that we care for. This is an opportunity to open the conversation with people who are much less likely to access our services.

We partnered with Wild in Art to bring North London's first art trail.

We collaborated with University College London (UCL) MSc students on a web app design. The app compared population data from the 2001 census with SNOMED (diagnosis) codes for ethnicity, age, cancer or non-cancer across our three boroughs, Barnet, Enfield and Haringey, with the ethnicity demographic of patients we care for. This data has been important in helping us to ensure our services are catering to the demographic of patients we serve in our community. This collaboration has been shared with NHSE and will be rolled out to other hospices to enable them to adapt their services more responsively.

Hospice Care Week event with Jewish Care. New partnership projects such as Chickenshed, Haringey Supporting Housing, Enfield Community Hubs and Libraries, Black Heritage Hub.

Member of 15 borough-wide council and volunteer community sector forums.

Joining culture celebration events, open days, information stalls, school career days, talks to community groups and 1-1s.



## We will reduce our carbon footprint and environmental impact

### OUR 2023-24 AMBITION

We will reduce waste by printing less, recycling more in the office and in our shops, and adopting greener procurement policies.

### WHAT WE ACHIEVED

The new Paper Cut system has led to a reduction in printing as well as a new finance system leading to a near paperless accounting office, saving 5,000 sheets of paper annually. We sold 734,385 items in our shops, building on our pledge to reach a target of one million items sold in 2024/25.

We will look at measuring our energy and carbon use and delivering an annual reduction of 10%.

During 24/25 we will continue to monitor our energy usage and assess where efficiencies can be achieved. We have fixed the supply costs for two years to ensure financial certainty in supply, with the focus now shifting to improving overall efficiencies. We will explore the installation of solar panels at Head Office in 2024/25 to achieve further energy efficiencies and savings. As part of our refurbishment programme we have installed sensor lighting in various areas of the hospice reducing energy consumption. Swipe card printing has drastically reduced paper wastage.



## AMBITION 3 – Our Commitment

### We will value and support our staff and volunteers to do their job well.

We will continue to provide our staff and volunteers with enjoyable and rewarding experiences to be the best they can.

#### OUR 2023-24 AMBITION

We will publish and deliver on a new people strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all.

We will review our staff terms and conditions and launch a new rewards package ensuring it continues to be attractive, affordable, and positively positioned in the market, to be an employer of choice.

We will review, develop, and implement improved processes to understand what works best for our existing staff and volunteers, and what could be improved to support retention.

#### WHAT WE ACHIEVED

We have implemented a new staff engagement platform Winning Temp which tracks employee engagement and wellbeing through fortnightly pulse surveys. Live 'temperature' data from across the organisation is being used to identify priorities for action at team and organisational level as part of a continuous cycle of improvement in our people practice.

We have continued to build our wellbeing resource library for volunteers which can be accessed online and continued to provide reflective space for patient facing volunteers.

We have used our new job evaluation system to analyse and grade new jobs.

Developing work on our organisational values a group of managers produced a guide to living our values, putting our patients at the heart of all we do. This has now been published and shared with all staff, and we are integrating with recruitment and performance management, as well as continuing our values awards to celebrate staff who are living our values.

We have undertaken some system improvement activity regarding Staff Care with the system provider to ensure we are making better use of the system, streamlining a number of our processes to improve efficiencies and provide better management information.

We have streamlined the volunteer onboarding process to cut down the length of time between volunteer application and start date.

We have scoped alternatives to our volunteer management system (VMS) looking at how we can align staff and volunteer management.

We have made changes to the way we use our current VMS to improve reporting.

#### OUR 2023-24 AMBITION

We will continue to train and develop our own professional workforce to deliver the highest level of quality and outstanding service.



We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best.

#### WHAT WE ACHIEVED

A new e-learning training system was implemented and in addition to e-learning, staff were offered a number of internal training opportunities. Courses included psychological training, Cognitive Behavioural Therapy, non-invasive ventilation, and Motor Neurone Disease.

The Learning & Development team also continued to directly mentor clinical team members, offer reflection opportunities, and lead staff away days to develop ideas and change practice.

A staff conference was also held in May, with 135 staff attending.

The team continued to support several apprentices in both non-clinical and clinical areas. Current apprenticeships offered by the hospice include fundraising, data analysis, leadership, social work and a Registered General Nurse top up degree.

Mandatory training for volunteers is now being uploaded to the VMS so that volunteers can do it in their own time. Compliance is now over 90%.

The Executive Team have engaged in a series of externally facilitated team coaching sessions to ensure new directors integrate into the team, new ways of working are established, and values become embedded in our leadership.

The approach has been extended to the Senior Management Group, focusing on an action-learning approach.



## OUR 2023-24 AMBITION

We will create a positive culture throughout North London Hospice, where diversity, inclusion and respect are core values and at the centre of all our activities and enable us to widen our reach and diversity in terms of staff, volunteers, and patients.

## WHAT WE ACHIEVED

There has been a lot going on to improve and encourage a diversity and inclusion culture throughout the hospice.

Count Me In - Relunched our staff campaign in July 2023, with a staff video, FAQs, and articles on the intranet. By October 2023, we had received 61% of our staff demographic data, an increase of 17% on our previous rate.

A Survey Monkey campaign was run with retail volunteers to capture ED&I data, and 50 responses were received.

Marked numerous dates within our ED&I Calendar, including International Women's Day (March), Mental Health Awareness Week (May), Black History Month (October) and International Day of People with Disabilities (December).

The hospice was recognised as a Disability Confident employer.

A script for clinical staff to use when requesting diversity data from patients, was approved by the Medical Director.

British sign language, bite size training for staff, created in conjunction with a local school was rolled out.

Our clinical staff received training on LGBT+ inclusive palliative care, from Keech Hospice Luton.

## We will ensure we train the best to be the best

We will continue to train and educate our staff, volunteers and ambassadors and explore how we can share our experience locally and nationally, across the NHS and within other organisations.

Training opportunities for external learners included local care homes who received training on subjects such as symptom management, verification of expected death and communication skills. Feedback included: "I would like to thank the organisers, the most exceptional lectures / presenter of the training, you all are amazing. Attending this training has further broadened my skills, knowledge, and confidence caring for palliative patients."

Mandatory training was delivered to 87 volunteers either face to face or by Zoom and corporate induction was delivered to 35 new volunteers.

## OUR 2023-24 AMBITION

We will explore, invest, and establish a learning and development service that delivers education inside and outside of North London Hospice, where there is a positive return on investment, adds value to our work and optimises income opportunities.

## WHAT WE ACHIEVED

A learning and development framework that sets out the education and training that all staff require to fulfil their role effectively in both clinical and non-clinical roles has been developed and roll out will begin April 2024. The framework is research based and will demonstrate the steps the hospice takes to ensure staff are competent and able to give high quality care and follow best practice. The framework will also enable training to be appropriately costed to enable staff to have allocated time to undertake training. It will ensure equity in the allocation of training across the hospice and provide guidance for managers on training and development requirements, and training opportunities available to help identify career progression requirements.



# Our objectives for 2024-25

## Our Reach

We will drive innovation and deliver quality through everything we do.

### STRATEGIC OBJECTIVE 1

We will increase the number of people we support by providing outstanding, personalised care and support through all our services.

## How do we plan to achieve this?

We will review and relaunch our new three-year Clinical Strategy to support our Strategic Plan.

We will increase the number of people we provide personalised care and support to each year by 5%.

We will launch our new Care Co-ordination Centre, responding to demand, using a more integrated approach to achieve greater impact and utilising innovative pathways and technology.

We will plan and deliver on our Inpatient Unit Transformation Project to deliver a redeveloped unit designed for 21st century care and support.

We will launch a new integrated 24-7 Community Services – extending our reach with new models of care and support and new ways of virtual and digital working.

We will deliver increased support for bereaved people – we will partner with others to help us achieve this.

We will deliver a community engagement plan focussing on outreach services into our communities and promote our work around Equality, Diversity & Inclusion.



## STRATEGIC OBJECTIVE 2

We will use our knowledge and expertise to educate, train and influence others.

### How do we plan to achieve this?

We will work in partnership using our expertise, skills, and knowledge to train others and help improve end of life care and support inside and outside the hospice.

We will participate in research where it supports our work and helps us deliver our strategic ambitions.

We will influence policy makers to appreciate, understand, and respond to, the needs of those living with a life-limiting illness.



## Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability.

## STRATEGIC OBJECTIVE 3

We will invest in skills, expertise, and systems so we work and communicate more effectively.

### How do we plan to achieve this?

We will review the data we collect and use greater analysis and outcomes to influence services, capacity, increase income and impact across our charity.

We will invest in our workforce and digital infrastructure to ensure that we work with and communicate effectively with everyone.

We will deliver an IT strategy and investment plan to ensure we identify new digital solutions to support efficiency and impact to deliver innovation.



## STRATEGIC OBJECTIVE 4

**We will implement and deliver on an Income Generation strategy to support the delivery of our strategic ambitions.**

### How do we plan to achieve this?

We will appraise our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% by 2027.

We will increase fundraising income by at least 25% over the next three years by growing our fundraising activity, including investing in growth where it delivers a key return on investment.

We will deliver on our long-term Financial Strategy to achieve a balanced budget by 2027.



## STRATEGIC OBJECTIVE 5

**We will transform our hospice through partnerships, investment and our commitment to sustainability and environmental impact.**

### How do we plan to achieve this?

We will lead on partnership and collaboration, shaping how we design and deliver our services that meet local need and have real impact.

We will pilot several new service initiatives to test concepts that demonstrate impact and sustainability.

We will reduce waste by recycling more in the offices, and in our shops, and developing and adopting a new sustainability plan across all our operations.



## Our Commitment

We will value and support our staff and volunteers to do their jobs well.

### STRATEGIC OBJECTIVE 6

We will provide our staff, volunteers and Trustees with enjoyable and rewarding experiences to be the best they can.

## How do we plan to achieve this?

We will develop a long-term people strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all.

We will launch and deliver a new Learning & Development framework to ensure our workforce provide the highest level of service to everyone.

We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best.

We will create a positive culture, where diversity, inclusion and respect are core values and at the heart of all our activities.

We will review our approach to supporting volunteers and launch a new strategy to help recruitment and retention.



# Patient Experience

We welcome all feedback to better understand the patient experience. We found that the overarching themes in compliments included the kindness, compassion and empathy of staff, outstanding communication of clinical staff and excellent holistic care for both patients and carers.



"The best way for me to describe the hospice is that it's my lifeline. I have been unwell in the night and know I can always call and someone will be there for me."

"Without any exaggeration, I thank God every day that I am here. It is a very special place; an oasis."

"I received outstanding care and felt so supported and reassured."

"As soon as I arrived to smiles and friendly faces, I felt safe. Everyone is so professional, and we're treated with such dignity."

"Before I came here, I was scared. I thought it was where you came to die, but it's also about living better. I was really struggling until the palliative team became involved and don't think I'd have got through the last few months without them."



# Fundraising

This year 63 North London companies supported us. In February, 2,087 people joined in our Big Fun Craft fundraiser. 1,993 of these were new to supporting the hospice!

73 people signed up to give us regular gifts. These gifts are vital as they give us some security when we are planning for the future!

62 people set up online tribute pages on the Much Loved platform raising money for the hospice in memory of their loved ones. We remain thankful to each of our donors who kindly set up regular gifts for the hospice - these gifts help the hospice with longer-term, sustainable financial planning and we are looking to increase the number of committed supporters the hospice has over the next few years.

62 trusts supported our work last year, funding an array of work from medical equipment for managing patient symptoms to helping patients to access their communities through Compassionate Neighbours.

## Support from Charitable Trusts

We have listed Trusts who have donated over £5,000 to the hospice during the year. We would like to thank them for their recognition of our work and their generous donations. During the next financial year, we look forward to further strengthening our relationships with our highly valued current supporters.

**Anonymous Foundation**

**The Thompson Family Charitable Trust**

**Milton Damerel Trust**

**City Bridge Trust**

**The Hobson Charity Limited**

**The Albert Hunt Trust**

**Pei Ying Chinese School**

**The Whittington Charitable Trust**

**Masonic Charitable Foundation - Hospice UK**

**Anonymous Foundation**

**Anonymous Foundation**

**Jesus Hospital in Chipping Barnet**

**The Charles Wolfson Charitable Trust**

**H&M Charitable Trust**



# Trustees' Annual Report for the year ending 31 March 2024

## How we are governed

North London Hospice is a company limited by guarantee – registered number 1654807 and a registered charity in England and Wales (charity number 285300). Our constitution is our Articles of Association, which were first adopted on 29th July 1982 and amended on 13th January 2022. The hospice has a wholly owned subsidiary 'North London Hospice' (Trading) Limited (charity number 2268094) – the subsidiary company did not trade in the year ending 31st March 2024.

## Objectives and principal activities:

The hospice's objectives are:

- To relieve sickness and suffering and, in particular but without prejudice to the generality of the foregoing, by the establishment and maintenance of a hospice in North London for persons suffering from chronic or terminal diseases.
- To relieve the suffering of the families and friends and in particular, but without prejudice to the generality of the foregoing, by the provision of practical, bereavement and other emotional support and programmes for education and advice.

## Structure, Governance and Management

### Our Trustees

Our charity is governed by the Board of Trustees who are legally responsible for directing our affairs. The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to a number of committees which report back to the Board on a regular basis. The Board delegates day to day management of the charity to the Chief Executive and the Executive Team.

During the year under review, three colleagues left or retired from office - Carol Holmes and Jennifer Walters retired in June 2023 and Dr Mohini Parmar left in October 2023. All three members offered invaluable expertise to the Board and Executive Team and will be sadly missed and we would like to offer our thanks for their commitment and support.

Following a process of recruitment in 2023 we were delighted to welcome two new Trustees – Samantha Durling and Rob Tobin who joined the Board in October 2023. We are looking forward to working with them and value the skills and experience they bring to our already diverse Board.

In May 2024 our Chair, Lis Burgess Jones retired after 14 years with North London Hospice as Trustee, Vice Chair and then Chair of the Board of Trustees. We would like to take this opportunity to thank Lis for her hard work and commitment during her time with us. In May 2024 another Trustee, Judith Tobin also retired. Their support and expertise have been integral in providing the services to those we have cared for over the years.

All Trustees complete an annual appraisal process with the Chair and Vice Chair together with completion of our Fit & Proper Persons declaration and approved Code of Conduct.

### Governance

The Committee framework has been integrated positively into our governance structures and a review in 2023/24 has given us an action plan for improvement. All Trustees are required to disclose potential or actual conflicts of interest to the charity as part of an annual review and at the start of each meeting. The Board continues to adopt the principles of good governance in the Charity Governance Code.

These principles underpin the Board's governance and form an integral part of the programme of change we have undertaken. The Trustees have taken account of the Charity Commission's general guidance on public benefit when reviewing our aims, objectives and planning.

## Board Committees

### Board Development and Remuneration Committee

- Responsible for Board governance arrangements and succession planning and recommendations for the appointment and reappointment of governance and executive positions. Oversight of the performance of and recommendations on the remuneration of the Chief Executive and Executive Team.

### Finance & External Audit Committee

- Responsible for the strategic oversight and effective use of the charity's financial resources and investments. To oversee associated policy, strategy and performance across all finance and investment areas.

### Clinical Governance & Assurance Committee

• Responsible for strategic oversight of the charity's clinical and patient services to ensure they are safe, effective, caring, responsive and well-led. Provide assurance to the Board on all aspects of the quality of clinical care, clinical risk management, clinical governance systems, compliance with clinical regulatory requirements and standards of quality and safety. To oversee associated policy, strategy and performance in all clinical areas.

### Fundraising Committee

• Responsible for strategic oversight of the fundraising delivery and services. To oversee associated policy, strategy and performance across all fundraising income areas.

### People and Organisational Development Committee

• Responsible for oversight and delivery assurance of the People, Equality, Diversity & Inclusion strategy and volunteering. To oversee associated policy, strategy and performance across all people (staff and volunteer) areas.

### Retail Committee

• Responsible for development and delivery of the retail strategy, exploring shop growth with return on investment and overseeing associated policy, strategy and performance across the retail areas.

Please see page 76 for a full list of Trustees, which also shows movements through the year under review.

## Statement of Trustees' Responsibilities and Corporate Governance

The Trustees are responsible for their annual report, and for the preparation of accounts for each financial year which give a true and fair view of the incoming resources and application of those resources during the year, and of the state of affairs as at the end of the financial year. In preparing these accounts, the trustees are required to:

- ensure that suitable accounting policies are established and applied consistently;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards and statement of recommended accounting practice have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the hospice will continue in operation.

The Trustees confirm that they have complied with the above requirements in preparing the accounts.

The Trustees have overall responsibility for ensuring that the hospice has appropriate systems and controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the hospice and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the hospice and for their proper application as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the hospice is operating efficiently and effectively;
- all assets are safeguarded against unauthorised use or disposition and are properly applied;
- proper records are maintained and financial information used within the hospice, or for publication, is reliable;
- the hospice complies with relevant laws and regulations.

### Reserves Policy

The policy is to always maintain unrestricted reserves at a minimum of nine months of unrestricted operating expenditure, taking account of future forecasts. The Trustees recognise that the current level of reserves is above the minimum requirements as per the policy. The increase in reserves in 2023/2024 was principally due to both higher than expected investment gains and the writing off of accumulated loan interest. This does, however, give Trustees the assurance that the Charity is able to cover the deficits forecast in the 2024/2026 planning cycle.

Moving forward, the Charity has designated some of these reserves for future projects, including a potential IPU refurbishment and investment in the retail shops, as well as creating a legacy buffer should income in this area fall below the long term average.

Accordingly, the existing policy is at a level that the Trustees consider will be adequate.

Current levels of expenditure and maintaining our unrestricted general fund will ensure long-term financial stability and enable the hospice to withstand external events which may affect the level of income received. Planned investments from reserves as part of our current and future strategic priorities in 2023-25 will result in the reduction of the current level of unrestricted general fund.



## Investment Policy

The Memorandum and Articles of Association do not place any restrictions on the investment policy to be adopted. The Trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the hospice.

Specific investment powers are delegated to Newton Investment Management Limited under the following restrictions:

- No investment in tobacco stocks, unquoted shares, derivatives, or unregulated collective investment schemes;
- Investments are consolidated in Newton Fund for Charities, effectively holding units in a highly diversified but readily accessible portfolio.

During 2024 the charity will be reviewing its investment portfolio and investment policies, ensuring alignment to goals, understanding tolerance to risk and a focus on ongoing sustainability.

## Principal Risks and Uncertainties

The Board of Trustees has overall responsibility for risk management of North London Hospice. This includes setting the risk appetite for the charity, ensuring there are reasonable procedures in place for the prevention and detection of major risks, including fraud risk and other irregularities, and ensuring that risk procedures are reviewed when issues arise.

- North London Hospice committee groups meet quarterly to oversee key risk areas, including information governance and data privacy, fraud, and bribery, safeguarding and business continuity. Risks are escalated as appropriate.
- The Executive Team, chaired by the Chief Executive, regularly reviews and monitors key charity-wide strategic and operational risks at its fortnightly meetings

- The Clinical Governance and Assurance Committee scrutinises the management of clinical risks, and the monitoring of clinical incidents and trends.
- Each committee reviews the results of the executive risk management plan and the operation of our risk management processes. Each committee reviews and deep dives into selected key risks as necessary.

In addition, we have policies and procedures to identify and manage risks arising from our existing operations and strategic development, and to provide reasonable assurance against material errors or loss.

## Planning and Performance

We operate a comprehensive annual planning and budgeting process. We monitor performance through use of key financial and performance indicators which compare actual results and activity against our plans and are routinely reported to the Board of Trustees. A phased budget and regular forecasting enable the Trustees and the Executive Team to link financial performance with resource and activity levels.

The Finance & External Audit Committee has delegated oversight into this area.

## Internal Audit

Internal controls are subject to scrutiny by each committee – we carry out a programme of cyclical reviews throughout North London Hospice. The Executive Team approves and presents the annual audit plan, scrutinises regular reports and present to each committee on progress against the audit plan, the effectiveness of controls in audited functions, and recommendations and learnings from audits.



## Key Strategic Risk

An overview of our key strategic risks for 2023/24 and the actions we have taken to mitigate them is summarised in the table below. Each risk area is supported by relevant policies and procedures that are regularly reviewed and updated, and subject to compliance testing.

Risk	How we manage it
<p><b>FINANCIAL SUSTAINABILITY</b> Risk that the charity has insufficient funds to deliver plans to sustain services</p>	<ul style="list-style-type: none"> <li>• Regular monitoring of income and expenditure and regular financial planning and review</li> <li>• Internal financial controls and policies</li> <li>• Diversification of income streams and maintenance of prudent financial reserves</li> <li>• Expert management of investments</li> <li>• Charity wide assurance groups</li> </ul>
<p><b>SERVICE QUALITY</b> Risk of quality failure that may result in patient or user harm</p>	<ul style="list-style-type: none"> <li>• Robust clinical governance processes and oversight</li> <li>• High quality specialist training for staff</li> <li>• Quality reviews and compliance checks</li> <li>• Reviewing and action upon patient and carer feedback, incidents and complaints, and trends</li> <li>• Proactive engagement with the NHS</li> </ul>
<p><b>STRATEGY AND CHANGE</b> Risk that the charity is unable to adapt to the changing environment it works in, without clear strategic and operating plans, which may well lead to reduced ability to deliver the highest impact</p>	<ul style="list-style-type: none"> <li>• Executive Team leading on the development of the new Strategic Plan, Ambitions, and operating plans</li> <li>• Board of Trustees oversight of strategy and delivery of operational plans</li> <li>• Executive Team and Board oversight of significant change programmes</li> <li>• Balanced Scorecard Reporting</li> </ul>
<p><b>PEOPLE, CULTURE, WELLNESS</b> Risk that the charity is unable to recruit, retain and support suitable staff or sustain a culture that supports the delivery of its strategy</p>	<ul style="list-style-type: none"> <li>• Learning and Development programmes</li> <li>• Benchmarking of remuneration and benefits</li> <li>• Comprehensive and innovative recruitment methods</li> <li>• Staff and volunteer engagement surveys and forum feedback mechanisms</li> <li>• Equality, Diversity &amp; Inclusion Strategy, action plan and forum</li> <li>• Freedom to Speak Up Guardians</li> <li>• Access to Employee Assistance Programme and Occupational Health</li> </ul>

Risk	How we manage it
<p><b>SAFEGUARDING</b> Risk that inability to safeguard vulnerable adults may lead to serious harm/abuse</p>	<ul style="list-style-type: none"> <li>• Safeguarding leads within the charity</li> <li>• Safe recruitment practices, including pre-employment checks and screening</li> <li>• Regular role-specific mandatory safeguarding training</li> <li>• Promotion of Freedom to Speak up Guardians</li> </ul>
<p><b>GOVERNANCE AND COMPLIANCE</b> Risk that failures in governance or compliance may lead to poor decision making, or legal or regulatory action</p>	<ul style="list-style-type: none"> <li>• Clinical Governance &amp; Assurance Committee and charity-wide assurance groups to monitor standards, performance, service developments, incidents, and complaints</li> <li>• Policies, procedures, and guidance supported by training and specialist roles</li> </ul>
<p><b>HEALTH AND SAFETY &amp; THE ENVIRONMENT</b> Risk that failures to act in accordance with guidance could cause harm, negatively impact service delivery and lead to legal or regulatory action</p>	<ul style="list-style-type: none"> <li>• Specialist Health and Safety group and engaged consultant</li> <li>• Project group to examine environmental impact of our activity.</li> <li>• Green Pledge</li> </ul>
<p><b>DATA GOVERNANCE, SECURITY, PRIVACY AND QUALITY</b> Risk that inadequate systems for the governance, privacy and security of data may lead to harm, negatively impact service delivery and lead to legal or regulatory action</p>	<ul style="list-style-type: none"> <li>• Privacy and security impact assessments for all new business initiatives</li> <li>• Security audits and reviews</li> <li>• Mandatory training and guidance for all staff</li> <li>• Specialist roles – Senior Information Risk Officer, Data Protection Officer, Caldicott Guardian</li> <li>• Information Governance Group – through business continuity policy</li> </ul>
<p><b>INFRASTRUCTURE</b> Risk that core systems and technology are inadequate to serve strategy and service needs</p>	<ul style="list-style-type: none"> <li>• Internal audit and self-assessment</li> <li>• External testing and benchmarking</li> <li>• Continuous improvement programmes</li> <li>• Review of IT support and new strategy</li> </ul>
<p><b>REPUTATION</b> Risk that incidents or events may damage or negatively impact our reputation or operations</p>	<ul style="list-style-type: none"> <li>• Business continuity plan</li> <li>• Executive Team meetings</li> <li>• Public liability and professional indemnity insurance</li> <li>• Communications Team</li> </ul>

## Complaints and Concerns

Quality Performance Indicator	2023-2024
Number of complaints (NLH target fewer than 30)	30
Investigations completed, complaint upheld/partially	26
Investigations completed, complaint not upheld	2
Investigations in progress	2

Quality Performance Indicator	2023-2024
Number of concerns	16
Concern investigations completed, complaint upheld/partially	14
Investigations completed, complaint not upheld	1
Investigations in progress	1

In 2023/24 we recorded a total of 30 complaints and 495 compliments. Complaints form a minority of the feedback we receive. The overarching themes in complaints were communication, including alignment to organisational values and behaviours, followed by patient care and availability of equipment for our community-based patients.

Overarching themes in compliments were kindness, compassion and empathy of staff, outstanding communication of clinical staff and excellent holistic care for both patients and carers.

Of the 30 complaints:

- 18 related to clinical patient services
- 8 related to retail
- 3 related to facilities
- 1 related to communications

## Financial Review of the Year

The financial year 23/24 saw the Charity enter a period of transformation. A significant deficit of nearly £3m in 22/23 highlighted the need for future sustainability and a plan to achieve a balanced budget, whilst continuing to deliver excellent care. With significant investment planned over the coming years, in both IPU and retail, there remains a need to maintain a strong level of reserves, whilst maintaining and improving beneficiary impact.

At the headline level there was a surplus in 23/24 of £1.6 million (22/23 deficit £3.0 million). Whilst this was a welcome out-turn, it was primarily due to the increase in the value of investments (£1.3 million), a write-back of accumulated loan interest (£1.3 million), together with fundraising receiving an unexpected trust fund donation of over £1 million. Without these items there would have been an underlying deficit of £2 million. The Charity has budgeted a deficit of £0.9 million in 24/25 as it moves towards a balanced budget.

Total incoming resources were £15.3 million in the year ended 31 March 2024, compared with £12.1 million in the year ended 31 March 2023.

Total donations and fundraising were £3.3m, of which £0.1 million is restricted income. Events income performed well in the year, especially Big Fun Walk and the London Marathon, as did Trust income. The landscape continues to be challenging in all areas and we will continue to find new ways of working and new offerings.

Legacy income of £2.3 million in 23/24 was £1.1 million higher than the previous year. Prior year legacy income was significantly lower than expected, with 23/24 returning closer to the long term expected average.

Total grants income was £5.4 million compared with £5.2 million in the previous year of which £0.8 million (2023: £1.3 million) was restricted.

Other trading activities reflect the charity shops operations, made up of charity shops sales of £2.8 million (2023: £3.0 million), donations of agency sales and Gift Aid of £1 million (2023: £0.5 million) and rental income of £14K (2023: £12K).

Investment income of £395K was £77K higher than the previous year, which coupled with the increase in the value of the fund, resulted in a 10% total return on investments.

Total expenditure was £15.0 million, compared with £14.5 million in the previous year. Inflationary pressures continued to have a significant impact on expenditure and the Charity will continue to ensure money is invested wisely with the key aim of putting patients at the heart of everything we do.

### Position of the Charity at the End of the Year

The unrestricted general fund at the year-end (excluding designations) represented some 13 months of underlying unrestricted expenditure and is above the reserves policy of holding at least 9 months of unrestricted expenditure.

### Principal Risks and Uncertainties

As referred to in the message from the Chair and Chief Executive, there are continuing challenges facing all hospices, to which North London Hospice is not unique. Whether that is uncertainty regarding the levels of future NHS funding, inflationary pressures or increasing fundraising targets, all of these have a part to play in ensuring North London Hospice continues to deliver the wide range of services that are currently supported. The hospice will continue to look to invest reserves in areas which result in quality improvements in patient care.

**Public Benefit Statement**

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".

North London Hospice's objects comply directly with two of the Charities Act's descriptions of "charitable purpose":

- "the advancement of health" and
- "the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage"

The hospice's charitable purpose is enshrined in the wording of the hospice's objects.

The Trustees ensure that this purpose is carried out for the public benefit by delivering services that are valued by our patients, their families and friends and the community in general.

Hospice services are available to those most in need of the services in the London boroughs of Barnet, Enfield, and Haringey. The hospice provides specialist palliative care in an inpatient, outpatient and therapies and community setting.

**Disclosure of Information to the Auditor**

As far as the Trustees are aware, there is no relevant information of which the company's auditor is unaware. The Trustees have taken all the steps that they ought to have taken as Trustees to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Trustees on 10 July 2024 and signed on its behalf by:

**SIMON MORRIS MBE**  
Chair of Trustees

**ANDREW J. HARRIS**  
Company Secretary and  
Honorary Treasurer



# Independent Auditors Report to the Members of North London Hospice

## Opinion

We have audited the accounts of North London Hospice (the 'charitable company') for the year ended 31st March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including "The Financial Reporting Standard Applicable in the UK and Republic of Ireland"(United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2024, and of its expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of accounts section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts 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 accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the accounts 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, including the strategic report and the impact report, other than the accounts and our auditor's report thereon.

The trustees are responsible for the other information contained within the annual report. Our opinion on the accounts 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 accounts or our knowledge obtained in 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 there is a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees' annual report which is also the directors' report for the purposes of company law, and includes the strategic report and the impact report for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Trustees' report, which is also the directors' report for the purposes of company law, and includes the strategic report and the impact report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report including the strategic report and the impact report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

## Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 41, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts, 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 accounts.

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:

### How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management and trustees and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006; the Charities Act 2011; Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019), legislation and regulations specific to Hospices (including the Care Quality Commission), Safeguarding Regulations, GDPR, fundraising regulations; and
- We assessed the extent of compliance with laws and regulations identified above by making enquiries of management and representatives of the trustees and review of the minutes of trustees' meetings.

We assessed the susceptibility of the charity's accounts to material misstatement, including how fraud might occur by:

- Making enquiries of management and representatives of the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Verified the implementation of financial controls;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing accounts disclosures to underlying supporting documentation;
- Reading the minutes of meetings of trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



25 July 2024

**EDWARD FINCH**  
(Senior Statutory Auditor)  
for and on behalf of Buzzacott LLP,  
Statutory Auditor  
130 Wood Street  
London EC2V 6DL

# Statement of Financial Activities

## NORTH LONDON HOSPICE STATEMENT OF FINANCIAL ACTIVITIES, INCLUDING THE INCOME AND EXPENDITURE ACCOUNT

	FOR THE YEAR ENDED:	31ST MARCH 2024			2023	
		Unrestricted funds	Restricted funds	Endowment funds	Total funds	
<b>Income:</b>						
Donations and fundraising		3,118,302	137,097	-	3,255,399	1,702,946
Legacies		2,306,307	-	-	2,306,307	1,252,473
<b>Charitable activities</b>						
Grants	4	4,585,652	796,690	-	5,382,342	5,210,222
<b>Other trading activities</b>						
Charity shops sales		2,846,290	-	-	2,846,290	3,036,419
Donated agency sales		1,040,204	-	-	1,040,204	485,213
Rental income		13,800	-	-	13,800	11,845
Investment income	5	305,746	-	89,505	395,251	318,949
Other	6	66,120	-	-	66,120	59,451
<b>Total income</b>		<b>14,282,421</b>	<b>933,787</b>	<b>89,505</b>	<b>15,305,713</b>	<b>12,077,518</b>
<b>Expenditure:</b>						
<b>Raising funds</b>						
Fundraising and promotion	7	1,330,162	-	-	1,330,162	1,008,258
Charity shops expenditure	8	2,575,894	-	-	2,575,894	2,373,061
Investment manager's fees		60,335	-	-	60,335	55,472
<b>Charitable activities</b>						
Cost of operation of hospice	9	11,374,526	887,347	89,505	12,351,378	10,887,484
<b>Other</b>						
Interest on loan from The Governors of the Peabody Donation Fund	16	(1,301,765)	-	-	(1,301,765)	214,425
<b>Total expenditure</b>		<b>14,039,152</b>	<b>887,347</b>	<b>89,505</b>	<b>15,016,004</b>	<b>14,538,700</b>
<b>Net gains/(losses) on investments</b>	13	<b>1,044,940</b>	<b>-</b>	<b>279,028</b>	<b>1,323,968</b>	<b>(510,821)</b>
<b>Net income/(expenditure) before transfers</b>		<b>1,288,209</b>	<b>46,440</b>	<b>279,028</b>	<b>1,613,677</b>	<b>(2,972,003)</b>
<b>Transfers between funds</b>	18	<b>43,078</b>	<b>(43,078)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>1,331,287</b>	<b>3,362</b>	<b>279,028</b>	<b>1,613,677</b>	<b>(2,972,003)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward, 1st April 2023		24,098,280	3,000	3,187,552	27,288,832	30,260,835
Total funds carried forward, 31st March 2024		£ 25,429,567	6,362	3,466,580	28,902,509	27,288,832

All incoming resources and resources expended derive from continuing activities.

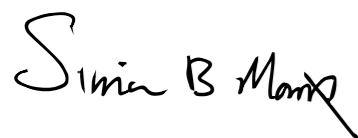
The statement of financial activities includes all gains and losses recognised in the year.

The detailed comparative information for the statement of financial activities is included at note 23.

The attached notes form part of these accounts.

BALANCE SHEET		31ST MARCH	
	Note	2024	2023
Fixed assets:			
Tangible assets	12	8,200,780	8,188,899
Investments	13	16,726,231	15,050,286
<b>Total fixed assets</b>		<b>24,927,011</b>	<b>23,239,185</b>
Current assets:			
Debtors	14	3,705,934	3,885,289
Cash at bank and in hand		2,490,316	3,262,544
<b>Total current assets</b>		<b>6,196,250</b>	<b>7,147,833</b>
Liabilities:			
Creditors: amounts falling due within one year	15	(1,720,752)	(1,296,421)
<b>Net current assets</b>		<b>4,475,498</b>	<b>5,851,412</b>
<b>Total assets less current liabilities</b>		<b>29,402,509</b>	<b>29,090,597</b>
Creditor: amount falling due after more than one year	16	(500,000)	(1,801,765)
<b>Total net assets</b>	£	<b>28,902,509</b>	<b>27,288,832</b>
The funds of the charity:			
Endowment funds	17	3,466,580	3,187,552
Restricted income funds	18	6,362	3,000
Unrestricted funds			
Designated funds	19	10,250,780	6,387,134
General Fund		15,178,787	17,711,146
<b>Total charity funds</b>	£	<b>28,902,509</b>	<b>27,288,832</b>

Approved for issue by the Board of Trustees on 10th July 2024 and signed on its behalf by:-



**SIMON MORRIS**  
Chair



**ANDREW J. HARRIS**  
Treasurer

The attached notes form part of these accounts.

STATEMENT OF CASH FLOWS		31ST MARCH		
		2024	2023	
<u>FOR THE YEAR ENDED:</u>				
Net cash (used in)/provided by operating activities		(303,572)	1,400,838	
Cash flows from investing activities				
Investment income				
Income from UK listed investments		351,977	293,023	
Interest receivable		43,274	25,926	
Purchases of tangible fixed assets		(511,930)	(1,065,766)	
Purchases of fixed asset investments		(351,977)	(293,023)	
<b>Cash used in investing activities</b>		<b>(468,656)</b>	<b>(1,039,840)</b>	
(Decrease)/increase in cash and cash equivalents in the year		(772,228)	360,998	
Cash and cash equivalents at the beginning of the year		3,262,544	2,901,546	
Cash and cash equivalents at the end of the year	£	<b>2,490,316</b>	<b>3,262,544</b>	
<u>Reconciliation of net movement in funds to net cash flow from operating activities</u>				
Net movement in funds		1,613,677	(2,972,003)	
Investment income				
Income from UK listed investments		(351,977)	(293,023)	
Interest receivable		(43,274)	(25,926)	
Depreciation		540,760	496,661	
Interest payable		(1,301,765)	214,425	
Net (gains)/losses on investments		(1,323,968)	510,821	
Decrease in debtors		179,355	3,309,707	
Increase in creditors		383,620	160,176	
<b>Net cash (used in)/provided by operating activities</b>	£	<b>(303,572)</b>	<b>1,400,838</b>	
<u>Analysis of cash and cash equivalents</u>				
Bank accounts		2,487,110	3,259,435	
Cash in hand		3,206	3,109	
<b>Total</b>	£	<b>2,490,316</b>	<b>3,262,544</b>	
<u>Analysis of changes in net funds</u>				
		<u>At start of year</u>	<u>Movement</u>	<u>At end of year</u>
Cash at bank and in hand	£	3,262,544	(772,228)	2,490,316

## ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2024

### Company information

North London Hospice is a company limited by guarantee incorporated in England and Wales. The registered office is 47 Woodside Avenue, London, N12 8TF.

#### a) Basis of preparation of accounts and assessment of going concern

The accounts have been prepared under the historical cost convention with the exception of investments which are included at their market value. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Companies Act 2006 and Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the company.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The trustees have prepared the accounts on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future as the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The level of reserves held mean that the trustees expect the charity to be able to continue its activities for a period of at least 12 months from the approval of these accounts.

North London Hospice meets the definition of a public benefit entity under FRS 102.

#### b) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Endowment funds are capital funds that must be retained for the benefit of the charity. The use of income arising from these capital sums may be subject to restrictions.

Investment income, gains and losses are allocated to the appropriate fund.

#### c) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are accounted for when received by the charity. Donated agency sales relating to proceeds from sale of goods subsequently donated to the charity are accounted for when confirmed by the donor. Tax reclaimed in respect of Gift Aid is accounted for on an accruals basis. Tangible assets donated are included in the accounts at their market value. Goods donated to fundraising shops are included in the accounts when sold. The charity also receives the benefit of work carried out by volunteers, the value of which cannot be quantified.

#### c) Income (continued)

Grant and service level agreement income is recognised in the period to which the income relates.

Income from investments has been taken into the accounts when receivable. Interest receivable has been accounted for on an accruals basis.

#### d) Expenditure and irrecoverable value added tax

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Staff and other costs are allocated directly to the activity for which they are incurred. Costs of raising funds comprises the costs associated with attracting voluntary income and the costs of operating the charity's shops.

Charitable activities expenditure comprises those costs incurred in the delivery of hospice services. It includes both costs that can be directly allocated and those of an indirect nature necessary to support them including governance costs.

Not all value added tax is recoverable. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

#### e) Capitalisation and depreciation

The trustees have adopted the policy that small items of expenditure, being those less than £1,000, of a capital nature are not capitalised but are included in resources expended.

Freehold land is not depreciated. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2%	straight-line
Furniture, fixtures, fittings and medical equipment	-	20%	straight-line
Motor vehicles	-	25%	straight-line
Refurbishment	-	10%	straight-line

#### f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

**g) Stocks**

Stocks of donated goods to fundraising shops are not reflected in the accounts because the trustees consider it is impracticable to be able to assess the value of donated goods until sale as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

**h) Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid.

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**k) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**l) Pensions**

The charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The assets of the defined benefit scheme are held separately from those of the Hospice by the National Health Service Superannuation Scheme.

The assets of the National Health Service Superannuation Scheme cannot be identified on a consistent and reasonable basis. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the charity. The contributions are determined by qualified actuaries on the basis of periodic valuations.

Defined contribution scheme pension costs charged in the accounts represent the amounts payable to the scheme in respect of the year. Where employees' wages and salaries are allocated to unrestricted or restricted funds, the pension costs relating to those employees, and any associated liabilities, are allocated to the same funds.

**m) Operating leases**

Rental costs under operating leases are charged in the accounts in equal annual instalments over the period of the leases.

**1. Legal status**

North London Hospice is a company limited by guarantee and has no share capital. It is registered in England and Wales. The members of the company are the trustees named on page 57, of which there were 14 at 31st March 2024 (2023 - 15). In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**2. Judgements in applying accounting policies and key sources of estimation uncertainty**

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

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

*Key sources of estimation uncertainty*

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the tangible fixed assets and accounting policy e) for the useful economic lives for each class of asset.

**3. Group accounts**

The charity has one wholly owned subsidiary company, North London Hospice (Trading) Limited. Group accounts have not been prepared as the subsidiary company is dormant and not material in the context of the group. Accordingly, these accounts present information about the charity as an individual entity and not about its group

(continued)

#### 4. Grants

	Unrestricted funds	Restricted funds	Endowment funds	Total
<i>Year ended 31st March 2024</i>				
North Central London - Integrated Care Board				
Barnet	2,480,682	-	-	2,480,682
Enfield	1,882,134	-	-	1,882,134
Haringey	127,700	-	-	127,700
NHS Partial Offset of Pensions Costs	66,536	-	-	66,536
North Middlesex Hospital NHS Trust	-	796,690	-	796,690
Other NHS	28,600	-	-	28,600
	<u>£ 4,585,652</u>	<u>796,690</u>	<u>-</u>	<u>5,382,342</u>

#### *Year ended 31st March 2023*

North Central London - Integrated Care Board				
Barnet	1,986,772	215,767	-	2,202,539
Enfield	1,683,778	165,077	-	1,848,855
Haringey	124,840	-	-	124,840
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	778,192	-	778,192
Betty Messenger Charitable Foundation	-	190,436	-	190,436
	<u>£ 3,860,750</u>	<u>1,349,472</u>	<u>-</u>	<u>5,210,222</u>

#### 5. Investment income

##### *Year ended 31st March 2024*

Income from UK listed investments	262,472	-	89,505	351,977
Interest receivable	43,274	-	-	43,274
	<u>£ 305,746</u>	<u>-</u>	<u>89,505</u>	<u>395,251</u>

##### *Year ended 31st March 2023*

Income from UK listed investments	214,821	-	78,202	293,023
Interest receivable	24,561	-	1,365	25,926
	<u>£ 239,382</u>	<u>-</u>	<u>79,567</u>	<u>318,949</u>

#### 6. Other income

##### *Year ended 31st March 2024*

Education income	51,292	-	-	51,292
Work placement	13,690	-	-	13,690
Apprenticeship levy top up	1,138	-	-	1,138
	<u>£ 66,120</u>	<u>-</u>	<u>-</u>	<u>66,120</u>

##### *Year ended 31st March 2023*

Education income	38,429	-	-	38,429
Kickstart Scheme	10,518	-	-	10,518
Work placement	8,210	-	-	8,210
Apprenticeship levy top up	1,594	-	-	1,594
Insurance claim	700	-	-	700
	<u>£ 59,451</u>	<u>-</u>	<u>-</u>	<u>59,451</u>

#### 7. Fundraising and promotion

##### *Year ended 31st March 2024*

Staff costs	879,068	-	-	879,068
Other costs	451,094	-	-	451,094
	<u>£ 1,330,162</u>	<u>-</u>	<u>-</u>	<u>1,330,162</u>

##### *Year ended 31st March 2023 (restated, see Note 11)*

Staff costs	650,436	-	-	650,436
Other costs	357,822	-	-	357,822
	<u>£ 1,008,258</u>	<u>-</u>	<u>-</u>	<u>1,008,258</u>

#### 8. Charity shops expenditure

##### *Year ended 31st March 2024*

Staff costs	1,525,880	-	-	1,525,880
Other costs	443,091	-	-	443,091
Rents paid under operating leases	573,267	-	-	573,267
Rates and water	33,656	-	-	33,656
	<u>£ 2,575,894</u>	<u>-</u>	<u>-</u>	<u>2,575,894</u>

##### *Year ended 31st March 2023 (restated, see Note 11)*

Staff costs	1,440,894	-	-	1,440,894
Other costs	346,904	-	-	346,904
Rents paid under operating leases	551,895	-	-	551,895
Rates and water	33,368	-	-	33,368
	<u>£ 2,373,061</u>	<u>-</u>	<u>-</u>	<u>2,373,061</u>

(continued)

**9. Cost of operation of hospice**

	Unrestricted funds	Restricted funds	Endowment funds	Total
<i>Year ended 31st March 2024</i>				
Direct costs				
Hospice staff costs	6,802,765	874,895	89,505	7,767,165
Catering and cleaning services	554,964	-	-	554,964
Other medical costs	384,273	7,452	-	391,725
Support costs				
Support staff costs	1,441,054	-	-	1,441,054
Premises costs	705,987	5,000	-	710,987
Other costs	916,198	-	-	916,198
Depreciation	540,760	-	-	540,760
Governance costs (see Note 10)	28,525	-	-	28,525
	<u>£ 11,374,526</u>	<u>887,347</u>	<u>89,505</u>	<u>12,351,378</u>
<i>Year ended 31st March 2023 (restated, see Note 11)</i>				
Direct costs				
Hospice staff costs	5,984,877	1,425,669	79,567	7,490,113
Catering and cleaning services	105,672	-	-	105,672
Other medical costs	364,365	11,171	-	375,536
Support costs				
Support staff costs	1,111,195	1,699	-	1,112,894
Premises costs	480,402	4,000	-	484,402
Other costs	795,517	-	-	795,517
Depreciation	496,661	-	-	496,661
Governance costs (see Note 10)	26,689	-	-	26,689
	<u>£ 9,365,378</u>	<u>1,442,539</u>	<u>79,567</u>	<u>10,887,484</u>

Support costs including governance costs incurred relating to fundraising and promotion and charity shops are immaterial. Consequently all support costs are included in the cost of operation of hospice.

**10. Governance costs**

	Unrestricted funds	Restricted funds	Endowment funds	Total
<i>Year ended 31st March 2024</i>				
Auditors' remuneration				
Current year	16,200	-	-	16,200
Prior year	7,500	-	-	7,500
Accountancy fees	4,825	-	-	4,825
	<u>£ 28,525</u>	<u>-</u>	<u>-</u>	<u>28,525</u>
<i>Year ended 31st March 2023</i>				
Auditors' remuneration				
Current year	15,000	-	-	15,000
Prior year	2,300	-	-	2,300
Accountancy fees	7,389	-	-	7,389
Other	2,000	-	-	2,000
	<u>£ 26,689</u>	<u>-</u>	<u>-</u>	<u>26,689</u>

**11. Staff costs, trustee remuneration and expenses and the cost of key management personnel**

	2024	2023 (restated)
Wages and salaries	10,098,722	9,336,419
Social security costs	958,970	894,731
Pension costs	546,006	463,186
Redundancy costs	9,469	-
	<u>£ 11,613,167</u>	<u>10,694,336</u>

The charity operates both defined benefit and defined contribution schemes for its employees, the pension charge for the year is shown above. At the balance sheet date £79,409 (2023 - £68,756) was accrued for pension costs.

Prior year wages and salaries costs totalling £180,043 have been restated to other costs and other medical cost for fundraising, charity shops and cost of hospice.

Analysis by function:

Hospice services	7,767,165	7,490,112
Fundraising and promotion	879,068	650,436
Shops	1,525,880	1,440,894
Support	1,441,054	1,112,894
	<u>£ 11,613,167</u>	<u>10,694,336</u>

The number of higher paid employees was:

	2024 Number	2023 Number
£60,000 to £70,000	12	9
£70,000 to £80,000	6	2
£80,000 to £90,000	2	3
£90,000 to £100,000	-	1
£110,000 to £120,000	1	-
£120,000 to £130,000	1	2

(continued)

### 11. Staff costs, trustee remuneration and expenses and the cost of key management personnel

Contributions were made to a defined benefit scheme for thirteen (2023 - eight) higher paid employees and to a defined contribution scheme for nine (2023 - ten) higher paid employees. Total contributions in the year amounted to £125,070 (2023 - £75,738).

No trustees have received any remuneration in respect of their services or had any expenses reimbursed (2023 - the same).

The average number of employees, analysed by function, was:

	2024 Number	2023 Number
Hospice services	116	113
Fundraising and promotion	18	15
Shops	51	46
Support	54	49
	<u>239</u>	<u>223</u>

The average number of employees reflects the average actual number of employees rather than the average full-time equivalents (FTE).

The staff costs and numbers of employees do not include any allowance for the work carried out for the Hospice by over 600 volunteers have carried out a variety of roles including welcoming visitors to the Hospice, assisting staff in the inpatient unit in serving meals, helping to transport patients to and from the Outpatients and Wellbeing Service, carrying out numerous administrative functions and helping at fundraising events, and a significant number of volunteers assist in our charity shops. The value of this work cannot be quantified.

The key management personnel of the charitable company are the trustees and the executive team, comprising the Chief Executive Officer, the Medical Director and Consultant, the Director of Patient Services, the Director of Nursing and Quality, the Director of Fundraising and Communications, the Director of Finance and Resources and the Director of People and Culture. The employee benefits of the key management personnel totalled £676,504 (2023 - £584,967).

### 12. Tangible fixed assets

	Freehold land and buildings	Furniture, fixtures and fittings	Medical equipment	Motor vehicles	Refurbishment	Total
<b>Cost</b>						
At 1st April 2023	10,180,777	2,456,851	471,454	43,435	1,424,220	14,576,737
Additions	-	216,790	3,038	-	332,813	552,641
<i>At 31st March 2024</i>	<u>10,180,777</u>	<u>2,673,641</u>	<u>474,492</u>	<u>43,435</u>	<u>1,757,033</u>	<u>15,129,378</u>
<b>Depreciation</b>						
At 1st April 2023	3,433,047	2,119,055	416,316	43,435	375,985	6,387,838
Charge for the year	175,393	168,660	21,810	-	174,897	540,760
<i>At 31st March 2023</i>	<u>3,608,440</u>	<u>2,287,715</u>	<u>438,126</u>	<u>43,435</u>	<u>550,882</u>	<u>6,928,598</u>
<b>Net book values</b>						
<i>At 31st March 2024</i>	<u>6,572,337</u>	<u>385,926</u>	<u>36,366</u>	<u>-</u>	<u>1,206,151</u>	<u>8,200,780</u>
<i>At 31st March 2023</i>	<u>6,747,730</u>	<u>337,796</u>	<u>55,138</u>	<u>-</u>	<u>1,048,235</u>	<u>8,188,899</u>

Freehold land and buildings includes buildings with a cost of of £8,769,618 (2023 - the same) that are being depreciated.

Freehold land and buildings have not been revalued. The trustees consider that there is no advantage in obtaining a valuation as the land and buildings are used exclusively for charitable purposes.

All assets are held for charitable use.

(continued)

<b>13. Fixed asset investments</b>	2024	2023
Listed investments:		
Market value at 1st April 2023	15,045,286	15,263,084
Additions at cost	351,977	293,023
Net gains/(losses) on investments	1,323,968	(510,821)
Market value at 31st March 2024	16,721,231	15,045,286
Cost of shares in subsidiary company:		
North London Hospice (Trading) Limited	5,000	5,000
	<u>16,726,231</u>	<u>15,050,286</u>

The historical cost of the listed investments as at 31st March 2024 was £10,251,649 (2023 - £9,899,671).

Reconciliation of unrealised gains/(losses)

Unrealised gains at 1st April 2023	5,145,615	5,656,436
Net gains/(losses) on investments	1,323,968	(510,821)
Unrealised gains at 31st March 2024	<u>6,469,583</u>	<u>5,145,615</u>

At 31st March 2024 the listed investments all related to UK equities listed on the International Stock Exchange, London

At 31st March 2024 UK equities comprised:

	Market value £	Cost £
7,188,746.047 units in the Newton Sustainable Growth and Income Fund for Charities	12,748,523	7,736,705
2,286,450.814 units in the Newton Growth & Income Fund for Charities	3,972,708	2,514,944
	<u>16,721,231</u>	<u>10,251,649</u>

The Hospice owns 100% of the ordinary share capital of North London Hospice (Trading) Limited, a company registered in England and Wales, company number 2268094. The registered office address of North London Hospice (Trading) Limited is 47 Woodside Avenue, London, N12 8TF.

Until 31st March 2018 North London Hospice (Trading) Limited sold goods on behalf of the public for commission, following which the owners were invited to donate the proceeds to the charity under the gift aid scheme. Since 1st April 2018 this has been dealt with directly by the charity as donated agency sales.

<b>14. Debtors</b>	2024	2023
VAT recoverable	176,085	138,317
Other debtors	298,032	1,398,071
Prepayments and accrued income	3,231,817	2,348,901
	<u>3,705,934</u>	<u>3,885,289</u>

Prepayments and accrued income includes measurable legacies committed to North London Hospice as at 31st March 2024, but which were not received by that date, amounting to £2,742,484 (2023 - £2,008,296).

#### 15. Creditors: amounts falling due within one year

	2024	2023
Expense creditors	601,544	296,001
Taxation and social security	235,455	217,700
Other creditors	345,032	437,634
Accruals and deferred income	538,721	345,086
	<u>1,720,752</u>	<u>1,296,421</u>

Other creditors includes £324,771 (2023 - £436,137) relating to agency sales under the retail Gift Aid scheme. In accordance with the accounting policy income is deferred and accounted for when confirmed by the donor.

#### 16. Creditor: amount falling due after more than one year

	2024	2023
Loan - The Governors of the George Peabody Donation Fund (secured) (including rolled up interest of £nil (2023 - £1,301,765))	<u>500,000</u>	<u>1,801,765</u>

The loan is secured by a charge over certain freehold land owned by the Hospice and only becomes payable in certain eventualities, the main ones being in the event of liquidation or if the building is used for any purpose other than a hospice. The trustees consider the likelihood of such eventualities remote and accordingly the creditor has been included as falling due after one year.

Until 31st March 2023 interest accrued on the loan. In November 2023 an amendment to the original agreement was signed and the rolled up interest forgiven. Accrued interest of £1,301,765 has been written back in the current financial year.

(continued)

## 17. Endowment funds

	Mrs. Burgess		Capital Fund	Endowment Fund	Total
	Pauline Glasser Endowment	Fund for Children			
Balance 1st April 2023	657,326	17,000	150,000	2,363,226	3,187,552
Income	19,476	-	-	70,029	89,505
Expenditure	(19,476)	-	-	(70,029)	(89,505)
Unrealised gains	60,714	-	-	218,314	279,028
<b>Balance 31st March 2024</b>	<b>718,040</b>	<b>17,000</b>	<b>150,000</b>	<b>2,581,540</b>	<b>3,466,580</b>

### Pauline Glasser Endowment:

Under a trust deed dated 1st April 1993 the income of the trust fund may only be applied for the maintenance of the hospice and for all other charitable purposes for which the North London Hospice was established. The fund is represented by fixed asset investments.

### Mrs. Burgess Fund for Children:

A capital sum of £17,000 was received in June 1995. Income is used for the company's principal charitable purpose. The fund is represented by cash on deposit.

### Capital Fund:

Capital sums of £150,000 were received in 1993 and 1994. Income from the fund can be used for general purposes and the fund is represented by cash on deposit.

### Endowment Fund:

A capital sum of £1,280,095 was received during the year ended 31st March 2008. Income generated from the fund may be used for the Hospice's general purposes. The trustees have also agreed with the donor that part or all of the capital sum may be used on running costs should the need arise in future years in a narrow range of particular circumstances. The fund is represented by fixed asset investments.

## 18. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	Balance		Transfers between funds	Balance 31st March 2024
	1st April 2023	Income		
New Ultrasound Scanner	3,000	12,500	- (15,500)	-
IPU Refurbishment project Fund	-	5,000	- (5,000)	-
Nurses Call System	-	22,578	- (22,578)	-
Portable Vain Viewer	-	2,201	(2,201)	-
EDI Manager Post	-	6,647	(6,647)	-
Bereavement Support	-	2,000	(2,000)	-
Community Development	-	5,000	-	5,000
Compassionate Neighbours	-	39,400	(38,038)	1,362
Barnet Community Team	-	30,221	(30,221)	-
Haringey Community Team	-	796,690	(796,690)	-
Syringe Drivers	-	5,000	(5,000)	-
Oxygen Concentrators	-	4,951	(4,951)	-
IPU Costs	-	1299.01	(1,299)	3,000
Commode for IPU	-	300	(300)	-
	<b>3,000</b>	<b>933,787</b>	<b>(887,347)</b>	<b>6,362</b>

Transfers have been made from certain of the restricted funds to the unrestricted general fund since appropriate expenditure has been incurred and therefore the conditions relating to the inherent restrictions have been complied with.

## 19. Designated fund

The Trustees have designated the following amounts:

	2024	2023
Tangible Fixed Asset Fund	7,700,780	6,387,134
Legacy Buffer Fund	1,500,000	-
IPU Capital Start Up Fund	250,000	-
Retail - Start Up - New Premises Fund	150,000	-
Retail Leasehold Improvements Fund	250,000	-
Retail - Shop Dilapidations Fund	250,000	-
Strategic Investment/Innovation Fund	150,000	-
	<b>10,250,780</b>	<b>6,387,134</b>

The trustees have designated £7,700,780 (2023 - £6,387,134) as a tangible fixed assets fund. This fund represents an amount equal to the net book value of the tangible fixed assets less the creditor falling due after more than one year which is secured by a charge over certain freehold land owned by the Hospice, as it forms part of the funds the Hospice holds that are not readily available to expend on meeting its charitable objectives.

Furthermore, the trustees have designated additional funds as part of the ongoing strategic review. These include future investment in both clinical delivery (with plans for a potential IPU refurbishment) as well as future investment in the retail shops. Additionally, a legacy buffer fund has been created should legacy income fall below the current 10 year average.

## 20. Analysis of net assets between funds

At 31st March 2024

	Tangible fixed assets	Investments	Current assets	Creditors	Total
<b>Endowment funds</b>					
Pauline Glasser Endowment	-	718,040	-	-	718,040
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,581,540	-	-	2,581,540
<b>Restricted funds</b>					
Community Development	-	-	3,000	-	3,000
Compassionate Neighbours	-	-	1,362	-	1,362
<b>Unrestricted funds</b>					
<b>Designated fund</b>					
Tangible fixed assets fund	8,200,780	-	-	(500,000)	7,700,780
Legacy Buffer Fund	-	-	1,500,000	-	1,500,000
IPU Capital Start Up Fund	-	-	250,000	-	250,000
Retail - Start Up - New Premises Fund	-	-	150,000	-	150,000
Retail Leasehold Improvements Fund	-	-	250,000	-	250,000
Retail - Shop Dilapidations Fund	-	-	250,000	-	250,000
Strategic Investment/Innovation Fund	-	-	150,000	-	150,000
<b>General fund</b>	-	13,426,651	3,472,888	(1,720,752)	15,178,787
	<b>8,200,780</b>	<b>16,726,231</b>	<b>6,196,250</b>	<b>(2,220,752)</b>	<b>28,902,509</b>

(continued)

## 20. Analysis of net assets between funds

At 31st March 2023

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	657,326	-	-	657,326
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,363,226	-	-	2,363,226
Restricted funds					
Ultrasound scanner	-	-	3000	-	3000
Unrestricted funds					-
Designated fund					
Tangible fixed assets fund	8,188,899	-	-	(1,801,765)	6,387,134
General fund	--	12,029,734	6,977,833	(1,296,421)	17,711,146
	8,188,899	15,050,286	7,147,833	(3,098,186)	27,288,832

## 21. Commitments under operating leases

The company is committed to make the following future minimum lease payments under non-cancellable operating leases for the use of land and buildings:

	2024	2023
Payable within one year	333,934	445,647
Payable within two to five years	383,793	685,089
Payable in more than five years	36,392	73,493
	754,119	1,204,229

## 22. Financial instruments

	2024	2023
Financial assets		
Financial assets measured at fair value	19,211,547	18,307,830
Financial assets that are debt instruments measured at amortised cost	3,252,461	3,479,828
	22,464,008	21,787,658
Financial liabilities		
Financial liabilities measured at amortised cost	1,985,297	1,578,721

## 23. Prior year's statement of financial activities (restated, see Note 11)

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
Income:				
Donations and fundraising	1,592,394	110,552	-	1,702,946
Legacies	1,252,473	-	-	1,252,473
Charitable activities				
Grants	3,860,750	1,349,472	-	5,210,222
Other trading activities				
Charity shops sales	3,036,419	-	-	3,036,419
Donated agency sales	485,213	-	-	485,213
Rental income	11,845	-	-	11,845
Investment income	239,382	-	79,567	318,949
Other	59,451	-	-	59,451
Total income	10,537,927	1,460,024	79,567	12,077,518
Expenditure:				
Raising funds				
Fundraising and promotion	1,008,258	-	-	1,008,258
Charity shops expenditure	2,373,061	-	-	2,373,061
Investment manager's fees	55,472	-	-	55,472
Charitable activities				
Cost of operation of hospice	9,365,378	1,442,539	79,567	10,887,484
Other				
Interest on loan from The Governors of the Peabody Donation Fund	214,425	-	-	214,425
Total expenditure	13,016,594	1,442,539	79,567	14,538,700
Net losses on investments	(448,540)	-	(62,281)	(510,821)
Net (expenditure)/ income before transfers	(2,927,207)	17,485	(62,281)	(2,972,003)
Transfers between funds	89,548	(89,548)	-	-
Net movement in funds	(2,837,659)	(72,063)	(62,281)	(2,972,003)
Reconciliation of funds:				
Total funds brought forward, 1st April 2022	26,935,939	75,063	3,249,833	30,260,835
Total funds carried forward, 31st March 2023	24,098,280	3,000	3,187,552	27,288,832

## Our Trustees

Name	Committee Membership
Elisabeth Burgess Jones Chair (retired May 2024)	Member of the Board Development & Remuneration, Finance & External Audit and Fundraising Committees
Simon Morris MBE Vice Chair	Chair of the Fundraising Committee, Member of the Board Development & Remuneration and Finance & External Audit Committee's
Andrew Harris Honorary Treasurer and Company Secretary	Chair of the Finance & External Audit Committee and Retail Committees, Member of the Board Development & Remuneration Committee
Anna Bokobza	Member of the People & Organisational Development Committee
Tom Easterling	Chair of the People & Organisational Development Committee, Member of the Board Development & Remuneration and Clinical Governance & Assurance Committees
Saurabh Khare	Member of the Retail Committee
Simon Males	Member of the Finance & External Audit and Fundraising Committees
John Reid	Member of the Finance & External Audit and Retail Committees
Dr Ujjal Sarkar	Member of the Clinical Governance & Assurance Committee
Beverley Taylor	Member of the People & Organisational and Clinical Governance & Assurance Committee's Freedom to Speak up Guardian
Dr Judith Tobin	Member of the Clinical Governance & Assurance Committee
Dr Cate Woodwark	Chair of the Clinical Governance & Assurance Committee, Member of the Board Development & Remuneration Committee
Sam Durling (joined 31 October 2023)	Member of the People & Organisational Development Committee
Rob Tobin (joined 31 October 2023)	Member of the Clinical Governance & Assurance Committee
Carol Holmes (retired June 2023)	Chair of the Retail Committee, Member of the Board Development & Remuneration Committee
Dr Mohini Parmar (left October 2023)	Member of the People & Organisational Development Committee

## Our Executive Team

Name	
Declan Carroll	Chief Executive Officer
Dr Sam Edward	Medical Director and Consultant
Fran Deane	Director of Clinical Services (left 30 June 2023)
Jill Wilde	Interim Director of Patient Services (from 19 June - 1 September 2023)
Wolfie Smith	Director of Patient Services (started 11 September 2023)
Michelle Forde	Director of Nursing and Quality (started in this new post 3 July 2023)
Anna Cooper	Director of Fundraising & Communications
Nadarasa Sooryakumaran	Commercial and Finance Director (left 30 April 2023)
Kelvin Walker	Director of Finance and Resources (Interim March to June and appointed in position 12 June 2023)
June Bridgeman	Interim Director of People (from 13 March 2023 to 31 August 2023)
Suzie Long	Director of People and Culture (from 3 July 2023)
Registered Office	North London Hospice 47 Woodside Avenue, London N12 8TF
External Auditor	Buzzacott LLP Chartered Accountants and Statutory Auditor 130 Wood Street London EC2V 6DL
Bankers	Barclays Bank p.l.c. Barnet & Hampstead Business Banking PO Box 12820 London N20 0WE
Investment Managers	Newton Investment Management Limited The Bank of New York Mellon Centre 160 Queen Victoria Street, London EC4V 4LA

## Our Vision

The best of life,  
at the end of life,  
for everyone



If you would like this publication to be made available in accessible formats such as alternative languages, large print or audio, please speak to the Communications and Marketing Team on 0800 368 7848 (Freephone) or email [CommunicationTeam@northlondonhospice.co.uk](mailto:CommunicationTeam@northlondonhospice.co.uk)



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Registered with



[www.northlondonhospice.org](http://www.northlondonhospice.org)

Charity No. 285300. Registered Address - 47 Woodside Avenue, London, N12 8TT. Company Reg No: 01654807 (England and Wales)

**NORTH LONDON HOSPICE**

England & Wales - Charity number 285300

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# Accounts

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**IMPACT  
REPORT &  
AUDITED  
ACCOUNTS  
2022/23**

# IMPACT REPORT & AUDITED ACCOUNTS

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The Board of Trustees of the North London Hospice ('The Hospice') presents its Impact Report & Audited Accounts for the year ended 31 March 2023 in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The audited accounts for that year are also presented and comply with the Companies Act 2006, the hospice's governing document and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).



# Message from Chair and Chief Executive



Lis Burgess Jones  
Chair

## "The best of life at the end of life, for everyone"

All that we do at North London Hospice is driven by the spirit behind these words – our vision.

We'd like to start by saying a huge and heartfelt thank you. Whether you're a supporter, member of staff, a volunteer, or a partner, we simply couldn't have had such a positive year without you.

In 2022-23 we were still in a period of recovery from the Covid-19 pandemic which posed significant challenges for us and affected every aspect of the hospice's operations. From our priority of keeping our patients, staff, and volunteers safe, to our income generation, every single aspect of how the hospice is run and operated has continued to be reviewed and carefully monitored by our Executive Team, Committee Governance and Board of Trustees.

It was another year of extraordinary challenges for end-of-life care and our services at North London Hospice. But your support helped us build, develop, and grow in key areas to meet the needs of our community and work towards achieving our vision. As an organisation we have continued to be dedicated, creative, innovative, and responsive. Despite the operational pressures, we have remained focused on continuing to deliver quality improvements to patient care to our communities in Barnet, Enfield, and Haringey.

Whilst much of our attention through the year has been focused inwards, there have also been some important, long-awaited developments in service provision, most notable of which has been the commissioning of the five borough North Central



Declan Carroll  
Chief Executive

London – Palliative Advice Team (Single Point of Access service), with North London Hospice appointed as the lead provider.

This has been the culmination of many years of work by the team, and it is a very positive development for the provision of hospice care across the five boroughs of Barnet, Enfield, Haringey, Camden, and Islington – opening opportunities for us to work in two new boroughs.

Our new brand and visual identity, launched in September 2022, won Gold at the London Design Awards and has received an overwhelmingly positive reaction from supporters and stakeholders. We are looking forward to being bolder and more ambitious with our design work and our new brand guidelines and visual identity will allow us to do this and will help us to raise our profile.

Rising energy costs, increases in the cost of living and the impact of events on the international stage will inevitably affect our communities, our staff, and volunteers and on the capacity of North London Hospice to continue to provide the wide range of services that we currently support.

We are confident that our key strategic relationship with the North Central London Integrated Care Board will continue to contribute positively to the wider discussion of specialist palliative care in North London as Integrated Care Systems emerge.

Every day, we all have the pleasure to work alongside the best staff and volunteers who help to make our charity the special place it has become within the communities of Barnet, Enfield, and Haringey. We can't put a value on what our

services mean to all the patients, families, and friends that we have cared for and supported over the years and will continue to support for years to come, but we can talk with pride, as we hope you all do, about how important our work is at North London Hospice.

What we provide at North London Hospice is priceless to the people we help because it is about quality of life at a point at which life itself becomes limited and each moment, each day becomes precious. The best of life at the end of life has become our clearly defined vision – and reminds us every day of the principle that we are a person-centred organisation not just for 250 staff and 600+ volunteers, but also for the patients, their families and friends and the wider community.

Thank you for reading – we hope you find this report helpful and informative.

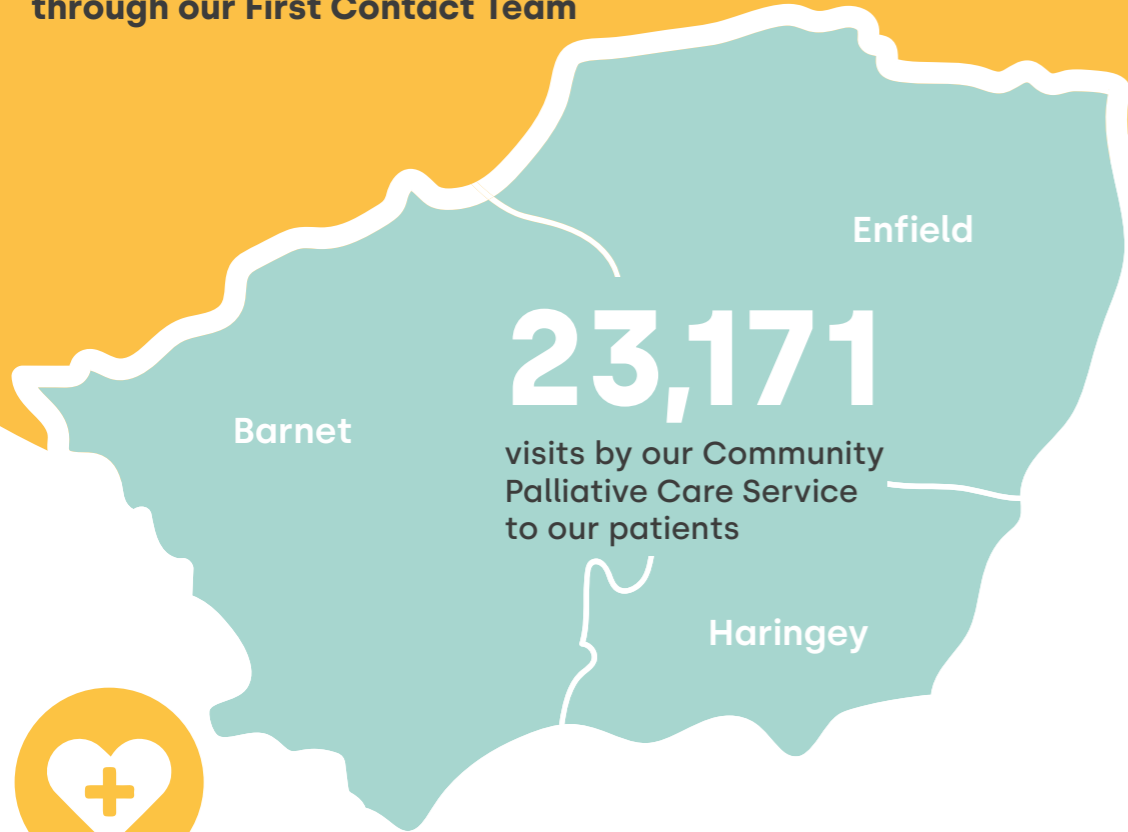
Lis Burgess Jones  
Chair  
Board of Trustees

Declan Carroll  
Chief Executive

# Our year in numbers

**2954**

referrals to all our clinical and patient services through our First Contact Team



## Outpatients and Wellbeing Service

**1488**

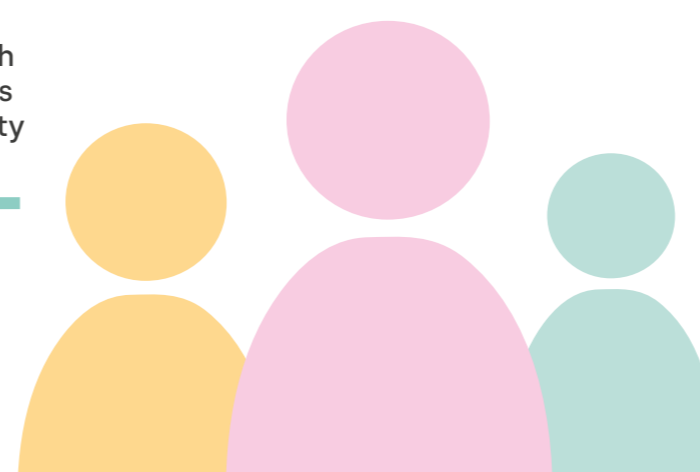
Contacts and consultations with patients in our Outpatient & Wellbeing service

**271**

Trained Compassionate Neighbours with **165** referrals through the year

**380**

People reached across our communities through planned talks and events as part of our Community Engagement strategy



## Social Work and Bereavement

**1343** Referrals to Social Work Team

**7818** contacts and consultations

**236** Referrals to Bereavement Team

**1889** Bereavement connections made



## Palliative Care Support Service (PCSS)

**390**

Number of patients supported

**32**

Average hours of direct care provided per patient supported



## Inpatient Unit

**284**

Admissions

**15 days**

Average length of stay



## Community Overnight Service

**6232**

Total number of calls received through our overnight specialist support team (5pm - 8am)

**316**

Total number of visits (8pm - 8am) up to February 2023



### Learning & Development

**1476**

attendees at **114** internal training courses

**1074**

attendees at **106** external training courses

**94%**

Staff compliance with mandatory training



### Fundraising

**4796**

wonderful people donated and fundraised for us in the year



### Retail

**17**

Shops

**788,018**

items sold in our shops, supporting our commitment for recycling and our green pledge

**£3.54 million**

Gross income



### Human Resources

**30**

Staff left our charity in 2022/23

**34**

new staff joined in 2022/23



# Our Strategy and Ambitions 2021-25



## Our Vision

The best of life, at the end of life, for everyone



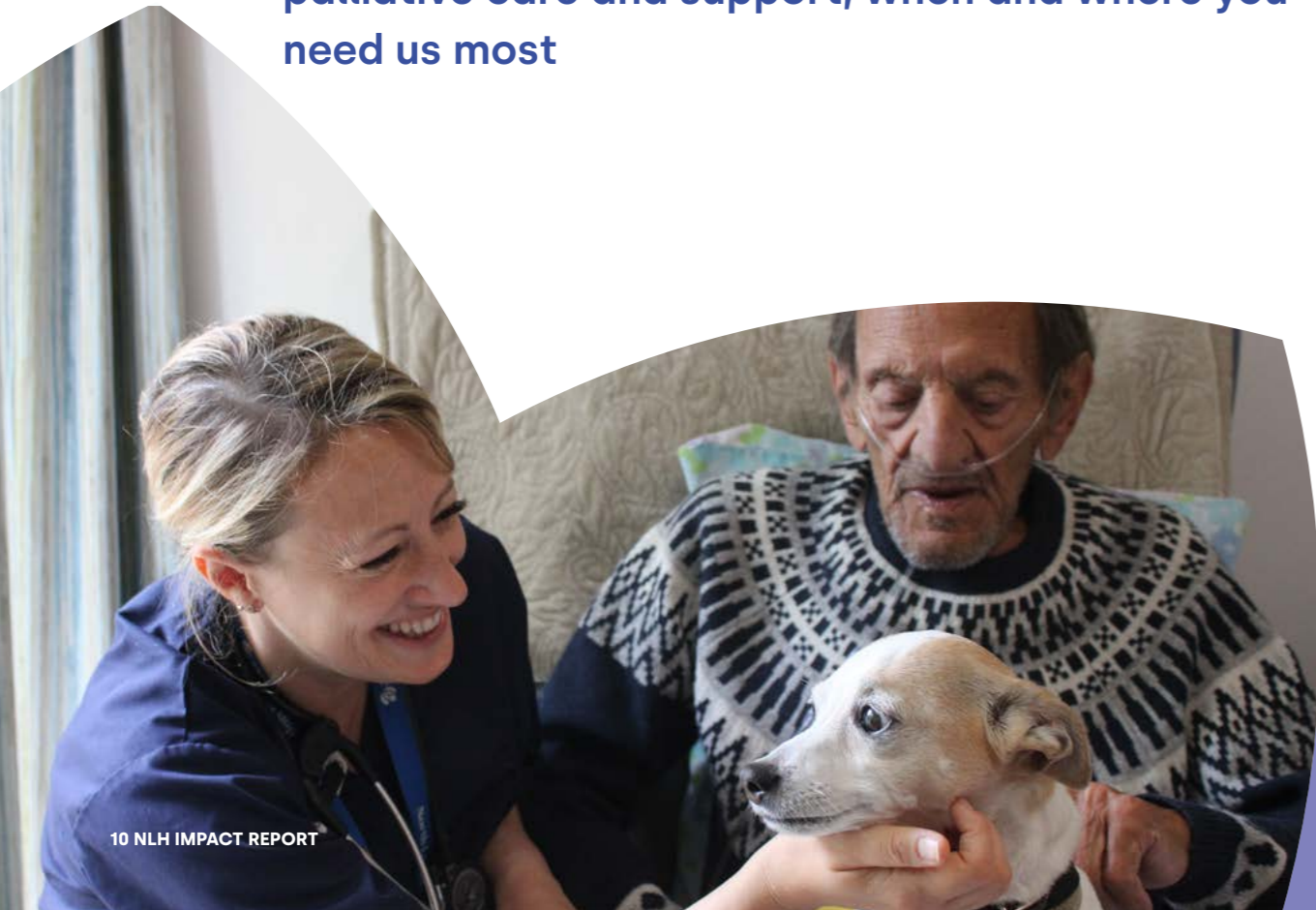
## Our Purpose

North London Hospice - working together to provide palliative care and support, when and where you need us most



## Our Values

- C** Collaborative and learning
- O** Open and honest
- R** Respectful and empowering
- E** Equal and inclusive



Our key Strategic Ambitions within our Strategic Plan (2021/25) are the driver for success and enable us to provide the best of life, at the end of life, for everyone, in the communities we support across the London boroughs of Barnet, Enfield, and Haringey.

## AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do

We will ensure outstanding care and support is at the heart of what we do, offering this across our community to those facing a life limiting illness. We will increase the number of people provided with personalised care through service and operational improvements, so that our hospice continues to play a vital role for the communities we serve. We will review services and support functions as appropriate, change models and delivery where necessary and develop new initiatives.

## AMBITION 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

We are committed to ensuring financial stability and long-term viability, whilst investing for growth and development. We will manage our resources to ensure we achieve the greatest impact with our work in our community. We will work together in partnership, and in an integrated way to achieve our ambitions. We will transform communication and information sharing and deliver improved systems and ways of working with investment in technology.

## AMBITION 3 – Our Commitment

We will value and support our staff and volunteers to do their jobs well

We will recruit, retain, and invest in our people to be the best they can be. We will use our expertise and skills to improve, and deliver, the palliative care and support we pride ourselves on to more people across our community. We value equality, diversity and inclusion and will develop leadership and our workforce which is representative and responsive to the communities we support.

# Our Achievements for 2022/23:

## AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do

**Strategic Objective:** We will increase the number of people provided with outstanding, personalised care through all our services

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will work with North Central London (NCL), partners, and within the Integrated Care System, to ensure equitable delivery of care and support, delivered through a Single Point of Access	Working with the NCL Integrated Care Board and Marie Curie, we launched our new single point of access, Palliative Advice Team, for out of hours across the five NCL boroughs in February 2023. North London Hospice was appointed as the lead provider to deliver this service
We will review and relaunch our Health and Wellbeing Service, integrating existing services to reach out and engage more to achieve greater impact	We reviewed and relaunched our service – Outpatients & Wellbeing – with further development and expansion agreed for 2023/24
We will review our Inpatient Unit (IPU) and introduce new models of care and support to achieve greater impact	We commenced a review of IPU – looking at admission and discharge processes together with looking at patient care. We conducted a feasibility study of the building and facilities and more detailed work is planned across all these areas in 2023/24
We will listen to feedback from patients and relatives and adopt a culture of continuous improvement	We launched a new Patient Experience and Engagement Strategy and employed a new manager to take forward improvements in this area. More volunteers were recruited to help deliver on year one of the strategy – with an aim for improvements evidenced in 2023/24

**Strategic Objective:** We will expand our care delivered at home, in the community, our advice, and other services through partnerships to offer 24-7 care and support to those who need it

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will review and expand our Compassionate Neighbours programme	We secured additional funding through City Bridge Trust to recruit additional resources to grow our service. We have 271 trained compassionate neighbours supporting a 7% increase in community referrals

**Strategic Objective:** We will increase our knowledge of the palliative care needs of the communities in our area and adapt care, support, services, and information to support them

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will deliver on a Community Engagement Strategy reaching into our communities and promoting our work around Equality, Diversity & Inclusion	We launched a new Community Engagement Strategy in October 2022 to support greater reach into our communities. We reached 380 people through planned talks and events
We will review the data we collect and use greater analysis and outcomes to influence services, capacity, increase income and impact across our charity	Although data is collected across North London Hospice, we have identified further work to maximise the use of data and how we report against activity. New scoreboard reporting was introduced in the year which will be developed further in 2023/24

**Strategic Objective:** We will use our knowledge and expertise to educate and train others

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will participate in research where it supports our work and helps us deliver our strategic ambitions	<p>This year the hospice has been involved in several ethically approved research studies:</p> <p>CHELsea II Trial: A Cluster Randomised Trial of Clinically Assisted Hydration in Patients in the last days of life. We have been accepted to participate as a site in this National Institute for Health Research national study. The study started in September 2022 and is open to all eligible patients admitted to our IPU at the end of life.</p> <p>Medicines Reuse: We participated in a small research project conducted with our pharmacist undertaken by Reading University. The aim of the study was to gain an understanding of the behaviours and barriers around medicines reuse, particularly for those collaborating directly with patients in a care home or hospice setting</p>

	<p>NHS Blood and Transplant (NHSBT): Eye Donation from Palliative and Hospice Care</p> <p>Settings: Investigating Potential, Practice, Preference and Perceptions (EDiPPPP).</p> <p>We are also taking part in a research pilot with the NHS Blood and Transplant service exploring if patients who die in the IPU hospice environment may be eligible for Corneal Donation</p>
We will influence policy makers to appreciate, understand, and respond to, the needs of those living with a life-limiting illness	Our Chief Executive is a member of the Hospice UK Advisory Council and represents London at a national level. We have responded to several national campaigns to influence policy relating to end-of-life care

## AMBITION 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

**Strategic Objective:** We will invest in skills, expertise, and systems so we work and communicate more effectively

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will launch a new communication, marketing and digital plan, showing our commitment to making a positive difference	Delivering on the strategy, we launched a new brand and visual identity in September 2022 which is now being rolled out to our shops. The brand won Gold at the London Design Awards in December 2022 and has received an overwhelmingly positive reaction from supporters and stakeholders
We will invest in our workforce and digital infrastructure to ensure that we can communicate effectively with everyone	We successfully introduced a new Teams based telephone system across the organisation increasing freephone accessibility to our services and improving our cost base on telecoms and communications

**Strategic Objective:** We will implement and deliver on an Income Generation Strategy to support the delivery of our strategic ambitions

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will appraise all our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% over the next 4 years	Our retail division and teams continued to bounce back after a difficult period of closure in Covid and 2022/23 saw the best trading year in history of the hospice reaching an incredible £3.54 million income – supporting our ability to deliver outstanding care and support to patients and families

We will increase fundraising income by at least 25% over the next 4 years by growing our fundraising activity, including investing in growth where it delivers a key return on investment	We launched our new 3-year fundraising strategy focusing on increasing income by 50% and increasing our contactable community by 400%. As part of the strategy, the team are looking at new products or areas of fundraising, thinking about what we can do to increase income as well as attract new people to support us
We will deliver on our long-term Financial Strategy to achieve a balanced budget by 2025	Due to external factors within the economy and sectors that we work in, we do not anticipate achieving this ambition by 2025. The Board of Trustees and Executive Team are planning a strategic and financial review in 2023/24

**Strategic Objective:** We will transform our hospice through investment, growth, and development

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will build organisational resilience through investment in our infrastructure	A newly refurbished area at the main entrance to the hospice opened in December 2022. Designed with patients, carers, staff, and volunteers in mind, it provides welcoming and comfortable spaces. These areas are well used and appreciated. Office accommodation has also been upgraded to provide more efficient use of space for staff who work closely together across different teams



**Strategic Objective:** We will innovate, engage, and actively respond to opportunities for working, sharing, and learning from each other

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will lead on partnership and collaboration with commissioners, providers, and suppliers, shaping how we design and deliver our clinical, patient, and other services that meet local need and have real impact	We have continued to work in partnership with Noah's Ark, the Enfield Community Heart Failure team and Enfield Pulmonary Rehabilitation Service. We are also working with the North Central London Cancer Alliance on the Personal Cancer Care Programme.  Partnership working continues with the Barnet Patient Engagement Group and colleagues in Jewish Care, Healthwatch Barnet, Barnet Carers, Age UK, Dementia services, Multifaith forum and GP Patient Engagement to encourage a local conversation about preparing for end-of-life decisions and care. This year, once again, NLH worked closely to produce a public engagement campaign for Dying Matters Week

**Strategic Objective:** We will reduce our carbon footprint and environmental impact

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will develop and launch our commitment to the environment and introduce an improved working environment for staff and volunteers	Our refurbishment programme at Head Office has been achieved with planning around a sustainable environment. Having opened a new reception and café at Head Office in the year, we installed a range of improvements including air cooling and conditioning and energy efficient lighting creating a more pleasant environment for visitors, staff and volunteers
We will reduce waste by printing less, recycling more in the offices and in our shops, and adopting greener procurement policies	This year saw the installation of new printers across all offices, with the aim to reduce paper wastage. Our shops sold over 788,000 items of clothing through recycling – with a target of 1 million in 2023/24
We will look at measuring our energy and carbon use and delivering an annual reduction of 10%	We have unfortunately seen an increase in energy costs through the year and been unable to achieve this target. We are reviewing our energy consumption in 2023/24 – and exploring the installation of solar panels at Head Office

## AMBITION 3 – Our Commitment

### We will value and support our staff and volunteers to do their jobs well

**Strategic Objective:** We will continue to provide our staff and volunteers with enjoyable and rewarding experiences to be the best they can

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
We will publish and deliver on a new people strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all	Following our office refurbishment we took this opportunity to encourage employees to attend the office more regularly in-line with our Hybrid policy (60/40). Teams are working together in a hot desking capacity, encouraging collaboration, sharing ideas, and working more effectively as a group. Plans are in place to run a staff/volunteer survey in September 2023, to build on the results of the last survey in 2021. The aim is to encourage suggestions, so we can continue to develop actions to underpin the feedback we receive. All staff have access to our EAP services to support and promote wellbeing for all. Managers have made suggestions on wellbeing through 'time to talk sessions', which we will continue to run to ensure that all our staff are aware of the plans we are making for wellbeing resources
We will review our staff terms and conditions and launch a new Rewards Package ensuring it continues to be attractive, affordable, and positively positioned in the market, to be an employer of choice	Our Pay and Remuneration framework was reviewed with a view to creating a system that was fair, equitable and competitive to recruit and retain a high calibre workforce across all disciplines and roles. This work was overseen by a combined Finance and People and Organisational Committee drawing on the experience and knowledge of the Trustees on these Committees.  After some initial disquiet, the review has been accepted and anxieties allayed through careful attention to detail, openness, and responsiveness on the part of Executives and Senior Managers, we launched the new North London Hospice pay structure in April 2023

We will review, develop, and implement improved processes to understand what works best for our existing staff and volunteers, and what could be improved to support retention	With the new appointment of a full-time Director of People & Culture in March 2023, a full review of all our HR and volunteer systems will be conducted to ensure we are attracting and retaining the best talent in relation to our People Strategy.  It has been established that our current HR software is not supporting our needs in relation to our HR transactional flow. Plans are in place to source a 'fit for purpose' HR platform to improve our employee life cycle, to deliver a more expanded people dashboard (MI), expand our employee branding and to give our line managers an easy-to-use management employee self-service linking to our payroll and volunteer data platforms
We will continue to train and develop our own professional workforce to deliver the highest level of quality and outstanding service	Mandatory training compliance averaged 94% and a wealth of additional internal courses ranging from assertiveness, coaching and mentoring, customer services and clinical skills training were offered. Continued direct mentoring, preceptorship, support and reflection opportunities were also offered by the L&D team. The addition of the career development fund also supported new learning opportunities for staff. This included the commencement of a master's degree, a social work apprenticeship and a RGN top up degree apprenticeship. 114 mandatory and non-mandatory training sessions took place for internal staff
We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best	The third cohort of the Leading from the middle management training was delivered, culminating in a presentation of their work to colleagues. Work on identified goals currently continues with the support of the management group



We will create a positive culture throughout North London Hospice, where diversity, inclusion and respect are core values and at the centre of all our activities and enable us to widen our reach and diversity in terms of staff, volunteers, and patients

There has been a lot going on to improve and encourage a diversity and inclusion culture throughout NLH, which includes the following:

- Launching EDI calendar
- Inclusive leadership training on EDI
- Marking Black History Month, International Day of Persons with Disabilities, International Women's Day
- Launching a new interpretation/translation service, Language Line
- Re-drafted interpreter guidelines for staff
- Re-launch of Count Me In data diversity campaign for staff and volunteers, resulting in response rate doubling for volunteers. Our patient ethnicity Count Me In data is 90%, after achieving this high benchmark we are now working towards mirroring this across other protected characteristics

We will explore, invest, and establish a learning and development service that delivers education inside and outside of North London Hospice, where there is a positive return on investment, adds value to our work and optimises income opportunities

A business case was successful, and this allowed us to recruit to a new Clinical Educator post. This will allow for additional learning and development support of our community teams and to increase the number of external student learners we welcome into the hospice. The delivery of specialist education externally also contributed an income of £90,000 for the hospice

**Strategic Objective:** We will ensure we train the best to be the best

OUR 2022-23 AMBITION	WHAT WE ACHIEVED
<p>We will continue to train and educate our staff, volunteers and ambassadors and explore how we can share our experience locally and nationally, across the NHS and within other organisations</p>	<p>Several external courses, including our accredited but also bespoke courses, were delivered virtually and in person. All received outstanding feedback including:</p> <p>"Really good training by really experienced trainers, I feel motivated and engaged"</p> <p>"The best training ever, it was excellent"</p> <p>"The training was amazing, and I feel more confident to deliver end of life care".</p> <p>The courses also developed long standing partnerships but also created new ones, for example with the Enfield Learning Disability Team on 'No Barriers Here'.</p> <p>A poster sharing the successes, struggles and learning from the cohort of Trainee Nursing Associates was also accepted for display at the Hospice UK Conference. The hospice additionally supported one of the Nursing Associates to attend and share their growth and learning with others and was a positive individual learning experience.</p> <p>In total, 106 external courses were delivered to 1074 learners</p>



# Patient Stories

**"The physiotherapists have given me the tools I need to help me with my breathlessness..."**



## Shirley's Story

Shirley has been receiving support from North London Hospice's physiotherapy team to help her manage her breathlessness.

Her breathing had deteriorated so much that the 81-year-old mother, grandmother and great-grandmother found it difficult to leave her second-floor apartment.

Shirley said: "My breathing was getting worse, and it was the fear of not being able to manage if I left home that was holding me back. But the physiotherapists have given me the tools I need to help me with my breathlessness, and I am now able to go out."

**"I thought a hospice was just for end-of-life care, but this experience has been a real eye-opener for me. The team are really helping me to make the most out of my life,"**



## Christian's Story

When patient Christian, a refugee from Honduras, said he wanted to return home to spend his final days with his mother, North London Hospice pulled out all the stops to help him achieve his dying wish.

He said: "I am very grateful to the hospice staff for the care that I have received. It has been lovely to feel so well looked after and I am thankful that they are able to support me in my wish to return to my home country to be with my mother."

Liz Perez, Patient Engagement and Experience Manager at North London Hospice added: "It was a real privilege to be part of the team caring for Christian and hopefully we made some small impact to his end-of-life care. I also think that when you have a team of people both clinical and non-clinical, cross working in this way, it creates an energy where you can collectively achieve amazing things."

**"I am very grateful to the hospice staff for the care that I have received. It has been lovely to feel so well looked after ..."**

Scan the QR code to read the full story:



# Fundraising

## Introduction

This year has been a year of new beginnings for fundraising at the hospice. In April 2022 our fundraising function was brought entirely in-house with a new Director and significant change to the team. Anna Cooper, our new Director of Fundraising and Communications, took the opportunity to change the structure of the team and invest in experience and expertise.

Whilst the change has left us without a full team for much of the year, she has concentrated on bringing in the right experience and testing new ways to maximise our fundraising ability.

We also have trialled new ways to manage our supporter experience with a notable success from our Thankathon in January 2023 which saw staff and trustees phone many of our donors just to say thank you for their continued support. Donors had wonderful feedback about feeling appreciated and valued.

## Individual Giving

This year we have concentrated on growing the numbers of people we can mail or email about the hospice. We have increased that number from 3,500 to over 12,000 people this year and have introduced ways to keep those people engaged and loyal to the hospice and our work. In 2022/23, we ran four cash appeals, including a cold door drop appeal that was sent to over 350,000 houses in our area and enabled us to reach our wider community to tell them about our vital work. Our appeals highlighted our community nursing teams and our Compassionate Neighbours programme. We also ran our annual Light up a Life Appeal whereby donors have an opportunity to remember loved ones by donating towards a light on our tree. We were sad that our chestnut tree came down during a storm in October 2022, but were happy to be able still to provide a tree to light up and a wonderful remembrance event in November. It was noted that delays following postal strikes during key fundraising moments and the cost of living crisis have impacted on income from this income stream.

Our Local Hospice Lottery programme continues with 262 players and we are looking to ramp up those numbers with a new staff member dedicated to supporting our local canvassing. We continue to work with the Local Hospice Lottery to recruit new players and increase the number of games played.

## local hospice lottery

We remain thankful to each of our donors who kindly set up regular gifts for the hospice - these gifts help the hospice with longer-term, sustainable financial planning and we are looking to increase the number of committed supporters the hospice has over the next few years.



## Challenge events fundraising

Challenge event participation is slowly coming back after the drop-off during Covid although the cost of living crisis has also had an impact on how comfortable people are with asking for sponsorship from friends and family. Still affected by the delays and cancellations during the pandemic, the London Marathon was again held in October 2022 rather than its usual April spot. The 2022 marathon saw 22 runners raise over £50k overall for the hospice. Brothers, Tom, Jack and Dan took part in the marathon and together raised £7,919 and said "The big day itself was one that we will never forget. Quite simply, it was one of the best of our lives."

Many charities have noted reduced average gifts and take up of places since Covid and we're no exception, but we are testing new recruitment methods and hope to see interest in mass events continue to grow as the confidence in mass events grows once again.

Over the year, a number of people took part in a range of events from running and cycling events to global challenges. Either organising the activity themselves or through a third party. Together, they raised over £40k.

Our largest owned-event, the Big Fun Walk was finally run in person again after Covid with an incredible 1,100 Participants, who together raised an incredible £151,852 it was wonderful to be back to an in-person event this year and the take up and fundraising reflected that with our walkers. Joan Roberts takes part every year with a large team and says they are delighted to raise money for the hospice.





### Community-based Fundraising

Community Fundraising struggled through the pandemic but this year, it has started to pick up with 269 supporter led events happening over the course of the year. We could not be more grateful for the time and effort put in by our community fundraisers.

Overall, more than £200k was raised over the year, which has included a variety of community-based fundraising events including Aldenham Golf Day, the opening of our Patron – Penny Gluckstein's beautiful garden at Highwood Ash and continued support from Proms at St. Jude's. We've also gratefully received support from local business, including HSBC, Nest Sewing School and SGN Retail. We remain incredibly grateful to our Support Groups and the dedicated individuals who commit their time to planning fundraisers in support of the hospice. Their decades of support are just incredible and their passion when talking of the hospice is inspiring. We're delighted to have support from across all three boroughs in our local community. A huge thank you and well done to all!

We tested a new initiative this year - building on our "Big Fun" fundraising activities, we introduced Big Fun Craft in February 2023. We tested reaching supporters via Facebook as a method to recruit new supporters and were delighted to have attracted 1,154 people to take part. Of these, only 38 were current supporters, so it was a wonderful way to bring in new support from our community. We were able to link with some of the work done by the hospice and having local corporate sponsors for the activity meant that we were able to offer in-person events and some great prize incentives to our top fundraisers. One supporter, Lilian, said "It's been so much fun and raised money to support such an important local charity."



### Gifts in Wills

Gifts in Wills remain our largest single source of fundraised income. In 2022/23, we received £1.25m from 37 legators. Income was less than the previous year, but we recognise that there have been challenges within the probate service that have impacted the number of notifications we have received. We know that a gift in someone's Will is an incredible way for them to recognise the vital support we offer to our patients and their loved ones and we are very grateful for every gift. Gifts ranged this year from £100 to £425,000.

We'd like to take this opportunity to thank those donors and their executors for administering the gifts.

### Giving in memory of a loved one

In memory giving is a very special and important income stream for the hospice and again demonstrates the high standard of care received by patients and the deep appreciation and gratitude our community has for the hospice as a result. During the year, we have repositioned our Tribute Tree giving it a great position of prominence in our reception area, however during the refurbishment we had to put the tree and leaves into storage for four months and were unable to offer new leaves to start in this time and extended the current leaves' time mounted on the tree commensurate with the time the tree was not displayed. We mounted 33 new leaves this year. We have continued working with Much Loved and have seen that people are becoming much more comfortable with using online remembrance and collection tools.





### Support from Charitable Trusts

The support of charitable trusts and foundations is essential for the work of North London Hospice. It allows us to continue providing specialist support to our patients and those who matter the most to them, at both the hospice and within the community. During the 2022/23 financial year, we received £283,337 from trusts and foundations, with gifts ranging from £50 to £50,000. Unrestricted donations from trusts and foundations totalled £197,436. During the next financial year, we look forward to further strengthening our relationships with our highly valued current supporters.

We have listed Trusts who have donated over £5,000 to the hospice during the year. We would like to thank their recognition of our work and their generous donations.

Anonymous Foundation	£50,000
The Thompson Family Charitable Trust	£50,000
Milton Damerel Trust	£30,000
The Albert Hunt Trust	£20,000
The Morrisons Foundation	£18,979
Masonic Charitable Foundation - Hospice UK	£13,922
The Ambulance Wish Foundation	£10,000
The Charles Wolfson Charitable Trust	£5,000
Edith Murphy Foundation	£5,000
Barnet Council - The Edward Harvist Trust	£5,000
Anonymous Foundation	£5,000
Anonymous Foundation	£5,000
H and M Charitable Trust	£5,000
Anonymous Foundation	£5,000



# Trustees' Annual Report for the Year ending 31 March 2023

## How we are Governed

North London Hospice is a company limited by guarantee – registered number 1654807 and a registered charity in England and Wales (charity number 285300). Our constitution is our Articles of Association, which were first adopted on 29th July 1982 and amended on 13th January 2022. The hospice has a wholly owned subsidiary 'North London Hospice' (Trading) Limited (charity number 2268094) – the subsidiary company did not trade in the year ending 31st March 2023.

## Objects, objectives, and principal activities:

The hospice's objectives are:

- To relieve sickness and suffering and, in particular but without prejudice to the generality of the foregoing, by the establishment and maintenance of a hospice in North London for persons suffering from chronic or terminal diseases.
- To relieve the suffering of the families and friends and in particular, but without prejudice to the generality of the foregoing, by the provision of practical, bereavement and other emotional support and programmes for education and advice.

## Structure, Governance & Management

### Our Trustees

Our charity is governed by the Board of Trustees who are legally responsible for directing our affairs. The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to a number of committees which report back to the Board on a regular basis. The Board delegates day to day management of the charity to the Chief Executive and the Executive Team.

During the year under review – no Trustees retired or were recruited, although we did have two very valuable colleagues retire from office in June 2023 - Carol Holmes and Jennifer Walters - both of whom have offered very valuable skills and insight to the Board and Executive Team and will be sadly missed - thank you both for your loyalty and support.

New Trustees will be recruited in 2023 through a process of advertisement, application, and interview, based on a range of selection criteria to seek a diverse variety of skills and experience. We will offer those appointed a tailored induction programme, including interaction with our services, and meetings with the Chief Executive and members of the Executive Team. All Trustees are asked to complete e-learning on a set of key areas and Trustees are not remunerated for their services.

All Trustees complete an annual appraisal process with the Chair and Vice Chair together with completion of our Fit & Proper Persons declaration and approved Code of Conduct.

### Governance

The Committee framework, introduced last year, has been integrated positively into our governance structures. Each Trustee is required to disclose potential or actual conflicts of interest to the charity as part of an annual review and at the start of each meeting. The Board continues to adopt the principles of good governance in the Charity Governance Code. These principles underpin the Board's governance and form an integral part of the programme of change we have undertaken. The Trustees have taken account of the Charity Commission's general guidance on public benefit when reviewing our aims, objectives, and planning.

## Board Committees

### Board Development Committee

– responsible for Board governance arrangements and succession planning and recommendations for the appointment and reappointment of governance and executive positions. Oversight of the performance of and recommendations on the remuneration of the Chief Executive and Executive Team.

### Finance & External Audit Committee

– responsible for the strategic oversight and effective use of the charity's financial resources and investments. To oversee associated policy, strategy, and performance across all finance and investment areas.

### Clinical Governance & Assurance Committee

– responsible for strategic oversight of the charity's clinical and patient services to ensure they are safe, effective, caring, responsive and well-led. Provide assurance to the Board on all aspects of the quality of clinical care, clinical risk management, clinical governance systems, compliance with clinical regulatory requirements and standards of quality and safety. To oversee associated policy, strategy, and performance in all clinical areas.

### Fundraising Committee

– responsible for strategic oversight of the fundraising delivery and services. To oversee associated policy, strategy, and performance across all fundraising income areas.

### People and Organisational Development Committee

– responsible for oversight and delivery assurance of the People, Equality, Diversity & Inclusion strategy, and Volunteering. To oversee associated policy, strategy, and performance across all people (staff & volunteer) areas.

### Retail Committee

– responsible for development and delivery of the retail strategy, exploring shop growth with return on investment and overseeing associated policy, strategy and performance across the retail areas.

Please see page 66 for a full list of Trustees, which also shows movements through the year under review.

## Statement of Trustees' Responsibilities and Corporate Governance

The Trustees are responsible for their annual report, and for the preparation of accounts for each financial year which give a true and fair view of the incoming resources and application of those resources during the year, and of the state of affairs as at the end of the financial year. In preparing these accounts, the trustees are required to:

- ensure that suitable accounting policies are established and applied consistently;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards and statement of recommended accounting practice have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the hospice will continue in operation

The Trustees confirm that they have complied with the above requirements in preparing the accounts.

The Trustees have overall responsibility for ensuring that the hospice has appropriate systems and controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the hospice and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the hospice and for their proper application as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the hospice is operating efficiently and effectively;
- all assets are safeguarded against unauthorised use or disposition and are properly applied;
- proper records are maintained and financial information used within the hospice, or for publication, is reliable;
- the hospice complies with relevant laws and regulations.

### Reserves Policy

The Trustees recognise that the current level of reserves is higher than policy and planned. This does however, give Trustees the assurance with deficits forecast in the 2023-25 planning cycle, general unrestricted reserves are likely to be above the 12 months operating expenditure level while investing in our infrastructure and expanding our reach and the services the hospice offers to its patients and their families, thereby increasing the hospice's baseline costs.

Accordingly, the existing policy is at a level that the Trustees consider will be adequate. The policy is to always maintain unrestricted reserves at a minimum of nine months of unrestricted operating expenditure, taking account of future forecasts.

Current levels of expenditure and maintaining our unrestricted general fund will ensure long-term financial stability and enable the hospice to withstand external events which may affect the level of income received. Planned investment from reserves as part of our strategic priorities in 2023-25 will result in the reduction of the current level of unrestricted general fund.



## Investment Policy

The Memorandum and Articles of Association do not place any restrictions on the investment policy to be adopted. The Trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the hospice.

Specific investment powers are delegated to Newton Investment Management Limited under the following restrictions:

- No investment in tobacco stocks, unquoted shares, derivatives, or unregulated collective investment schemes;
- Investments are consolidated in Newton Fund for Charities, effectively holding units in a highly diversified but readily accessible portfolio

## Principal Risks & Uncertainties

The Board of Trustees has overall responsibility for risk management of North London Hospice. This includes setting the risk appetite for the charity, ensuring there are reasonable procedures in place for the prevention and detection of major risks, including fraud risk and other irregularities, and ensuring that risk procedures are reviewed when issues arise.

During the year under review, we again improved our risk management processes, and our committee and governance structure was strengthened to help us manage our approach to mitigating against risk across North London Hospice.

- North London Hospice committee groups meets quarterly to oversee key risk areas, including information governance and data privacy, fraud, and bribery, safeguarding and business continuity. Risks are escalated as appropriate.
- Each directorate meets regularly, to carry out reviews of risk management arrangements across the directorate and inform the escalation of the risk to the Executive Team/ Board

- The Executive Team, chaired by the Chief Executive, regularly reviews and monitors key charity-wide strategic and operational risks at its fortnightly meetings.
- The Clinical Governance and Assurance Committee scrutinises the management of clinical risks, and the monitoring of clinical incidents and trends.
- Each committee reviews the results of the executive risk management and the operation of our risk management processes. Each committee review and deep dive into selected key risks as necessary.

In addition, we have policies and procedures to identify and manage risks arising from our existing operations and strategic development, and to provide reasonable assurance against material errors or loss.

## Planning & Performance

We operate a comprehensive annual planning and budgeting process. We monitor performance through use of key financial and performance indicators which compare actual results and activity against our plans and are routinely reported to the Board of Trustees. A phased budget and regular forecasting enable the Trustees and the Executive Team to link financial performance with resource and activity levels. The Finance & External Audit Committee has delegated oversight into this area.

A review of our data collection and reporting is planned in 2023/24 - to improve both presentation, scrutiny and assurance.

## Internal Audit

Internal controls are subject to scrutiny by each committee – we carry out a programme of cyclical reviews throughout North London Hospice. The Executive Team approves and presents the annual audit plan, scrutinise regular reports and present to each committee on progress against the audit plan, the effectiveness of controls in audited functions, and recommendations and learnings from audits.



## Key Strategic Risk

An overview of our key strategic risks for 2022/23 and the actions we have taken to mitigate them is summarised in the table below. Each risk area is supported by relevant policies and procedures that are regularly reviewed and updated, and subject to compliance testing.

Risk	How we manage it
<p><b>CORONAVIRUS</b> – that coronavirus continues to significantly impact upon our ability to deliver services <b>Risk closed in December 2022</b></p>	<ul style="list-style-type: none"> <li>• Business continuity meetings to manage ongoing issues as they arise and to seek to mitigate the risks coronavirus presents to our future</li> <li>• Executive Team leadership and discussion</li> <li>• Clinical Governance &amp; Assurance Committee</li> </ul>
<p><b>FINANCIAL SUSTAINABILITY</b> – risk that the charity has insufficient funds to deliver plans to sustain services</p>	<ul style="list-style-type: none"> <li>• Regular monitoring of income and expenditure and regular financial planning and review</li> <li>• Internal financial controls and policies</li> <li>• Diversification of income streams and maintenance of prudent financial reserves</li> <li>• Expert external management of investments</li> <li>• Charity-wide assurance groups</li> </ul>
<p><b>SERVICE QUALITY</b> – risk of quality failure that may result in patient or user harm</p>	<ul style="list-style-type: none"> <li>• Robust clinical governance processes and oversight</li> <li>• High quality specialist training for staff</li> <li>• Quality reviews and compliance checks</li> <li>• Reviewing and action of patient and carer feedback, incidents and complaints, and trends</li> <li>• Proactive engagement with partners</li> </ul>
<p><b>STRATEGY AND CHANGE</b> – risk that the charity is unable to adapt to the changing environment it works in, without clear strategic and operating plans, which may well lead to reduced ability to deliver the highest impact</p>	<ul style="list-style-type: none"> <li>• Strategic plan 2021-25 - and reporting against achievements, failures and learning</li> <li>• Board of Trustees oversight of strategy and delivery of operational plans - strategic awaydays</li> <li>• Executive Team and Board oversight of significant change programmes</li> <li>• Balanced scorecard reporting</li> </ul>
<p><b>PEOPLE, CULTURE, WELLNESS</b> – risk that the charity is unable to recruit, retain and support suitable staff or sustain a culture that supports the delivery of its strategy</p>	<ul style="list-style-type: none"> <li>• Learning and Development programmes</li> <li>• Benchmarking of remuneration and benefits</li> <li>• Comprehensive and innovative recruitment methods</li> <li>• Staff and volunteer engagement surveys and forum feedback mechanisms</li> <li>• Equality, Diversity &amp; Inclusion Strategy, action plan and forum</li> <li>• Freedom to Speak Up Guardians</li> <li>• Access to Employee Assistance Programme &amp; Occupational Health</li> <li>• People Strategy – 2021 - 2025</li> </ul>

Risk	How we manage it
<p><b>SAFEGUARDING</b> – risk that inability to safeguard vulnerable adults may lead to serious harm/abuse</p>	<ul style="list-style-type: none"> <li>• Safeguarding leads within the charity</li> <li>• Safe recruitment practices, including pre-employment checks and screening</li> <li>• Regular role-specific mandatory safeguarding training</li> <li>• Promotion of Freedom to Speak up Guardians</li> </ul>
<p><b>GOVERNANCE &amp; COMPLIANCE</b> – risk that failures in governance or compliance may lead to poor decision making, or legal or regulatory action</p>	<ul style="list-style-type: none"> <li>• Clinical Governance &amp; Assurance Committee and charity-wide assurance groups to monitor standards, performance, service developments, incidents, and complaints</li> <li>• Board Governance Structures</li> <li>• Policies, procedures, and guidance supported by training and specialist roles</li> </ul>
<p><b>HEALTH &amp; SAFETY &amp; THE ENVIRONMENT</b> – risk that failures to act in accordance with guidance could cause harm, negatively impact service delivery and lead to legal or regulatory action</p>	<ul style="list-style-type: none"> <li>• Charity wide Health &amp; Safety Group and external consultant &amp; advisor</li> <li>• Project group to examine environmental impact of our activity</li> <li>• Green Pledge</li> </ul>
<p><b>DATA GOVERNANCE, SECURITY, PRIVACY AND QUALITY</b> – risk that inadequate systems for the governance, privacy and security of data may lead to harm, negatively impact service delivery and lead to legal or regulatory action</p>	<ul style="list-style-type: none"> <li>• Privacy and security impact assessments for all new business initiatives</li> <li>• Security audits and reviews</li> <li>• Mandatory training and guidance for all staff</li> <li>• Specialist roles – Senior Information Risk Officer, Data Protection Officer, Caldicott Guardian</li> <li>• Information Governance Group – through business continuity policy</li> </ul>
<p><b>INFRASTRUCTURE</b> – risk that core systems and technology are inadequate to serve strategy and service needs</p>	<ul style="list-style-type: none"> <li>• Internal audit and self-assessment</li> <li>• External testing and benchmarking</li> <li>• Continuous improvement programmes</li> <li>• IT support and new strategy</li> </ul>
<p><b>REPUTATION</b> – risk that incidents or events may damage or negatively impact our reputation or operations</p>	<ul style="list-style-type: none"> <li>• Business continuity plan</li> <li>• Executive Team meetings</li> <li>• Public liability and professional indemnity insurance</li> <li>• Communications Team</li> </ul>

## Complaints and Concerns

Quality Performance Indicator	2022-2023
Number of Complaints (NLH target fewer than 30)	21
Investigations completed, complaint upheld/partially	20
Investigations completed, complaint not upheld	1

NLH receives complaints about clinical and non-clinical (charity shops) aspects of its business. This year we received a total of 21 complaints:

- 13 were clinical (patient service) 5 were retail, 2 related to facilities, 1 related to social worker services

The 13 clinical complaints involved our Inpatient Unit, Community teams and PCSS service. Less than 1% of patients and families supported by NLH this year made a complaint.

The themes of clinical complaints raised this year were predominantly communication of staff to service users and care of patients.



## Financial Review of the Year

Whilst the previous year saw a healthy surplus, thanks largely to a £1.1 million increase in the value of investments and certain Covid-related grants, the current year has proved more challenging. Unexpectedly, legacy income received was around 50% of the long-term average, investments saw a fall of over £0.5m and inflationary pressures continue to be seen in many areas of expenditure. As the charity approaches the midpoint of a 5-year strategy, it will continue to undertake a review of the impact achieved alongside a sustainability review, which will enable the charity to continue to offer 'The best of life at the end of life, for everyone'.

Total net movement in funds saw a reduction of £3.0 million in the year ended 31 March 2023 (2022: £2.6 million surplus). Of the total net reduction in funds, £2.9 million (2022: £2.3 million surplus) was unrestricted.

Total incoming resources were £12.1 million in the year ended 31 March 2023, compared with £15.0 million in the year ended 31 March 2022.

Total donations and fundraising were £1.7 million, of which £0.1 million is restricted income. This was a reduction of £1.1m from the previous year, which included some additional Covid grants/donations, but was in line with average yearly donations from 16/17 to 20/21 of £1.7 million.

Legacy income of £1.3 million in 2023 was £1.2 million lower than the previous year. With legacy receipts fluctuating from year to year the charity will continue to forecast based on a 10-year average of legacy income.

Total grants income was £5.2 million compared with £5.9 million in the previous year of which £1.3 million (2022: £2.1 million) was restricted.

This reduction reflects the additional grants received in prior year and not in FY22-23, primarily NHSE Covid-19 Emergency Funding of £1m.

Other trading activities reflect the charity shops operations, made up of sales of £3.0 million (2022: £2.8 million), donations of agency sales and Gift Aid of £485K (2022: £626K) and rental income of £12K (2022: £12K).

Investment income of £319K was £77K higher than the previous year, offsetting a net loss on the value of the investments of £511K, reflecting the current economic climate and a fall in market valuation. Prior year investment gains totalled £1.1m.

Total expenditure was £14.5 million, compared with £13.5 million in the previous year. With inflationary pressures continuing to have a significant impact on expenditure the charity is aware that long term deficits are unsustainable and will look to seek a balanced budget within 3 years.

The current year included one-off investments in infrastructure and additional staff payments, alongside various items of expenditure in clinical services approved by the Board. It allowed for the continuation of clinical services funded by the NHS as part of the Sustainability and Transformation Partnerships (STP) and the newly commissioned Single Point of Access (SPA) Service. The continuing rise in inflation has proved challenging for the charity and continues to affect all lines of expenditure.

During the year the hospice utilised the help of over 600 volunteers across all services. The value of this work is difficult to quantify but is crucial to continuing the work of the hospice at its current level.

## Position of the Charity at the End of the Year

The unrestricted general fund at the year-end represented some 16 months of underlying unrestricted expenditure and is above the reserves policy of holding at least 9 months of unrestricted expenditure.

## Principal Risks and Uncertainties

As referred to in the message from the Chair and Chief Executive, there are continuing challenges facing all hospices, to which North London Hospice is not unique. Whether that is uncertainty regarding the levels of future NHS funding, inflationary pressures or increasing fundraising targets, all of these have a part to play in ensuring North London Hospice continues to deliver the wide range of services that are currently supported. The hospice will continue to look to invest reserves in areas which result in quality improvements in patient care.

## Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".

North London Hospice's objects comply directly with two of the Charities Act's descriptions of "charitable purpose":

- "the advancement of health" and
- "the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage"

The hospice's charitable purpose is enshrined in the wording of the hospice's objects.

The Trustees ensure that this purpose is carried out for the public benefit by delivering services that are valued by our patients, their families and friends and the community in general.

Hospice services are available to those most in need of the services in the London boroughs of Barnet, Enfield, and Haringey. The hospice provides specialist palliative care in an inpatient, outpatient and therapies and community setting.

## Disclosure of Information to the Auditor

As far as the Trustees are aware, there is no relevant information of which the company's auditor is unaware. The Trustees have taken all the steps that they ought to have taken as Trustees to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Trustees on 5 September 2023 and signed on its behalf by:



*Lis Burgess Jones*

**ELISABETH BURGESS JONES**  
Chair

*Andrew J. Harris*

**ANDREW J. HARRIS**  
Company Secretary and  
Honorary Treasurer



# Independent Auditors Report to the Members of North London Hospice

## Opinion

We have audited the accounts of North London Hospice (the 'charitable company') for the year ended 31st March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including "The Financial Reporting Standard Applicable in the UK and Republic of Ireland"(United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2023, and of its and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 accounts section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts 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 accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the accounts 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, including the strategic report and the impact report, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the accounts 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 accounts or our knowledge obtained in 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 there is a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees' annual report which is also the directors' report for the purposes of company law, and includes the strategic report and the impact report for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Trustees' report, which is also the directors' report for the purposes of company law, and includes the strategic report and the impact report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report including the strategic report and the impact report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

## Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 33, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts, 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 accounts.

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:

### How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management and trustees and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charity. These included but were not limited to the Companies Act 2006; the Charities Act 2011; Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019), legislation and regulations specific to Hospices (including the Care Quality Commission), Safeguarding Regulations, GDPR, fundraising regulations; and.
- We assessed the extent of compliance with laws and regulations identified above by making enquiries of management and representatives of the trustees and review of the minutes of trustees' meetings.

We assessed the susceptibility of the charity's accounts to material misstatement, including how fraud might occur by:

- Making enquiries of management and representatives of the trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Verified the implementation of financial controls;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing accounts disclosures to underlying supporting documentation;
- Reading the minutes of meetings of trustees; and
- Enquiring of as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



29 September 2023

Edward Finch  
(Senior Statutory Auditor)  
for and on behalf of  
Buzacott LLP,  
Statutory Auditor  
130 Wood Street  
London EC2V 6DL

# Statement of Financial Activities

## NORTH LONDON HOSPICE STATEMENT OF FINANCIAL ACTIVITIES, INCLUDING THE INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED:		31ST MARCH 2023			2022	
		Unrestricted funds	Restricted funds	Endowment funds	Total funds	Total funds
<b>Income:</b>						
	Donations and fundraising	1,592,394	110,552	-	1,702,946	2,806,017
	Legacies	1,252,473	-	-	1,252,473	2,468,132
<b>Charitable activities</b>						
	Grants	4 3,860,750	1,349,472	-	5,210,222	5,944,781
<b>Other trading activities</b>						
	Charity shops sales	3,036,419	-	-	3,036,419	2,774,244
	Donated agency sales	485,213	-	-	485,213	626,378
	Rental income	11,845	-	-	11,845	11,695
	Investment income	5 239,382	-	79,567	318,949	242,333
	Other	6 59,451	-	-	59,451	97,649
	<b>Total income</b>	<b>10,537,927</b>	<b>1,460,024</b>	<b>79,567</b>	<b>12,077,518</b>	<b>14,971,229</b>
<b>Expenditure:</b>						
<b>Raising funds</b>						
	Fundraising and promotion	7 1,006,461	-	-	1,006,461	828,006
	Charity shops expenditure	8 2,367,552	-	-	2,367,552	2,205,813
	Investment manager's fees	55,472	-	-	55,472	58,321
<b>Charitable activities</b>						
	Cost of operation of hospice	9 9,372,684	1,442,539	79,567	10,894,790	10,243,216
<b>Other</b>						
	Interest on loan from The Governors of the Peabody Donation Fund	214,425	-	-	214,425	130,520
	<b>Total expenditure</b>	<b>13,016,594</b>	<b>1,442,539</b>	<b>79,567</b>	<b>14,538,700</b>	<b>13,465,876</b>
	Net (loses)/gains on investments	13 (448,540)	-	(62,281)	(510,821)	1,114,962
	Net (expenditure)/income before transfers	(2,927,207)	17,485	(62,281)	(2,972,003)	2,620,315
	Transfers between funds	18 89,548	(89,548)	-	-	-
	<b>Net movement in funds</b>	<b>(2,837,659)</b>	<b>(72,063)</b>	<b>(62,281)</b>	<b>(2,972,003)</b>	<b>2,620,315</b>
<b>Reconciliation of funds:</b>						
	Total funds brought forward, 1st April 2022	26,935,939	75,063	3,249,833	30,260,835	27,640,520
	Total funds carried forward, 31st March 2023	24,098,280	3,000	3,187,552	27,288,832	30,260,835

All incoming resources and resources expended derive from continuing activities. The statement of financial activities includes all gains and losses recognised in the year. The detailed comparative information for the statement of financial activities is included at note 23. The attached notes form part of these accounts.

BALANCE SHEET		31ST MARCH	
	Note	2023	2022
Fixed assets:			
Tangible assets	12	8,188,899	7,579,083
Investments	13	15,050,286	15,268,084
Total fixed assets		23,239,185	22,847,167
Current assets:			
Debtors	14	3,885,289	7,194,996
Cash on deposit		3,119,809	2,657,228
Cash on current account and in hand		142,735	244,318
Total current assets		7,147,833	10,096,542
Liabilities:			
Creditors: amounts falling due within one year	15	(1,296,421)	(1,095,534)
Net current assets		5,851,412	9,001,008
Total assets less current liabilities		29,090,597	31,848,175
Creditor: amount falling due after more than one year	16	(1,801,765)	(1,587,340)
Total net assets		27,288,832	30,260,835
The funds of the charity:			
Endowment funds	17	3,187,552	3,249,833
Restricted income funds	18	3,000	75,063
Unrestricted funds			
Designated fund - fixed asset fund	19	6,387,134	5,991,743
General fund		17,711,146	20,944,196
Total charity funds		27,288,832	30,260,835

Approved for issue by the Board of Trustees on 5 September 2023 and signed on its behalf by:



**ELISABETH BURGESS JONES**  
Chair



**ANDREW J. HARRIS**  
Company Secretary and  
Honorary Treasurer

STATEMENT OF CASH FLOWS		31ST MARCH		
FOR THE YEAR ENDED:		2023	2022	
Net cash provided by operating activities		1,400,838	335,355	
Cash flows from investing activities				
Investment income				
Income from UK listed investments		293,023	241,882	
Interest receivable		25,926	451	
Purchases of tangible fixed assets		(1,065,766)	(134,263)	
Purchases of fixed asset investments		(293,023)	(241,882)	
Cash used in investing activities		(1,039,840)	(133,812)	
Increase in cash and cash equivalents in the year		360,998	201,543	
Cash and cash equivalents at the beginning of the year		2,901,546	2,700,003	
Cash and cash equivalents at the end of the year		3,262,544	2,901,546	
Reconciliation of net movement in funds to net cash flow from operating activities				
Net movement in funds		(2,972,003)	2,620,315	
Investment income				
Income from UK listed investments		(293,023)	(241,882)	
Interest receivable		(25,926)	(451)	
Depreciation		496,661	385,718	
Loss on disposals of tangible fixed assets		-	170	
Interest payable		214,425	130,520	
Net gains on investments		510,821	(1,114,962)	
Decrease/(increase) in debtors		3,309,707	(1,243,652)	
Increase/(decrease) in creditors		160,176	(200,421)	
Net cash provided by operating activities		1,400,838	335,355	
<u>Analysis of cash and cash equivalents</u>				
Bank deposit accounts (less than three months)		3,119,809	2,657,228	
Bank current accounts		139,626	242,595	
Cash in hand		3,109	1,723	
Total		3,262,544	2,901,546	
<u>Analysis of changes in net funds</u>				
		<u>At start of year</u>	<u>Movement</u>	<u>At end of year</u>
Cash at bank and in hand		244,318	(101,583)	142,735
Deposits		2,657,228	462,581	3,119,809
		2,901,546	360,998	3,262,544

## ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022

### Company information

North London Hospice is a company limited by guarantee incorporated in England and Wales. The registered office is 47 Woodside Avenue, London, N12 8TF.

#### a) Basis of preparation of accounts and assessment of going concern

The accounts have been prepared under the historical cost convention with the exception of investments which are included at their market value. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Companies Act 2006 and Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the company.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The trustees have prepared the accounts on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future as the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The level of reserves held mean that the trustees expect the charity to be able to continue its activities for a period of at least 12 months from the approval of these accounts.

North London Hospice meets the definition of a public benefit entity under FRS 102.

#### b) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Endowment funds are capital funds that must be retained for the benefit of the charity. The use of income arising from these capital sums may be subject to restrictions.

Investment income, gains and losses are allocated to the appropriate fund.

#### c) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are accounted for when received by the charity. Donated agency sales relating to proceeds from sale of goods subsequently donated to the charity are accounted for when confirmed by the donor. Tax reclaimed in respect of Gift Aid is accounted for on an accruals basis. Tangible assets donated are included in the accounts at their market value. Goods donated to fundraising shops are included in the accounts when sold. The charity also receives the benefit of work carried out by volunteers, the value of which cannot be quantified.

#### c) Income (continued)

Grant and service level agreement income is recognised in the period to which the income relates. Government grant income from the Coronavirus Job Retention Scheme (furlough income) was recognised in the Statement of Financial Activities in the period to which the underlying furloughed staff costs related. Government grant income received from the Retail, Hospitality and Leisure Grant Fund was recognised in the Statement of Financial Activities in the period in which the charity met the criteria for entitlement.

Income from investments has been taken into the accounts when receivable. Interest receivable has been accounted for on an accruals basis.

#### d) Expenditure and irrecoverable value added tax

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Staff and other costs are allocated directly to the activity for which they are incurred. Costs of raising funds comprises the costs associated with attracting voluntary income and the costs of operating the charity's shops.

Charitable activities expenditure comprises those costs incurred in the delivery of hospice services. It includes both costs that can be directly allocated and those of an indirect nature necessary to support them including governance costs.

Not all value added tax is recoverable. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

#### e) Capitalisation and depreciation

The trustees have adopted the policy that small items of expenditure, being those less than £1,000, of a capital nature are not capitalised but are included in resources expended.

Freehold land is not depreciated. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2%	straight-line
Furniture, fixtures, fittings and medical equipment	-	20%	straight-line
Motor vehicles	-	25%	straight-line
Refurbishment	-	10%	straight-line

#### f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity and other investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning other markets and within particular sectors or sub sectors.

**g) Stocks**

Stocks of donated goods to fundraising shops are not reflected in the accounts because the trustees consider it is impracticable to be able to assess the amount of donated goods until sale as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

**h) Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid.

**i) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**k) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**l) Pensions**

The charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The assets of the defined benefit schemes are held separately from those of the Hospice by the National Health Service Superannuation Scheme.

The assets of the National Health Service Superannuation Scheme cannot be identified on a consistent and reasonable basis. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the charity. The contributions are determined by qualified actuaries on the basis of periodic valuations.

Defined contribution scheme pension costs charged in the accounts represent the amounts payable to the scheme in respect of the year. Where employees' wages and salaries are allocated to unrestricted or restricted funds, the pension costs relating to those employees, and any associated liabilities, are allocated to the same funds.

**m) Operating leases**

Rental costs under operating leases are charged in the accounts in equal annual instalments over the period of the leases.

**1. Legal status**

North London Hospice is a company limited by guarantee and has no share capital. It is registered in England and Wales. The members of the company are the trustees named on page 1, of which there were 15 at 31st March 2023 (2022 - the same). In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**2. Judgements in applying accounting policies and key sources of estimation uncertainty**

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

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

*Key sources of estimation uncertainty*

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the tangible fixed assets and accounting policy e) for the useful economic lives for each class of asset.

**3. Group accounts**

The charity has one wholly owned subsidiary company, North London Hospice (Trading) Limited. Group accounts have not been prepared as the subsidiary company is dormant and is not material in the context of the group. Accordingly, these accounts present information about the charity as an individual entity and not about its group.

(continued)

<b>4. Grants</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Endowment funds</b>	<b>Total</b>
<i>Year ended 31st March 2023</i>				
<b>NORTH CENTRAL LONDON - INTEGRATED CARE BOARD</b>				
Barnet	1,986,772	215,767	-	2,202,539
Enfield	1,683,778	165,077	-	1,848,855
Haringey	124,840	-	-	124,840
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	778,192	-	778,192
Betty Messenger Charitable Foundation	-	190,436	-	190,436
	<u>3,860,750</u>	<u>1,349,472</u>	<u>-</u>	<u>5,210,222</u>
<i>Year ended 31st March 2022</i>				
Barnet CCG	1,861,408	212,160	-	2,073,568
Enfield CCG	1,655,632	162,318	-	1,817,950
Haringey CCG	123,060	-	-	123,060
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	669,683	-	669,683
Betty Messenger Charitable Foundation	-	104,781	-	104,781
NHSE COVID-19 Emergency Funding	-	990,019	-	990,019
COVID-19 Retail, Hospitality & Leisure Grant	70,360	-	-	70,360
London Strategic Health Authority	30,000	-	-	30,000
	<u>3,805,820</u>	<u>2,138,961</u>	<u>-</u>	<u>5,944,781</u>
<b>5. Investment income</b>				
<i>Year ended 31st March 2023</i>				
Income from UK listed investments	214,821	-	78,202	293,023
Interest receivable	24,561	-	1,365	25,926
	<u>239,382</u>	<u>-</u>	<u>79,567</u>	<u>318,949</u>
<i>Year ended 31st March 2022</i>				
Income from UK listed investments	169,721	-	72,161	241,882
Interest receivable	284	-	167	451
	<u>170,005</u>	<u>-</u>	<u>72,328</u>	<u>242,333</u>

<b>6. Other income</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Endowment funds</b>	<b>Total</b>
<i>Year ended 31st March 2023</i>				
Education income	38,429	-	-	38,429
Kickstart Scheme	10,518	-	-	10,518
Work placement	8,210	-	-	8,210
Apprenticeship levy top up	1,594	-	-	1,594
Insurance claim	700	-	-	700
	<u>59,451</u>	<u>-</u>	<u>-</u>	<u>59,451</u>
<i>Year ended 31st March 2022</i>				
Education income	52,445	-	-	52,445
Insurance claim	30,000	-	-	30,000
COVID-19 - Furlough Scheme	-	15,204	-	15,204
	<u>82,445</u>	<u>15,204</u>	<u>-</u>	<u>97,649</u>
<b>7. Fundraising and promotion</b>				
<i>Year ended 31st March 2023</i>				
Staff costs	656,366	-	-	656,366
Other costs	350,095	-	-	350,095
	<u>1,006,461</u>	<u>-</u>	<u>-</u>	<u>1,006,461</u>
<i>Year ended 31st March 2022</i>				
Staff costs	700,815	143	-	700,958
Other costs	127,048	-	-	127,048
	<u>827,863</u>	<u>143</u>	<u>-</u>	<u>828,006</u>
<b>8. Charity shops expenditure</b>				
<i>Year ended 31st March 2023</i>				
Staff costs	1,434,193	-	-	1,434,193
Other costs	348,096	-	-	348,096
Rents paid under operating leases	551,895	-	-	551,895
Rates and water	33,368	-	-	33,368
	<u>2,367,552</u>	<u>-</u>	<u>-</u>	<u>2,367,552</u>
<i>Year ended 31st March 2022</i>				
Staff costs	1,260,077	10,367	-	1,270,444
Other costs	308,039	-	-	308,039
Rents paid under operating leases	586,657	-	-	586,657
Rates and water	40,673	-	-	40,673
	<u>2,195,446</u>	<u>10,367</u>	<u>-</u>	<u>2,205,813</u>

(continued)

## 9. Cost of operation of hospice

	Unrestricted funds	Restricted funds	Endowment funds	Total
<i>Year ended 31st March 2023</i>				
Direct costs				
Hospice staff costs	6,142,243	1,425,669	79,567	7,647,479
Catering and cleaning services	105,672	-	-	105,672
Other medical costs	235,873	11,171	-	247,044
Support costs				
Support staff costs	1,134,642	1,699	-	1,136,341
Premises costs	480,402	4,000	-	484,402
Other costs	750,502	-	-	750,502
Depreciation	496,661	-	-	496,661
Governance costs (see Note 10)	26,689	-	-	26,689
	<u>9,372,684</u>	<u>1,442,539</u>	<u>79,567</u>	<u>10,894,790</u>
<i>Year ended 31st March 2022</i>				
Direct costs				
Hospice staff costs	4,817,757	2,366,613	72,328	7,256,698
Catering and cleaning services	97,066	18	-	97,084
Other medical costs	185,596	1,470	-	187,066
Support costs				
Support staff costs	1,055,730	26,274	-	1,082,004
Premises costs	391,072	1,141	-	392,213
Other costs	798,977	21,457	-	820,434
Depreciation	385,717	-	-	385,717
Governance costs (see Note 10)	22,000	-	-	22,000
	<u>7,753,915</u>	<u>2,416,973</u>	<u>72,328</u>	<u>10,243,216</u>

Support costs including governance costs incurred relating to fundraising and promotion and charity shops are immaterial. Consequently all support costs are included in the cost of operation of hospice.

## 10. Governance costs

	Unrestricted funds	Restricted funds	Endowment funds	Total
<i>Year ended 31st March 2023</i>				
Auditors' remuneration				
Current year	15,000	-	-	15,000
Prior year	2,300	-	-	2,300
Accountancy fees	7,389	-	-	7,389
Other	2,000	-	-	2,000
	<u>26,689</u>	<u>-</u>	<u>-</u>	<u>26,689</u>
<i>Year ended 31st March 2022</i>				
Auditors' remuneration	13,000	-	-	13,000
Accountancy fees	9,000	-	-	9,000
	<u>22,000</u>	<u>-</u>	<u>-</u>	<u>22,000</u>

## 11. Staff costs, trustee remuneration and expenses and the cost of key management personnel

	2023	2022
Wages and salaries	9,516,462	9,078,025
Social security costs	894,731	756,750
Pension costs	463,186	475,329
	<u>10,874,379</u>	<u>10,310,104</u>

The charity operates both defined benefit and defined contribution schemes for its employees, the pension charge for the year is shown above. At the balance sheet date £68,756 (2022 - £82,900) was accrued for pension costs.

Analysis by function:

Hospice services	7,647,479	7,256,698
Fundraising and promotion	656,366	700,958
Shops	1,434,193	1,270,444
Support	1,136,341	1,082,004
	<u>10,874,379</u>	<u>10,310,104</u>

The number of higher paid employees was:

	2023 Number	2022 Number
£60,000 to £70,000	9	7
£70,000 to £80,000	2	3
£80,000 to £90,000	3	1
£90,000 to £100,000	1	-
£110,000 to £120,000	-	2
£120,000 to £130,000	2	-

(continued)

## 11. Staff costs, trustee remuneration and expenses and the cost of key management personnel

Contributions were made to a defined benefit scheme for eight (2022 - ten) higher paid employees and to a defined contribution scheme for ten (2022 - five) higher paid employees. Total contributions in the year amounted to £75,738 (2022 - £97,167).

No trustees have received any remuneration in respect of their services or had any expenses reimbursed (2022 - the same).

The average number of employees, analysed by function, was:

	2023	2022
	Number	Number
Hospice services	113	114
Fundraising and promotion	15	12
Shops	46	42
Support	49	23
	<u>223</u>	<u>191</u>

Please note the current year employee numbers reflect the average actual number of employees rather than the average full-time equivalents (FTE), as shown in the prior year

The staff costs and numbers of employees do not include any allowance for the work carried out for the Hospice by over 600 volunteers. Volunteers have carried out a variety of roles including welcoming visitors to the Hospice, assisting staff in the inpatient unit in serving meals, helping to transport patients to and from the Outpatients and Wellbeing Service, carrying out numerous administrative functions and helping at fundraising events, and a significant number of volunteers assist in our charity shops. The value of this work cannot be quantified.

The key management personnel of the charitable company are the trustees and the executive team, comprising the Chief Executive Officer, the Medical Director and Consultant, the Director of Clinical Services, the Director of Fundraising and Corporate Engagement, the Commercial and Finance Director, the Interim Director of Finance and Resources and the Director of People. The employee benefits of the key management personnel totalled £584,967 (2022 - £563,125).

## 12. Tangible fixed assets

	Freehold land and buildings	Furniture, fixtures and fittings	Medical equipment	Motor vehicles	Refurbishment	Total
Cost						
At 1st April 2022	10,180,777	2,184,970	437,563	59,083	623,515	13,485,908
Additions	-	271,881	33,891	-	800,705	1,106,477
Disposal	-	(9,399)	-	(15,648)	-	(15,648)
At 31st March 2023	<u>10,180,777</u>	<u>2,456,851</u>	<u>471,454</u>	<u>43,435</u>	<u>1,424,220</u>	<u>14,576,737</u>
Depreciation						
At 1st April 2022	3,257,656	1,964,490	389,742	59,083	235,854	5,906,825
Charge for the year	175,391	154,565	26,574	-	140,131	496,661
Disposal	-	-	-	(15,648)	-	(15,648)
At 31st March 2023	<u>3,433,047</u>	<u>2,119,055</u>	<u>416,316</u>	<u>43,435</u>	<u>375,985</u>	<u>6,387,838</u>
Net book values						
At 31st March 2023	<u>6,747,730</u>	<u>337,796</u>	<u>55,138</u>	<u>-</u>	<u>1,048,235</u>	<u>8,188,899</u>
At 31st March 2022	<u>6,923,121</u>	<u>220,480</u>	<u>47,821</u>	<u>-</u>	<u>387,661</u>	<u>7,579,083</u>

Freehold land and buildings includes buildings with a cost of £8,769,618 (2022 - the same) that are being depreciated.

Freehold land and buildings have not been revalued. The trustees consider that there is no advantage in obtaining a valuation as the land and buildings are used exclusively for charitable purposes.

All assets are held for charitable use.

(continued)

<b>13. Fixed asset investments</b>	2023	2022
Listed investments:		
Market value at 1st April 2022	15,263,084	13,906,240
Additions at cost	293,023	241,882
Net (losses) / gains on investments	(510,821)	1,114,962
Market value at 31st March 2023	15,045,286	15,263,084
Cost of shares in subsidiary company:		
North London Hospice (Trading) Limited	5,000	5,000
	<u>15,050,286</u>	<u>15,268,084</u>

The historical cost of the listed investments as at 31st March 2023 was £9,899,671 (2022 - £9,606,648).

At 31st March 2023 the listed investments all related to UK equities listed on the International Stock Exchange, London.

At 31st March 2023 UK equities comprised:

	Market value £	Cost £
7,031,596.305 units in the Newton Sustainable Growth and Income Fund for Charities	11,441,111	7,474,233
2,231,273.026 units in the Newton Growth & Income Fund for Charities	3,604,175	2,425,438
	<u>15,045,286</u>	<u>9,899,671</u>

The Hospice owns 100% of the ordinary share capital of North London Hospice (Trading) Limited, a company registered in England and Wales, company number 2268094. The registered office address of North London Hospice (Trading) Limited is 47 Woodside Avenue, London, N12 8TF.

Until 31st March 2018 North London Hospice (Trading) Limited sold goods on behalf of the public for commission, following which the owners were invited to donate the proceeds to the charity under the gift aid scheme. Since 1st April 2018 this has been dealt with directly by the charity as donated agency sales.

<b>14. Debtors</b>	2023	2022
VAT recoverable	138,317	104,114
Other debtors	1,398,071	1,402,104
Prepayments and accrued income	2,348,901	5,688,778
	<u>3,885,289</u>	<u>7,194,996</u>

Prepayments and accrued income includes measurable legacies committed to North London Hospice as at 31st March 2023, but which were not received by that date, amounting to £2,008,296 (2022 - £4,584,270).

<b>15. Creditors: amounts falling due within one year</b>	2023	2022
Expense creditors	296,001	364,586
Taxation and social security	217,700	193,980
Other creditors	437,634	310,235
Accruals and deferred income	345,086	226,733
	<u>1,296,421</u>	<u>1,095,534</u>

Other creditors includes £436,137 (2022 - £310,235) relating to agency sales under the retail Gift Aid scheme.

<b>16. Creditor: amount falling due after more than one year</b>	2023	2022
Loan - The Governors of the Peabody Donation Fund (secured) (including rolled up interest of £1,301,765 (2022 - £1,087,340))	1,801,765	1,587,340

The loan, the principal sum of which is £500,000, is secured by a charge over certain freehold land owned by the Hospice and only becomes repayable, together with interest thereon equivalent to the drop in real value of the principal sum due to inflation between 30th June 1987 and the date of repayment, in certain eventualities, the main ones being in the event of liquidation or if the building is used for any purpose other than a hospice. The trustees consider the likelihood of such eventualities remote, and accordingly the creditor has been included as an amount falling due after more than one year.

(continued)

## 17. Endowment funds

	Mrs. Burgess		Capital Fund	Endowment Fund	Total
	Pauline Glasser Endowment	Fund for Children			
Balance 1st April 2022	670,878	17,000	150,000	2,411,955	3,249,833
Income	17,016	139	1,226	61,186	79,567
Expenditure	(17,016)	(139)	(1,226)	(61,186)	(79,567)
Unrealised gains	(13,552)	-	-	(48,729)	(62,281)
<b>Balance 31st March 2023</b>	<b>657,326</b>	<b>17,000</b>	<b>150,000</b>	<b>2,363,226</b>	<b>3,187,552</b>

### Pauline Glasser Endowment:

Under a trust deed dated 1st April 1993 the income of the trust fund may only be applied for the maintenance of the Hospice and for all other charitable purposes for which the North London Hospice was established. The fund is represented by fixed asset investments.

### Mrs. Burgess Fund for Children:

A capital sum of £17,000 was received in June 1995. Income is used for the company's principal charitable purpose. The fund is represented by cash on deposit.

### Capital Fund:

Capital sums of £150,000 were received in 1993 and 1994. Income from the fund can be used for general purposes and the fund is represented by cash on deposit.

### Endowment Fund:

A capital sum of £1,280,095 was received during the year ended 31st March 2008. Income generated from the fund may be used for the Hospice's general purposes. The trustees have also agreed with the donor that part or all of the capital sum may be used on running costs should the need arise in future years in a narrow range of particular circumstances. The fund is represented by fixed asset investments.

## 18. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	Balance			Transfers between funds	Balance 31st March 2022
	1st April 2022	Income	Expenditure		
Community and IPU nursing fund	-	14,000	(14,000)	-	-
Equipment and teaching fund	2,879	-	(2,879)	-	-
Haringey Community Team	-	778,192	(778,192)	-	-
IPU refurbishment project fund	2,195	-	-	(2,195)	-
Front of House Finchley Refurbishment	51,825	15,000	-	(66,825)	-
Overnight Community Service	18,164	190,487	(208,651)	-	-
IPU costs	-	34,990	(34,990)	-	-
IPU bath	-	6,795	(461)	(6,334)	-
EDI Manager post	-	13,922	(13,922)	-	-
Arm chairs for IPU	-	9,194	-	(9,194)	-
Nurses call system	-	5,000	-	(5,000)	-
Garden Finchley	-	4,000	(4,000)	-	-
Ultrasound scanner	-	3,000	-	-	3,000
Compassionate Neighbours	-	2,500	(2,500)	-	-
Other	-	2,100	(2,100)	-	-
	<b>75,063</b>	<b>1,460,024</b>	<b>(1,442,539)</b>	<b>(89,548)</b>	<b>3,000</b>

Transfers have been made from certain of the restricted funds to the unrestricted general fund since appropriate expenditure has been incurred and therefore the conditions relating to the inherent restrictions have been complied with.

## 19. Designated fund

The trustees have designated £6,387,134 (2022 - £5,991,743) as a tangible fixed assets fund. This fund represents an amount equal to the net book value of the tangible fixed assets less the creditor falling due after more than one year which is secured by a charge over certain freehold land owned by the Hospice, as it forms part of the funds the Hospice holds that are not readily available to expend on meeting its charitable objectives.

## 20. Analysis of net assets between funds

At 31st March 2023

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	657,326	-	-	657,326
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,363,226	-	-	2,363,226
Restricted funds					
Ultrasound scanner	-	-	3,000	-	3,000
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	8,188,899	-	-	(1,801,765)	6,387,134
General fund	-	12,029,734	6,977,833	(1,296,421)	17,711,146
	<b>8,188,899</b>	<b>15,050,286</b>	<b>7,147,833</b>	<b>(3,098,186)</b>	<b>27,288,832</b>

At 31st March 2022

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	670,878	-	-	670,878
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,411,955	-	-	2,411,955
Restricted funds					
Equipment and teaching fund	-	-	2,879	-	2,879
IPU refurbishment project fund	-	-	2,195	-	2,195
Front of House Finchley Refurbishment	-	-	51,825	-	51,825
Overnight Community Service	-	-	18,164	-	18,164
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,579,083	-	-	-	5,991,743
General fund	-	12,185,251	9,854,479	(1,095,534)	20,944,196
	<b>7,579,083</b>	<b>15,268,084</b>	<b>10,096,542</b>	<b>(2,682,874)</b>	<b>30,260,835</b>

## 21. Commitments under operating leases

The company is committed to make the following future minimum lease payments under non-cancellable operating leases for the use of land and buildings:

	2023	2022
Payable within one year	445,647	507,860
Payable within two to five years	685,089	791,556
Payable in more than five years	73,493	110,493
	<b>1,204,229</b>	<b>1,409,909</b>

(continued)

**22. Financial instruments**

	2023	2022
Financial assets		
Financial assets measured at fair value	18,307,830	18,164,630
Financial assets that are debt instruments measured at amortised cost	3,479,828	6,810,414
	<u>21,787,658</u>	<u>24,975,044</u>
Financial liabilities		
Financial liabilities measured at amortised cost	1,578,721	1,401,554

**23. Prior year's statement of financial activities**

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
Income:				
Donations and fundraising	2,535,710	270,307	-	2,806,017
Legacies	2,468,132	-	-	2,468,132
Charitable activities				
Grants	3,805,820	2,138,961	-	5,944,781
Other trading activities				
Charity shops sales	2,774,244	-	-	2,774,244
Donated agency sales	626,378	-	-	626,378
Rental income	11,695	-	-	11,695
Investment income	170,005	-	72,328	242,333
Other	82,445	15,204	-	97,649
Total income	<u>12,474,429</u>	<u>2,424,472</u>	<u>72,328</u>	<u>14,971,229</u>
Expenditure:				
Raising funds				
Fundraising and promotion	827,863	143	-	828,006
Charity shops expenditure	2,195,446	10,367	-	2,205,813
Investment manager's fees	58,321	-	-	58,321
Charitable activities				
Cost of operation of hospice	7,753,915	2,416,973	72,328	10,243,216
Other				
Interest on loan from The Governors of the Peabody Donation Fund	130,520	-	-	130,520
Total expenditure	<u>10,966,065</u>	<u>2,427,483</u>	<u>72,328</u>	<u>13,465,876</u>
Net gains on investments	785,762	-	329,200	1,114,962
Net income/(expenditure) before transfers	2,294,126	(3,011)	329,200	2,620,315
Transfers between funds	24,286	(24,286)	-	-
Net movement in funds	2,318,412	(27,297)	329,200	2,620,315
Reconciliation of funds:				
Total funds brought forward, 1st April 2021	24,617,527	102,360	2,920,633	27,640,520
Total funds carried forward, 31st March 2022	<u>26,935,939</u>	<u>75,063</u>	<u>3,249,833</u>	<u>30,260,835</u>



## Our Trustees

Name	Committee Membership
Elisabeth Burgess Jones Chair	Member of the Board Development, Finance & External Audit and Fundraising Committee's
Simon Morris MBE Vice Chair	Chair of the Fundraising Committee, Member of the Board Development and Finance & External Audit Committee's
Andrew Harris Honorary Treasurer and Company Secretary	Chair of the Finance & External Audit Committee and Retail Committee, Member of the Board Development Committee
Anna Bokobza	Member of the People & Organisational Development Committee
Tom Easterling	Chair of the People & Organisational Development Committee, Member of the Board Development and Clinical Governance & Assurance Committee's
Carol Holmes Retired June 2023	Chair of the Retail Committee, Member of the Board Development Committee
Saurabh Khare	Member of the Retail Committee
Simon Males	Member of the Finance & External Audit and Fundraising Committee's
Dr Mohini Parmar	Member of the People & Organisational Development Committee
John Reid	Member of the Finance & External Audit and Retail Committee's
Dr Ujjal Sarkar	Member of the Clinical Governance & Assurance Committee
Beverley Taylor	Member of the People & Organisational and Clinical Governance & Assurance Committee's Freedom to Speak up Guardian
Dr Judith Tobin	Member of the Clinical Governance & Assurance Committee
Jennifer Walters Retired June 2023	Member of the Fundraising Committee
Dr Cate Woodwark	Chair of the Clinical Governance & Assurance Committee, Member of the Board Development Committee

## Our Executive Team

Name	
Declan Carroll	Chief Executive Officer
Dr Sam Edward	Medical Director and Consultant
Fran Deane Left June 2023	Director of Clinical Services (until 30th June 2023)
Jill Wilde Appointed June 2023	Interim Director of Patient Services (from 19th June 2023)
Anna Cooper	Director of Fundraising & Communications
Nadarasa Sooryakumaran Left April 2023	Commercial and Finance Director (until 30th April 2023)
Kelvin Walker Appointed March 2023	Interim Director of Finance and Resources (2nd March 2023 to 12th June 2023)
Kelvin Walker	Director of Finance and Resources (from 12th June 2023)
Liz Edwards Left March 2023	Director of People (until 31st March 2023)
June Bridgeman Appointed March 2023	Interim Director of People (from 13th March 2023 to 31st August 2023)
Suzie Long Appointed July 2023	Director of People and Culture (from 3rd July 2023)
Registered Office	North London Hospice 47 Woodside Avenue, London N12 8TF
External Auditor	Buzzacott LLP Chartered Accountants and Statutory Auditor 130 Wood Street London EC2V 6DL
Bankers	Barclays Bank p.l.c. Barnet & Hampstead Business Banking PO Box 12820 London N20 0WE
Investment Managers	Newton Investment Management Limited The Bank of New York Mellon Centre 160 Queen Victoria Street, London EC4V 4LA



## Our Vision The Best of Life, At the End of Life, for Everyone

North London Hospice cares for patients with a life-limiting illness and supports their families, friends, and carers too. We care for patients in the communities of Barnet, Enfield, and Haringey and in our Inpatient Unit in Finchley. The hospice was established in 1984 as the UK's first multi-faith hospice and each year we care for over 3,500 patients. We are an independent charity and provide all our care, free of charge.

If you would like this publication to be made available in accessible formats such as alternative languages, large print or audio, please speak to the Communications and Marketing Team on 0800 368 7848 (Freephone) or email [CommunicationTeam@northlondonhospice.co.uk](mailto:CommunicationTeam@northlondonhospice.co.uk)



@NLondonHospice



northlondonhospice



@NorthLondonHospice



North London Hospice

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Registered with



[www.northlondonhospice.org](http://www.northlondonhospice.org)

Charity No. 285300. Registered Address - 47 Woodside Avenue, London, N12 8TT. Company Reg No: 01654807 (England and Wales)

**NORTH LONDON HOSPICE**

England & Wales - Charity number 285300

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# Accounts

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# **Impact Report and Audited Accounts 2021/22**

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# Message from Chair and Chief Executive



Lis Burgess Jones  
Chair



Declan Carroll  
Chief Executive

**“You matter because you are you, and you matter to the end of your life. We will do all we can not only to help you die peacefully, but also to live until you die”.**

Dame Cicely Saunders, founder of the Hospice Care Movement.

All that we do at North London Hospice is driven by the spirit behind the words articulated by Dame Cicely Saunders, which is why it is with great pleasure that we introduce you to North London Hospice's (2021-2022) Impact Report & Audited Accounts.

As we looked at the publication of the 2021/22 report, we continued to be in a period of recovery from being significantly challenged by the Covid-19 pandemic which has affected every aspect of the hospice operations. With our priority in keeping our patients, staff, and volunteers safe from infection to our income-generating capability, every single aspect of how the hospice is run and operated continued to be reviewed.

We have been extremely dedicated, creative, innovative, and responsive over the past 12 months and are proud that we have found ways around the different challenges created through the pandemic. We believe North London Hospice has more than survived throughout the Covid-19 pandemic and has in fact become stronger in many ways now that we are in recovery.

Despite the operational pressures to our services during the year, we have remained focused on continuing to deliver quality improvements, with patients across our communities in Barnet, Enfield and Haringey being our priority. We saw over 3,600 people use our services through our Health & Wellbeing Centre, our community services or on our Inpatient Unit. The Health and Wellbeing service has been the hardest impacted service during the pandemic due to it being primarily an outpatient service and so much of the activities were

based on the provision of groups and opportunities for socialisation and peer support.

The last year saw us launch our new Strategic Plan (2021-25), where our new vision – The best of life, at the end of life, for everyone, was designed through staff, volunteer, and stakeholder engagement. The launch of our strategy together with our vision, purpose and CORE values at our very successful all-staff conference was an opportunity for us to share our ambitions for the future. We must now look ahead and focus our efforts on implementing our new Strategic Plan, with our priorities being a continued focus on the quality of care we provide and our staff and volunteer experiences of working at North London Hospice. These two areas are critical to our future success.

Over the past 12 months, our Clinical, People, Finance, Communications and Marketing and Equality, Diversity and Inclusion Strategies have all been approved by the Board. The Executive Team have worked hard to ensure each strategy aligns with our approach to innovation and ambition and we want all our staff and volunteers to come with us on our strategic journey. These strategies will give us all a framework from which to work and help us all to achieve more together than ever before.

With innovation and ambition, comes an opportunity to gain experience and change as an organisation and we have looked at many emergent ideas for improvement. Much as the extraordinary developments in care for people affected by Covid-19 and the vaccination programme have been welcomed, many other challenging factors are beginning to emerge.

Over recent months, emerging predictions of rising energy costs, increases in the cost of living and the recent impact of events on the international stage - will all inevitably impact our communities, our staff and on the capacity of the North London Hospice to continue to provide the wide range of services that we currently support.

There are some encouraging developments in relation to the Integrated Care System and current proposals for a Single Point of Access for Palliative Care Services that would build on the current model of Out of Hours Care that the hospice has pioneered in North London.

At present, we are in the privileged position to be able to support current services, but much will depend in years to come on the support from local communities and local Health and Social Care systems. However, we are confident that our key strategic relationship with the North Central London Integrated Care Board will continue to contribute positively to the wider discussion of Specialist Palliative Care in North London as Integrated Care Systems emerge.

We continue to remain proud of how teams and volunteers work flexibly and innovatively to provide care and support that is required to our communities. We would like to thank all our staff, Trustees, donors, volunteers, and supporters for everything they do to continue to help us achieve our aims, despite continued significant pressures, they have risen to the many varied challenges we have experienced.

We are absolutely committed to delivering the highest standards of quality and safety and we continue to be forward looking and open to opportunities which will enhance the quality of palliative and end-of-life care locally including those which involve partnership working and collaboration. This year's Impact Report & Audited Accounts, details some of this work and we are pleased to share this with you as we continue our journey of improvement in a post Covid-19 world.

What we do really does make a difference. Thank you for your support in allowing us to make that difference every single day to the patients and families who need us.

Lis Burgess Jones  
Chair

Declan Carroll  
Chief Executive

# Our Year in numbers

Referrals to all Patient & Clinical Services through First Contact **3107**

Total All Boroughs – Community Teams



**26327**  
Visits

**44835**  
Contacts (excluding visits)



## Health and Wellbeing

Referrals **225**

Attendance (virtual and face to face) **3402**



## Social Work & Bereavement

Referrals Social Work **1369**

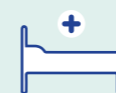
Referrals Bereavement **231**



## Inpatient Unit



Admissions **346**



Patient died on IPU **77%**



Average length of stay **14.8 days**



Closed bed days **156**



## Palliative Care Support Service (PCSS)



Number of patients supported **390**



Average hours of direct care provided per patient supported **32**



## Community Overnight Service



Total number of calls received (5pm - 8am) **6724**



Total number of visits (8pm - 8am) **316**





### Learning & Development

1741

learners attended courses or training (internally & externally)

443

hours of support given through mentoring to our staff

91%

We had a 91% compliance across all staff groups for mandatory training at 31 March 2022



### Human Resources

16%

Staff Turnover

42

Recruited to vacancies

4.9%

Sickness



### Equality, Diversity & Inclusion

43%

Staff

17%

Volunteers

75%

Patients

93%

Trustees

We launched our Count me In Campaign during the year and the percentages of those completing the survey is detailed above



### Volunteers

270

volunteers recruited in the year

194

of these are supporting us in retail

40

40 new patient or family facing volunteers received a corporate induction

2

new courses developed and delivered



### Fundraising

4802

wonderful people donated to us in the year

57

people left a gift to us in their will

1695

people gave a gift in memory of a loved one.



### Retail Income and Expenditure

17

North London Hospice Shops

£3.5 million

Gross income

£2.2 million

Expenditure

£1.3 million

Surplus



# Our Strategy and Ambitions 2021-25

During the year, we developed and launched our new and ambitious Strategic Plan for the next 4 years – engaging with staff, volunteers, and a range of stakeholders to help shape our ambitions for the future. With the launch of the strategy at our first all staff conference in over two years (December 2021), our new Vision, Purpose, Values and Ambitions will help us focus on our priorities for the future:

## Our Vision

The best of life, at the end of life, for everyone

## Our Purpose

North London Hospice - working together to provide palliative care and support, when and where you need us most



## Our Values

- C** Collaborative and learning
- O** Open and honest
- R** Respectful and empowering
- E** Equal and inclusive

Our key Strategic Ambitions within our strategy will be the driver for success and enable us to provide the best of life, at the end of life, for everyone, in the communities we support across the London boroughs of Barnet, Enfield, and Haringey.

## AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do

We will ensure outstanding care and support is at the heart of what we do, offering this across our community to those facing a life limiting illness. We will increase the number of people provided with personalised care through service and operational improvements, so that our hospice continues to play a vital role for the communities we serve. We will review services and support functions as appropriate, change models and delivery where necessary and develop new initiatives.

## AMBITION 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

We are committed to ensuring financial stability and long-term viability, whilst investing for growth and development. We will manage our resources to ensure we achieve the greatest impact with our work in our community. We will work together in partnership, and in an integrated way to achieve our ambitions. We will transform communication and information sharing and deliver improved systems and ways of working with investment in technology.

## AMBITION 3 – Our Commitment

We will value and support our staff and volunteers to do their jobs well

We will recruit, retain, and invest in our people to be the best they can be. We will use our expertise and skills to improve, and deliver, the palliative care and support we pride ourselves on to more people across our community. We value equality, diversity and inclusion and will develop leadership and our workforce which is representative and responsive to the communities we support.

# Our Achievements for 2021/22:

## AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do

**Strategic Objective:** We will increase the number of people provided with outstanding, personalised care through all our services

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will develop and launch our 4-year Clinical Strategy to support our Strategic Plan	We developed and launched a new 4 Year Clinical Strategy in November 2021 – evidencing our plans and commitment across all our clinical services and highlighting our priorities for improvement
We will increase the number of people we provide personalised care and support to each year by 5%	We saw an increase of 3.8% of people accessing our Palliative Care Services in year 1 of our strategy
We will work with North Central London, partners, and within the Integrated Care System, to ensure equitable delivery of care and support, delivered through a Single Point of Access	With North Central London CCG and Marie Curie, we developed and agreed the specification for a new Single Point of Access – a Task & Finish Group was established, and we plan to launch in Quarter 3 of 2022/23
We will review and relaunch our Health and Wellbeing Service, integrating existing services to reach out and engage more to achieve greater impact	We reviewed our Health & Wellbeing service with a relaunch into a new Outpatient & Wellbeing service being planned for Quarter 1 – 2022/23
We will listen to feedback from patients and relatives and adopt a culture of continuous improvement	We developed a new Patient Experience & Engagement Strategy to help us better listen to and respond to feedback from our patients & relatives. A new team is being recruited to take the strategy forward and impact will be reported in future reports. Our strategy will see the establishment of a new Patient Experience & Engagement Group of key service users and stakeholders

**Strategic Objective:** We will expand our care delivered at home, in the community, our advice, and other services through partnerships to offer 24-7 care and support to those who need it

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will review and introduce 24 hours a day – 7 days a week - Community Palliative Care and Support Service	We remodelled our community support services through the year, with the aim of providing 24/7 care and support to our community. We invested in our Out of Hours Service to ensure continuity of care to patients and to ensure a seamless care delivery model.

**Strategic Objective:** We will increase our knowledge of the palliative care needs of the communities in our area and adapt care, support, services, and information to support them

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will review the data we collect and use greater analysis and outcomes to influence services, capacity, increase income and impact across our charity	We reviewed and changed all our data reporting processes and systems through the year – with the aim of improved data sharing and reporting. New reporting dashboards were introduced – giving more detailed analysis and trends. Dashboards are now used more consistently to report on and challenge activity data.

**Strategic Objective:** We will use our knowledge and expertise to educate and train others

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will work in partnership using our expertise, skills, and knowledge to train others and help improve end-of-life care and support inside and outside the hospice	<p>We delivered The European Certificate in Essential Palliative Care course (ECEPC) which was led by Princess Alice Hospice but run in partnership with 13 other hospices. We had a wide mix of professionals, (doctors, nurses, pharmacists, physios, occupational therapists) some international, attend our spring and autumn cohorts. The hospices all worked together to deliver and assess against the same learning outcomes and improve practice.</p> <p>We welcomed a large number of younger learners, internationally through a partnership with a specialist work experience company and locally through our summer school, a virtual healthcare career promotion event and through our work with our local college. We also continued to welcome student health care professionals on placement, including doctors, nurses, nursing associates, physios, and social workers.</p> <p>We shared our expert knowledge and learning through our poster presentations at the Hospice UK conference</p>

## AMBITION 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

**Strategic Objective:** We will invest in skills, expertise, and systems so we work and communicate more effectively

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will launch a new communication, marketing and digital plan, showing our commitment to making a positive difference	We developed and launched our new Communications and Marketing Strategy in December 2021. Our focus and priority in Year 1 will be to rebrand and look at our digital-first plans. We started a rebranding exercise in the year and aim to launch in Quarter 2 – 2022/23
We will deliver an IT strategy and investment plan to ensure we have the key operating tools to deliver innovation, support patients, assistive technology and deliver our strategic ambitions	During the year we changed IT providers for all our IT needs and support and employed LazenbyIT - now supporting us 24/7. We have significantly invested in our IT infrastructure including upgrading servers and all our operating systems. We launched Office 365 in September 2021 with our new intranet going live in January 2022 – helping us improve our internal communications. We rolled out IT and telecom improvements to all our retail outlets – improving internet speed and efficiency. We commenced a telecoms upgrade project during the year – with a go live date in Quarter 3 – 2022/23 – bringing significant communication improvements and achieving efficiencies over the period of our strategy.

**Strategic Objective:** We will implement and deliver on an Income Generation Strategy to support the delivery of our strategic ambitions

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will appraise all our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% over the next 4 years	Despite Covid-19 restrictions – our retail operation had a hugely successful year, delivering a £1.37million net surplus – our highest performance ever. We started to review our retail portfolio and closed one shop through the year. Our Board agreed a retail plan of consolidation of our existing portfolio with investment in areas through 22/23 such as till upgrade and rebranding. A new Retail Strategy was approved in June 2022.

<p>We will increase fundraising income by at least 25% over the next 4 years by growing our fundraising activity, including investing in growth where it delivers a key return on investment</p>	<p>We carried out a strategic review of our fundraising activity during 2021/22 – and terminated our outsourcing contract with Compton Fundraising Consultants to bring all our fundraising team and activity in-house. Our new Director of Fundraising was appointed in February 2022 and started recruitment to a new team in Quarter 4 - work is well underway developing our new Fundraising Strategy. Our Trustees have released a development fund for fundraising – to support our plans to grow our supporter base and increase our income over the next 4 years.</p>
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**Strategic Objective:** We will transform our hospice through investment, growth, and development

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
<p>We will build organisational resilience through investment in our infrastructure</p>	<p>Our Board supported an investment plan for the delivery of our Strategic Plan. This strategic investment will see developments through 2022/23 and our strategy and strengthen our organisation resilience and response to the needs of our community. A new Business Investment Framework was approved and introduced to support delivery and spend against our plan.</p>
<p>We will ensure our governance framework supports assurance and compliance and our commitment to be the best we can</p>	<p>We conducted a review of our governance structures through the year and launched a new Committee framework. Our Board, through, a recruitment campaign, appointed several new Trustees in the year, bringing with them a range of complementary skills to strengthen our Board further. We completed a review of our terms of reference for all committees and launched a new Board governance handbook and framework. We reviewed our articles of association through the year to facilitate the use of virtual meetings – a new model of working – achieving a 94% attendance through the year of Trustees to all Board and Committee meetings.</p>

To everyone at North London Hospice, thank you so much for making it possible for my partner to pass away peacefully at home. With your wonderful support I was able to fulfil her wishes. You are a fantastic organisation, and I will try to repay a small part of what you gave us by giving you my support.

**Community Team compliment**

**Strategic Objective:** We will innovate, engage, and actively respond to opportunities for working, sharing, and learning from each other

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
<p>We will develop and launch our commitment to the environment and introduce an improved working environment for staff and volunteers</p>	<p>We launched our 'Green Pledge' in June 2021 – demonstrating our commitment to do more for the environment. We promoted the role of 'Green Champions' through our staff and volunteers – who have started to take the lead on a variety of environmental initiatives across the hospice.</p> <p>We commenced design and plans in the year for a remodelling and refurbishment of our head office reception, café, and office spaces. All our plans consider environmental improvements - such as LED sensor lighting, and improved energy efficient heating and air-cooling systems. We hope to start the works in Quarter 3 – 2022/23.</p> <p>We are committed to the planning for the installation of solar panels at our head office in 2022/23.</p>
<p>We will reduce waste by printing less, recycling more in the offices and in our shops, and adopting greener procurement policies</p>	<p>Our retail team sold 750,000 items in our shops – reducing the level of goods sent to recycle and landfill sites.</p>



## AMBITION 3 – Our Commitment

### We will value and support our staff and volunteers to do their jobs well

**Strategic Objective:** We will continue to provide our staff and volunteers with enjoyable and rewarding experiences to be the best they can

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will publish and deliver on a new People Strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all	<p>We developed and launched our new People Strategy in December 2022 – evidencing our priorities for the next 4 years aligned to our overall strategic ambitions.</p> <p>We launched a new Staff &amp; Volunteer Forum – improving the way we engage and finding new ways of listening – so staff and volunteers continue to feel valued and supported.</p> <p>We introduced our new Hybrid Working Policy – showing our commitment to a more flexible and adaptable model of working and supporting our staff wellbeing.</p>
We will review our staff terms and conditions and launch a new Rewards Package ensuring it continues to be attractive, affordable, and positively positioned in the market, to be an employer of choice	We commenced a full review of our pay and benefits during the year. Our appointed consultant, is working to a brief to assess our current pay and benefits, benchmark externally and propose any improvements. We are engaging with staff through this process and our People & Organisational Development Committee have lead oversight of the review process – we propose to introduce any change – subject to any consultation during 2022/23



We will continue to train and develop our own professional workforce to deliver the highest level of quality and outstanding service

The continued altering of Covid-19 restrictions and staff changes impacted the work of the learning and development team. However, adaptability and teamwork ensured another successful year for education in the hospice.

A wealth of internal courses was offered in addition to mandatory training including coaching, mentoring, IT skills, managing difficult conversations and bespoke training days covering the care certificate. The virtual clinical training went from strength-to-strength and a poster detailing its success was presented at the Hospice UK conference in Liverpool.

Direct mentoring, support and reflection opportunities were also regularly offered by the team. A new e-learning and booking training system, Relias, was also introduced. The system provides a more engaging, informative, and accurate learning experience and has been received positively by staff.

We supported seven apprentices: six completing Nursing Associate Training (TNA) and one a management degree. We are enormously proud that four of the TNAs successfully completed their course at the end of March and have been offered promotion roles within the hospice. We recruited four 'Kickstarters' across the hospice for six-month placements, providing them with valuable work experience to support them in their future careers.

We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best

We demonstrated our commitment to our leaders through the year – through the delivery of our Management Development Programme. Cohort 2 of Managers (11 in total) successfully completed the course. Our Cohort 3 programme commenced in April 2022.





#### OUR 2021-22 AMBITION

We will create a positive culture throughout North London Hospice, where diversity, inclusion and respect are core values and at the centre of all our activities and enable us to widen our reach and diversity in terms of staff, volunteers, and patients

We will continue to train and educate our staff, volunteers and ambassadors and explore how we can share our experience locally and nationally, across the NHS and within other organisations

#### WHAT WE ACHIEVED

We launched an exciting and ambitious Equality, Diversity & Equality (ED&I) Strategy in July 2021 and appointed our first ED&I Officer to drive the strategy and our commitment forward. Our all-staff conference in December 2021 – attended by over 120 staff – promoted our plans within the strategy.

We established a staff and volunteer EDI group to lead on a number of initiatives and launched an annual calendar of celebratory events to represent our commitment to ED&I.

We launched a new campaign, Count Me In, to capture data representing the diversity of our staff, patients, volunteers, and Trustees. We will use the data in 2022/23 to identify how we develop our teams and services further and promote our ED&I agenda.

Despite the Covid-19 restrictions, we continued to support our local care homes. Many homes remained closed for in person teaching during the year, so they were instead supported via virtual training and face to face when the easing of restrictions allowed.

We continued to run our accredited end of life care courses in partnership with Barnet and Southgate College which were well evaluated by the learners but also the internal and external college moderators.



# Patient Stories

**“My mantra in life is to ‘live, love and laugh’ and the hospice helps me to do this”**

## Hayley’s Story

Hayley Richardson has great style. Effortlessly chic. Wearing new jeans, this season’s must have style of course, (a bargain from M&S) and a flattering white linen top with just enough detail to make it stand out.

Not surprising, given her 18 years as an image consultant, preceded by a successful career as a fashion buyer. But perhaps unexpected, given that it’s sometimes a struggle for her to even get out of bed. Hayley has stage 4 cancer but refuses to let it lower her standards when it comes to the way she looks.

**“When I first visited the hospice building in Finchley I was really surprised. It had a warm and strangely happy feel.”**

Despite the seemingly endless hospital appointments and assessments, Hayley, who lives in Barnet, says with the hospice’s help her pain is under control which enables her to indulge in her two passions in life – horses and travel.

“This year Ruby and I have made some wonderful memories, visiting Dubai and New York and I’ve got more travel on the horizon over the summer. My daughter is my proudest achievement, and we indulge our passion for horses together. Thanks to the support of North London Hospice I’m able to continue to enjoy the things that are important to me.

“If anyone in my situation is hesitant about contacting a hospice, I’d say don’t be. It’s not the last stop on the line as many believe, but a tremendous and unexpected support that can help you continue on your journey through life.”

**Hayley Richardson**



## Irene’s Story

Irene was transferred to North London Hospice from hospital in January 2022 and has found a calmness in her surroundings.

**“Arriving here was my first experience of the hospice. The standard of care is excellent... from the food, to the comfort of the room and the staff, who are incredibly friendly.”**

Irene Brittain likes to name her important possessions. She has a black car called Clara, a shopping trolley called Charlie and, importantly, a wig called Shirley, purchased during many rounds of chemotherapy.

“It’s a beautiful top-quality wig, and I love it,” says mum of two Irene, who is being cared for on North London Hospice’s Finchley Inpatient Unit.

When our User Involvement Lead Liz meets with Irene on a sunny afternoon, the light is streaming in through the window that looks out onto our garden. The 18 rooms on our Inpatient Unit are bright and airy, with televisions, fridges and all are ensuite.

Irene explains how she keeps a black diary, in which she is writing things about herself so that her husband Mark and sons Matt and Ian can use it when they are preparing readings for her funeral. In it she has also asked her family to write down things they think about her.

She also has another little black book named, of course, Enigma. The book has all her different codes and passwords written in it. When Irene passes away, she has planned for this book to be wrapped up and given to her sister-in-law who has experience in doing probate.

Irene enjoyed a distinguished 18-years in the education profession, many of which were spent teaching the early formative years. She’s immensely proud of her sons, one of whom is at university and the other working in IT and consider their mum “one of the kindest people” they know.

While the world was grappling with the pandemic in spring 2020, Irene was dealing with her own challenges, having been diagnosed with undisclosed primary cancer (CUP) in April 2019. She also lost her mother Evelyn, her mother-in-law Val, and her husband’s uncle and aunt, so it was a “truly dreadful” year for the family.

Despite the many challenges of the last two years, Irene reflects on her ‘amazing life’:

**“My sons are always telling me that they broke the mould when they made me, and I tell them every day that ‘I know I’m strong but together we are stronger’.**

It’s my way of thanking them and my whole family and network of friends for all their support.

**“Our new addition to the family, my great nephew Monty, arrived at just the right time for me.”**

And despite all that may have changed in Irene’s life, her sense of humour is something that will stay with her until the end: “My favourite programme is Death In Paradise,” and she has a little chuckle at her surroundings.

Irene died peacefully on 22 February 2022.

# Fundraising

## Introduction

Covid-19 has had an impact across many areas of life and work and fundraising is not immune to that. Last year much of our fundraising activity had to cease completely and during 2021-22, we continued to feel the effects of the pandemic. There was continued uncertainty about whether activity would be able to go ahead and event supporters setting up fundraising pages much later in the run up to their events.

However, we did enjoy some wonderful successes - our legacy income was £2.4m with our highest number of gifts in five years and we were supported by an incredible marathon runner who raised £60k, we also started to recruit players for the Local Hospice Lottery launched in March 2021.

We continued to be supported by our local community and our supporters, regular givers, and lottery players. We are grateful for every donation and offer of support we received during what has been a difficult and uncertain time for so many.

local hospice lottery

Additionally, we made the decision to bring all our fundraising inhouse and appointed a new fundraising team for the first time in 11 years, successfully recruiting Anna Cooper to the role of Director of Fundraising and Corporate Engagement to lead the team. Anna has 20 years fundraising experience and will be developing and implementing a strategy for us to navigate out of Covid-19 and into a period of income growth for the hospice.

## Individual Giving

This year we continued to run cash-based appeals which are sent to relevant audiences who have a connection to the hospice and who have supported us over the past few years. During the year, we ran four appeals. We featured our Out of Hours Service which performed well with an average gift of £153. We also ran our flagship Light Up a Life appeal in September inviting supporters to our well known event with our generous donors helping us to light up our lovely tree in Finchley in memory of a loved one. Despite Covid-19, we managed to run the event at the hospice. Around 500 people attended, and others watched via a streaming service. It was wonderful to have people back at the hospice- albeit socially distanced - once more.

In March 2021, we joined the Local Hospice Lottery and by the end of the financial year, we had recruited 421 players to be part of the lottery programme. We continue to work with the Local Hospice Lottery to recruit new players and increase income.

We saw 50 new donors set up a programme of regular gifts- these gifts will eventually help the hospice with longer-term, sustainable financial planning and we are really pleased to see that this new way of giving is being taken up by our committed supporters.



## Challenge events fundraising

Following numerous event delays and cancellations, uncertainty about whether events would happen remained a big challenge through year. Additionally, there was concern among events participants around asking friends and family for donations amid such a challenging financial backdrop. The London Marathon did finally go ahead in October 2021- the first since April 2019. Many charities noted reduced average gifts and take up of spaces, however, our income was given an incredible boost by one runner raising an incredible £60k. People took part in a number of third-party events for us last year from running and cycling events to global challenges. One lady, Emma, raised nearly £6,000 on a trekking challenge. Emma said:

**"I wanted to take on the Mount Snowdon trek so North London Hospice could keep doing what they do best and to help many families struggling with heart-breaking news. I cannot thank this charity enough for being so supportive and caring of my family during a difficult time"**

Our largest owned-event, the Big Fun Walk ran virtually again in 2021- with 500 Participants and raised £82k- what is amazing is that even though the number of participants was significantly lower than the virtual Big Fun Walk in 2020, the income was relatively similar- so the average gifts raised this year have been higher and shows that those who are committed to fundraising for this hospice through Big Fun Walk, continue to do so. It is a real testament to their passionate support and tenacity. We successfully returned to an in-person Big Fun Walk in May 2022.



## Community-based Fundraising

We have been really pleased to see activity starting up again across our community in support of the hospice. During the year we have enjoyed some incredible support from - companies to community groups and individuals - all running activity to support us. Funds have been raised from proceeds of bake sales, shopping days, school discos, book sales and even a large-scale football tournament. We could not be more grateful for the time and effort put in by the organisers and the money that is raised at all these events which means that we can continue to offer our hospice services free of charge for everyone who needs us.

As ever, we remain incredibly grateful to our Support Groups and the individuals who make them up. They have helped build the hospice and remain a wonderful support to the hospice decades later- thank you.

## Gifts in Wills

Gifts in wills remain our largest single source of fundraised income. In 21/22, we received £2.4m from 57 legators which was a 20% increase on our budgeted legacy income for the year. Gifts ranged this year from £95 to £350,000 and every gift is gratefully received. We recognise these gifts as the testament to the incredible impact the hospice has on people's lives. One family, whose parents had volunteered with the charity, said:

**"Knowing how much our parents had supported North London Hospice, my brothers, sisters, and I were very happy to carry out our dad's wishes with a financial gift to the charity. They enjoyed chatting to families in the café area so it is wonderful to know that their legacy will help give this area a makeover, so patients and families can continue to enjoy time together there"**

We would like to take this opportunity to thank those donors and their executors for administering the gifts.

## Giving in memory of a loved one

In memory giving is an incredibly special income stream for the hospice and again demonstrates the high standard of care received by patients and the deep appreciation and gratitude our community has for the hospice as a result. During the year, we were slowly able to invite people into the hospice again to visit our tribute tree. We mounted 44 new leaves and renewed our current leaves and support. We have been humbled by the efforts of people raising money in memory of a loved one through setting up online tribute pages but also by getting involved in other fundraising efforts with the hospice- most notably our Light Up a Life appeal and event and our Big Fun Walk.

## Support from Charitable Trusts

The support of charitable trusts and foundations is essential for the work of North London Hospice. It allows us to continue providing specialist support to our patients and those who matter the most to them, at both the hospice and within the community. During the year, we received £274,178 from 70 trusts and foundations, with gifts ranging from £50 to £50,000. Unrestricted donations from trusts and foundations totalled £122,965. Over the next year, we look forward to further strengthening our relationships with our highly valued current charitable trust and foundation supporters.

We have listed Trusts who have donated over £5,000 to the hospice during the year. We would like to thank them for their recognition of our work and their generous donations, and of course all those other trusts that supported us.

**Anonymous Foundation**  
**The Thompson Family Charitable Trust**  
**The Hobson Charity**  
**Milton Damerel Trust**  
**The Albert Hunt Trust**  
**The Irving Memorial Trust**  
**Edith Murphy Foundation**  
**The Foster Wood Foundation**  
**The Openwork Foundation**  
**The Inman Charity**  
**The Francis Winham Foundation**  
**H and M Charitable Trust**



# Trustees' Annual Report for the Year ending 31 March 2022

## How we are Governed

The Board of Trustees of the North London Hospice ('The Hospice') presents its Annual Report for the year ended 31 March 2022 in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The audited accounts for that year are also presented and comply with the Companies Act 2006, the hospice's governing document and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

North London Hospice is a company limited by guarantee – registered number 1654807 and a registered charity in England and Wales (charity number 285300). Our constitution is our Articles of Association, which were first adopted on 29th July 1982 and amended on 13th January 2022. The hospice has a wholly owned subsidiary 'North London Hospice' (Trading) Limited (charity number 2268094) – the subsidiary company did not trade in the year ending 31st March 2022.

## Objects, objectives, and principal activities:

The hospice's objectives are:

- To relieve sickness and suffering and, in particular but without prejudice to the generality of the foregoing, by the establishment and maintenance of a hospice in North London for persons suffering from chronic or terminal diseases.
- To relieve the suffering of the families and friends and in particular, but without prejudice to the generality of the foregoing, by the provision of practical, bereavement and other emotional support and programmes for education and advice.

## Structure, Governance & Management

### Our Trustees

Our charity is governed by the Board of Trustees who are legally responsible for directing our affairs. The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to a number of committees which report back to the Board on a regular basis. The Board delegates day to day management of the charity to the Chief Executive and the Executive Team.

During the year under review – we externally advertised for new Trustees, and we appointed 4 new members in January 2022 – Dr Ujjal Sarkar, Anna Bokobza, Dr Mohini Parmar, and Saurabh Khare. Geoffrey Hill retired in March 2022 after serving over 20 years on the Board and has been appointed as a Patron in recognition for his service and commitment to the Hospice. Julia Brown and Lesley Ann Nash also retired from the Board during the year after many years of valuable contribution.

Trustees were recruited through a process of advertisement, application and interview, based on a range of selection criteria to seek a diverse range of skills and experience. The Board appointed a specialist recruitment agency to help support with the recruitment process in the year. We offer a tailored induction programme to all new Trustees, including interaction with our services, and meetings with the Chief Executive and members of the Executive Team. All Trustees are asked to complete e-learning on a set of key areas and trustees are not remunerated for their services.

All Trustees completed an annual appraisal process with the Chair and Vice Chair and this year we introduced a new Fit & Proper Persons Policy and new Code of Conduct.

### Governance

During the year, the Chair, Chief Executive and Board Development Committee commenced a review of our Board and Committee structure to revise our governance reporting structure. A new committee framework and terms of reference for each was approved and launched in October 2021.

Each Trustee is required to disclose potential or actual conflicts of interest to the Charity as part of annual review and at the start of each meeting. The Board have adopted the principles of good governance in the Charity Governance Code. These principles underpin the Boards governance and form an integral part of the programme of change we have undertaken. The Trustees have taken account of the Charity Commission's general guidance on public benefit when reviewing our aims, objectives, and planning.

## Board Committees

### Board Development Committee

– responsible for Board governance arrangements and succession planning and recommendations for the appointment and reappointment of governance and executive positions. Oversight of the performance of and recommendations on the remuneration of the Chief Executive and Executive Team.

### Finance & External Audit Committee

– responsible for the strategic oversight and effective use of the charity's financial resources and investments. To oversee associated policy, strategy, and performance across all finance and investment areas.



### Clinical Governance & Assurance Committee

– responsible for strategic oversight of the Charity's clinical and patient services to ensure they are safe, effective, caring, responsive and well-led. Provide assurance to the Board on all aspects of the quality of clinical care, clinical risk management, clinical governance systems, compliance with clinical regulatory requirements and standards of quality and safety. To oversee associated policy, strategy, and performance in all clinical areas.

### Fundraising Committee

– responsible for strategic oversight of the fundraising delivery and services. To oversee associated policy, strategy, and performance across all fundraising income areas.

### People and Organisational Development Committee

– responsible for oversight and delivery assurance of the People, Equality, Diversity & Inclusion strategy, and Pay & Benefits Review. To oversee associated policy, strategy, and performance across all people (staff & volunteer) areas.

### Retail Committee

– responsible for developing and delivery of the retail strategy, exploring shop growth with return on investment and to oversee associated policy, strategy and performance across the retail areas.

Over the year the Board and Committee cycle has moved to a quarterly model, with a Board and Executive Team Strategy Day annually.

Please see page 64 for a full list of Trustees, which also shows movements through the year under review.

## Statement of Trustees' Responsibilities and Corporate Governance

The Trustees are responsible for their annual report, and for the preparation of accounts for each financial year which give a true and fair view of the incoming resources and application of those resources during the year, and of the state of affairs as at the end of the financial year. In preparing these accounts, the trustees are required to:

- ensure that suitable accounting policies are established and applied consistently;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards and statement of recommended accounting practice have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the hospice will continue in operation.

The Trustees confirm that they have complied with the above requirements in preparing the accounts.

The Trustees have overall responsibility for ensuring that the hospice has appropriate systems and controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the hospice and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the hospice and for their proper application as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the hospice is operating efficiently and effectively;
- all assets are safeguarded against unauthorised use or disposition and are properly applied;

- proper records are maintained and financial information used within the hospice, or for publication, is reliable;
- the hospice complies with relevant laws and regulations.

### Reserves Policy

The Trustees reviewed the policy on reserves in March 2020 and kept the existing policy unchanged. The trustees recognise that the additional financial support provided by the government to counter the impact of the Covid-19 pandemic, together with higher-than-expected legacy income and investment gains has resulted in reserves ending the year at much higher level than planned. This gives Trustees the assurance with deficits forecast in the 2021-25 planning cycle, general unrestricted reserves are likely to be above the 12 months operating expenditure level while investing in our infrastructure and expanding our reach and the services the hospice offers to its patients and their families, thereby increasing the hospice's baseline costs.

Accordingly, the existing policy is at a level that the trustees consider will be adequate. The policy is to always maintain unrestricted reserves at a minimum of 9 months of unrestricted operating expenditure, taking account of future forecasts.

On current levels of expenditure, maintaining unrestricted general fund between £9.0 million and £12.0 million will ensure long-term financial stability and enable the hospice to withstand external events which may affect the level of income received. Planned investment from reserves as part of the plan to expand our services and improve the infrastructure could result in the reduction of the current level of unrestricted general fund of £20.9 million and increase the baseline cost.



## Investment Policy

The Memorandum and Articles of Association do not place any restrictions on the investment policy to be adopted. Subject to the Trustee Act 2000, the Trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the hospice.

Specific investment powers are delegated to Newton Investment Management Limited under the following restrictions:

- No investment in tobacco stocks, unquoted shares, derivatives, or unregulated collective investment schemes;
- Investments are consolidated in Newton Fund for Charities, effectively holding units in a highly diversified but readily accessible portfolio.

## Principal Risks and uncertainties

The Board of Trustees has overall responsibility for risk management of North London Hospice. This includes setting the risk appetite for the charity, ensuring there are reasonable procedures in place for the prevention and detection of major risks, including fraud risk and other irregularities, and ensuring that risk procedures are reviewed when issues arise.

During the year under review, we introduced changes to improve and refresh our risk management processes, and our committee and governance structure was reviewed and strengthened to help us manage our approach to mitigating against risk across North London Hospice.

- North London Hospice committee groups now meet quarterly to oversee key risk areas, including information governance and data privacy, fraud, and bribery, safeguarding and business continuity. Risks are escalated as appropriate. The Business Continuity Group Membership – Terms of Reference are being reviewed in 2022/23.
- Each directorate meet regularly, to carry out reviews of risk management arrangements across the directorate and inform the escalation of the risk to the Executive Team/Board

- The Executive Team, chaired, by the Chief Executive, regularly reviews and monitors key charity-wide strategic and operational risks at its fortnightly meetings.
- The newly formed Clinical Governance and Assurance Committee scrutinises the management of clinical risks, and the monitoring of clinical incidents and trends.
- Each committee reviews the results of the executive risk management and the operation of our risk management processes. Each committee review and deep dive into selected key risks as necessary.

In addition, we have policies and procedures to identify and manage risks arising from our existing operations and strategic development, and to provide reasonable assurance against material errors or loss.

## Planning & Performance

We operate a comprehensive annual planning and budgeting process. We monitor performance through use of key financial and performance indicators which compare actual results and activity against our plans and are routinely reported to the Board of Trustees. A phased budget and regular forecasting enable the Trustees and the Executive Team to link financial performance with resource and activity levels. The Finance & External Audit Committee has delegated oversight in this area.

## Internal Audit

Internal controls are subject to scrutiny by each committee – we carry out a programme of cyclical reviews throughout North London Hospice. The Executive Team approves and present the annual audit plan and scrutinise regular reports and present to each committee on progress against the audit plan, the effectiveness of controls in audited functions, and recommendations from audits.



To the many nurses, doctors, assistants, cleaners, and volunteers who cared for our father. We are more grateful than we can ever express for the skill and tenderness you showed him and for the two days he was with you.

Thank you, we plan to fundraise for you in a number of ways.

**Inpatient Unit compliment**

## Key Strategic Risk

An overview of our key strategic risks for 2021/22 and the actions we have taken to mitigate them is summarised in the table below. Each risk area is supported by relevant policies and procedures that are regularly reviewed and updated, and subject to compliance testing.

Risk	How we manage it
<b>ID01</b> <b>CORONAVIRUS</b> – risk that coronavirus continues to significantly impact upon our ability to deliver services	<ul style="list-style-type: none"> <li>• Business continuity meetings to manage the ongoing issues as they arise and to seek to mitigate the risks coronavirus presents to our future</li> <li>• Executive Team leadership and discussion on government roadmap</li> <li>• Clinical Governance &amp; Assurance Committee</li> </ul>
<b>ID02</b> <b>FINANCIAL SUSTAINABILITY</b> – risk that the charity has insufficient funds to deliver plans to sustain services	<ul style="list-style-type: none"> <li>• Regular monitoring of income and expenditure and regular financial planning and review</li> <li>• Internal financial controls and policies</li> <li>• Diversification of income streams and maintenance of prudent financial reserves</li> <li>• Expert external management of investments</li> <li>• Charity-wide assurance groups</li> </ul>
<b>ID03</b> <b>SERVICE QUALITY</b> – risk of quality failure that may result in patient or user harm	<ul style="list-style-type: none"> <li>• Robust clinical governance processes and oversight</li> <li>• High quality specialist training for staff</li> <li>• Quality reviews and compliance checks</li> <li>• Reviewing and action of patient and carer feedback, incidents and complaints, and trends</li> <li>• Proactive engagement with the NHS</li> </ul>
<b>ID04</b> <b>STRATEGY AND CHANGE</b> – risk that the charity is unable to adapt to changing environment and need with the best possible strategic and operating plan, which may well lead to reduced ability to deliver the highest impact	<ul style="list-style-type: none"> <li>• Executive Team leading on the implementation of the new Strategic Plan, ambitions, and operating plans – launched November 2021</li> <li>• Board of Trustees oversight of strategy and delivery of operational plans</li> <li>• Executive Team and Board oversight of significant change programmes</li> <li>• Balanced scorecard reporting</li> </ul>
<b>ID05</b> <b>PEOPLE, CULTURE, WELLNESS</b> – risk that the charity is unable to recruit, retain and support suitable staff or sustain a culture that supports the delivery of its strategy	<ul style="list-style-type: none"> <li>• Learning and Development programmes</li> <li>• Benchmarking of remuneration and benefits</li> <li>• Comprehensive and innovative recruitment methods</li> <li>• Staff and volunteer engagement surveys and forum feedback mechanisms</li> <li>• Equality, Diversity &amp; Inclusion Strategy, plan and forum</li> <li>• Freedom to Speak Up Guardians</li> <li>• Access to Employee Assistance Programme &amp; Occupational Health</li> <li>• People Strategy – launched December 2021</li> </ul>

Risk	How we manage it
<b>ID06</b> <b>SAFEGUARDING</b> – risk that inability to safeguard vulnerable adults may lead to serious hard/abuse	<ul style="list-style-type: none"> <li>• Safeguarding leads within the charity</li> <li>• Safe recruitment practices, including pre-employment checks and screening</li> <li>• Regular role-specific mandatory safeguarding training Promotion of Freedom to Speak up Guardians</li> </ul>
<b>ID07</b> <b>GOVERNANCE &amp; COMPLIANCE</b> – risk that failures in governance or compliance may lead to poor decision making, or legal or regulatory action	<ul style="list-style-type: none"> <li>• Clinical Governance &amp; Assurance Committee and charity-wide assurance groups to monitor standards, performance, service developments, incidents, and complaints</li> <li>• Policies, procedures, and guidance supported by training and specialist roles</li> </ul>
<b>ID08</b> <b>HEALTH &amp; SAFETY &amp; THE ENVIRONMENT</b> – risk that failures to act in accordance with guidance could cause harm negatively impact service delivery and lead to legal or regulatory action	<ul style="list-style-type: none"> <li>• Specialist Health &amp; Safety Group and external consultant &amp; advisor</li> <li>• Project group to examine environmental impact of our activity</li> <li>• Green Pledge launched January 2022</li> </ul>
<b>ID09</b> <b>DATA GOVERNANCE, SECURITY, PRIVACY AND QUALITY</b> – risk that inadequate systems for the governance, privacy and security of data may lead to harm, negatively impact service delivery and lead to legal or regulatory action	<ul style="list-style-type: none"> <li>• Privacy and security impact assessments for all new business initiatives</li> <li>• Security audits and reviews</li> <li>• Mandatory training and guidance for all staff</li> <li>• Specialist roles – Senior Information Risk Officer, Data Protection Officer, Caldicott Guardian</li> <li>• Information Governance Group – through business continuity policy</li> </ul>
<b>ID10</b> <b>INFRASTRUCTURE</b> – risk that core systems and technology are inadequate to serve strategy and service needs	<ul style="list-style-type: none"> <li>• Internal audit and self-assessment</li> <li>• External testing and benchmarking</li> <li>• Continuous improvement programmes</li> <li>• Review of IT support and new strategy</li> </ul>
<b>ID11</b> <b>REPUTATION</b> – risk that incidents or events may damage or negatively impact our reputation or operations	<ul style="list-style-type: none"> <li>• Business continuity plan</li> <li>• Executive Team meetings</li> <li>• Public liability and professional indemnity insurance</li> <li>• Communications team</li> </ul>

## Complaints and Concerns

Quality Performance Indicator	2021-2022
Number of Complaints (NLH target fewer than 30)	15
Investigations completed, complaint upheld/partially	13
Investigations completed, complaint not upheld	2

NLH receives complaints about clinical and non-clinical (charity shops) aspects of its business. This year we received a total of 15 complaints:

- 10 were clinical (patient service) 4 were retail, 1 related to facilities

The 10 clinical complaints involved the community services. Less than 0.3% of patients and families supported by NLH this year made a complaint.

The themes of clinical complaints raised this year were predominantly communication of staff to service users and care of patient.

## Financial Review of the year

Total net movement in funds was £2.6 million in the year ended 31 March 2022 (2021: £6.5 million) due to the one off Covid-19 NHSE Emergency Funding and Furlough Scheme receipts of £1.0 million and £1.1 million gains on investments. Of the total net movement in funds, £2.3 million (2021: £5.9 million) was unrestricted.

Total incoming resources were £15.0 million in the year ended 31 March 2022, compared with £17.1 million in the year ended 31 March 2021.

Total donations and fundraising were 60% higher at £2.8 million. Within this total, unrestricted donations of £2.5 million and restricted donations of £270K were respectively £915K and £132K higher than the previous year.

Legacy income of £2.5 million in 2022 was £1.7 million lower than the previous year. Legacy receipts fluctuate from year to year and are unpredictable.

Total grants income was £5.9 million compared with £8.8 million in the previous year, of which £2.1 million (2021: £4.9 million) was restricted. Other than the restricted grant from Betty Messenger Charitable Foundation of £105K (2021: £314K) and NHSE COVID-19 Emergency Funding totalling £990K (2021: £3.5 million), regular NHS restricted funding reduced by £11K. Restricted regular NHS funding of £374K was received towards the direct cost of providing Palliative Care Support Service and a further £670K towards the cost of operating the Haringey Community Team. The core unrestricted NHS funding remained unchanged at £3.7 million for the year ended 31 March 2022.

Other trading activities reflect the charity shops operations, made up of charity shops sales of £2.8 million (2021: £1.2 million), donations of agency sales and Gift Aid of £626K (2021: £172K) and rental income of £12K (2021: £12K). Charity shops also received £10K (2021: £444K) funding for staff on furlough and £70K (2021: £185K) COVID-19 Retail, Hospitality and Leisure grants. However, as of 31 March 2022, there were £49K more agency sales (2021: £89K less) pending conversion to donations than the previous year. Adjusting for these, income generated from

the charity shops operations increased by £1.6 million to £3.5 million as the shops were required to remain shut for 206 days during periods of national lockdown in the previous year.

Investment income at £242K was £12K higher than the previous year and overall, including gains in the value of the hospice's portfolio of investments of £1.1 million, this represents a return of 9%.

Total expenditure was £13.5 million, compared with £12.9 million in the previous year. The increase in expenditure reflects the general cost of inflation and staff pay settlement.

The budgeted deficit for the year ending 31 March 2023 and forecast deficits for the years following in the planning cycle, again reinforces the need for caution about the hospice's financial position in the medium term.

The World stock markets continued the recovery from the losses sustained during the outbreak of Covid-19 in the prior year until the last quarter losing some ground due to the conflict in Ukraine and high cost of living resulting from increasing oil and gas prices.

There is still ongoing uncertainty about levels of future NHS funding for hospices, with greater reliance on grant income to meet the need within the NHS for the provision of end-of-life care.

The hospice continues to take steps to improve voluntary donations and fundraising income. The current economic climate with continued uncertainty resulting from COVID-19, high level of inflation, increasing cost of living giving and increased competition for the same resources has meant that the external trend of donations is downwards and raising voluntary income will be hard for many years to come, while the pressure for higher pay settlement could result in higher expenditure. The shortage of able-bodied volunteers, increased competition from other charity shops and reduced footfall on the High Street as more purchases are being made online continue to impact the charity shops performance.

Internal and external drivers such as the coronavirus pandemic which affect hospice staffing levels increase the risk from staff sickness and increased staff turnover resulting in higher costs and a failure to achieve a level of care expected by service users and Commissioners.

Although there is continued uncertainty of the ultimate impact of Covid-19 pandemic on the charity and its activities, the action that has been taken, together with the contingency plans that may be necessary to make going forward, combined with the level of reserves held, mean that the Trustees expect the charity to be able to continue its activities.

However, the general uncertainty in the funding streams with increased reliance on legacy income, which is unpredictable, the planned investment from reserves to improve the infrastructure and the upward trend in our baseline cost may result in unrestricted general fund falling in the coming years.

While reductions in services would be avoided, if possible, increases in income levels remain crucial to the ongoing operation and development of the hospice.

#### **Public Benefit Statement**

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".



**ELISABETH BURGESS JONES**  
Chair of Trustees

The North London Hospice's objects comply directly with two of the Charities Act's descriptions of "charitable purpose":

- "the advancement of health" and
- "the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

The hospice's charitable purpose is enshrined in the wording of the hospice's objects.

The Trustees ensure that this purpose is carried out for the public benefit by delivering services that is valued by our patients, their families and friends and the community in general.

Hospice services are available to those most in need of the services in the London boroughs of Barnet, Enfield, and Haringey. The hospice provides specialist palliative care in an inpatient, outpatient and therapies and community setting.

#### **Disclosure of Information to the Auditor**

As far as the Trustees are aware, there is no relevant information of which the company's auditor is unaware. The Trustees have taken all the steps that they ought to have taken as Trustees to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Trustees on 16 August 2022 and signed on its behalf by:



**ANDREW J. HARRIS**  
Company Secretary and  
Honorary Treasurer



# Independent Auditors Report to the Members of North London Hospice

## Opinion

We have audited the accounts of North London Hospice (the 'charitable company') for the year ended 31st March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the accounts, 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 Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 accounts section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

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

## Other information

The other information comprises the information included in the trustees' annual report and the impact report, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the accounts 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 accounts 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 accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

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

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

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

## Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 31, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

"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:"

- enquiry of management and those charged with governance.
- reviewing accounts disclosures and testing to supporting documentation to assess compliance.
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the accounts, including the disclosures, and whether the accounts represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

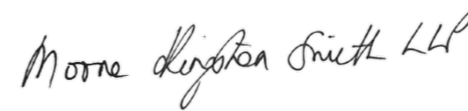
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of our 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 charitable company's members those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Karen Wardell  
(Senior Statutory Auditor)  
for and on behalf of  
Moore Kingston Smith LLP,  
Statutory Auditor 2006

Orbital House  
20 Eastern Road, Romford  
Essex RM1 3PJ



16 August 2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

# Statement of Financial Activities

## NORTH LONDON HOSPICE STATEMENT OF FINANCIAL ACTIVITIES, INCLUDING THE INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED:		31ST MARCH 2022			2021	
		Unrestricted funds	Restricted funds	Endowment funds	Total funds	Total funds
<b>Income:</b>						
Donations and fundraising		2,535,710	270,307	-	2,806,017	1,758,494
Legacies		2,468,132	-	-	2,468,132	4,138,281
<b>Charitable activities</b>						
Grants	4	3,805,820	2,138,961	-	5,944,781	8,780,503
<b>Other trading activities</b>						
Charity shops sales		2,774,244	-	-	2,774,244	1,186,030
Donated agency sales		626,378	-	-	626,378	172,487
Rental income		11,695	-	-	11,695	11,581
Investment income	5	170,005	-	72,328	242,333	229,932
Other	6	82,445	15,204	-	97,649	795,221
<b>Total income</b>		<b>12,474,429</b>	<b>2,424,472</b>	<b>72,328</b>	<b>14,971,229</b>	<b>17,072,529</b>
<b>Expenditure:</b>						
<b>Raising funds</b>						
Fundraising and promotion	7	827,863	143	-	828,006	720,546
Charity shops expenditure	8	2,195,446	10,367	-	2,205,813	2,045,179
Investment manager's fees		58,321	-	-	58,321	51,200
<b>Charitable activities</b>						
Cost of operation of hospice	9	7,753,915	2,416,973	72,328	10,243,216	10,054,028
<b>Other</b>						
Interest on loan from The Governors of the Peabody Donation Fund		130,520	-	-	130,520	21,100
<b>Total expenditure</b>		<b>10,966,065</b>	<b>2,427,483</b>	<b>72,328</b>	<b>13,465,876</b>	<b>12,892,053</b>
Net gains on investments	13	785,762	-	329,200	1,114,962	2,305,775
Net income/(expenditure) before transfers		2,294,126	(3,011)	329,200	2,620,315	6,486,251
Transfers between funds	18	24,286	(24,286)	-	-	-
Net movement in funds		2,318,412	(27,297)	329,200	2,620,315	6,486,251
<b>Reconciliation of funds:</b>						
Total funds brought forward, 1st April 2021		24,617,527	102,360	2,920,633	27,640,520	21,154,269
Total funds carried forward, 31st March 2022	£	<u>26,935,939</u>	<u>75,063</u>	<u>3,249,833</u>	<u>30,260,835</u>	<u>27,640,520</u>

All incoming resources and resources expended derive from continuing activities.  
The statement of financial activities includes all gains and losses recognised in the year.  
The detailed comparative information for the statement of financial activities is included at note 23.  
The attached notes form part of these accounts.

BALANCE SHEET		31ST MARCH	
	Note	2022	2021
<b>Fixed assets:</b>			
Tangible assets	12	7,579,083	7,830,708
Investments	13	15,268,084	13,911,240
<b>Total fixed assets</b>		<b>22,847,167</b>	<b>21,741,948</b>
<b>Current assets:</b>			
Debtors	14	7,194,996	5,951,344
Cash on deposit		2,657,228	2,456,170
Cash on current account and in hand		244,318	243,833
<b>Total current assets</b>		<b>10,096,542</b>	<b>8,651,347</b>
<b>Liabilities:</b>			
Creditors: amounts falling due within one year	15	(1,095,534)	(1,295,955)
<b>Net current assets</b>		<b>9,001,008</b>	<b>7,355,392</b>
<b>Total assets less current liabilities</b>		<b>31,848,175</b>	<b>29,097,340</b>
Creditors: amounts falling due after more than one year	16	(1,587,340)	(1,456,820)
<b>Total net assets</b>	£	<b>30,260,835</b>	<b>27,640,520</b>
<b>The funds of the charity:</b>			
Endowment funds	17	3,249,833	2,920,633
Restricted income funds	18	75,063	102,360
Unrestricted funds			
Designated fund	19	5,991,743	6,373,888
General fund		20,944,196	18,243,639
<b>Total charity funds</b>	£	<b>30,260,835</b>	<b>27,640,520</b>

Approved for issue by the Board of Trustees on 16th August 2022 and signed on its behalf by:-



**ELISABETH B. JONES (Chairman)**



**ANDREW J. HARRIS (Honorary Treasurer)**

**The attached notes form part of these accounts.**

STATEMENT OF CASH FLOWS		31ST MARCH		
FOR THE YEAR ENDED:		2022	2021	
Net cash provided by operating activities		335,355	866,823	
<b>Cash flows from investing activities</b>				
Investment income				
Income from UK listed investments		241,882	229,526	
Interest receivable		451	406	
Purchases of tangible fixed assets		(134,263)	(225,766)	
Purchases of fixed asset investments		(241,882)	(229,526)	
<b>Cash used in investing activities</b>		<b>(133,812)</b>	<b>(225,360)</b>	
Increase in cash and cash equivalents in the year		201,543	641,463	
Cash and cash equivalents at the beginning of the year		2,700,003	2,058,540	
Cash and cash equivalents at the end of the year	£	<b>2,901,546</b>	<b>2,700,003</b>	
<b>Reconciliation of net movement in funds to net cash flow from operating activities</b>				
Net movement in funds		2,620,315	6,486,251	
Investment income				
Income from UK listed investments		(241,882)	(229,526)	
Interest receivable		(451)	(406)	
Depreciation		385,718	377,846	
Loss on disposals of tangible fixed assets		170	200	
Interest payable		130,520	21,100	
Net gains on investments		(1,114,962)	(2,305,775)	
Increase in debtors		(1,243,652)	(2,739,486)	
Decrease in creditors		(200,421)	(743,381)	
<b>Net cash provided by operating activities</b>	£	<b>335,355</b>	<b>866,823</b>	
<b>Analysis of cash and cash equivalents</b>				
Bank deposit accounts (less than three months)		2,657,228	2,456,170	
Bank current accounts		242,595	241,850	
Cash in hand		1,723	1,983	
<b>Total</b>	£	<b>2,901,546</b>	<b>2,700,003</b>	
<b>Analysis of changes in net funds</b>				
		At start of the year	Movement	At end of year
Cash at bank and in hand		243,833	485	244,318
Deposits		2,456,170	201,058	2,657,228
	£	<b>2,700,003</b>	<b>201,543</b>	<b>2,901,546</b>

## ACCOUNTING POLICIES FOR THE YEAR ENDED 31 MARCH 2022

### Company information

North London Hospice is a company limited by guarantee incorporated in England and Wales. The registered office is 47 Woodside Avenue, London, N12 8TF.

#### a) Basis of preparation of accounts and assessment of going concern

The accounts have been prepared under the historical cost convention with the exception of investments which are included at their market value. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Companies Act 2006 and Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the company.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The trustees have prepared the accounts on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future as the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The additional support provided by the Government, combined with the level of reserves held, mean that the trustees expect the charity to be able to continue its activities for a period of at least 12 months from the approval of these accounts. Accordingly, the trustees continue to adopt the going concern basis in the preparation of the accounts.

North London Hospice meets the definition of a public benefit entity under FRS 102.

#### b) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Endowment funds are capital funds that must be retained for the benefit of the charity. The use of income arising from these capital sums may be subject to restrictions.

Investment income, gains and losses are allocated to the appropriate fund.

#### c) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are accounted for when received by the charity. Donated agency sales relating to proceeds from sale of goods subsequently donated to the charity are accounted for when confirmed by the donor. Tax reclaimed in respect of Gift Aid is accounted for on an accruals basis. Tangible assets donated are included in the accounts at their market value. Goods donated to fundraising shops are included in the accounts when sold. The charity also receives the benefit of work carried out by volunteers, the value of which cannot be quantified.

#### c) Income (continued)

Grant and service level agreement income is recognised in the period to which the income relates. Government grant income from the Coronavirus Job Retention Scheme (furlough income) is recognised in the Statement of Financial Activities in the period to which the underlying furloughed staff costs relate. Government grant income received from the Retail, Hospitality and Leisure Grant Fund is recognised in the Statement of Financial Activities in the period in which the charity meets the criteria for entitlement.

Income from investments has been taken into the accounts when receivable. Interest receivable has been accounted for on an accruals basis.

#### d) Expenditure and irrecoverable value added tax

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Staff and other costs are allocated directly to the activity for which they are incurred. Costs of raising funds comprises the costs associated with attracting voluntary income and the costs of operating the charity's shops.

Charitable activities expenditure comprises those costs incurred in the delivery of hospice services. It includes both costs that can be directly allocated and those of an indirect nature necessary to support them including governance costs.

Not all value added tax is recoverable. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

#### e) Capitalisation and depreciation

The trustees have adopted the policy that small items of expenditure, being those less than £1,000, of a capital nature are not capitalised but are included in resources expended.

Freehold land is not depreciated. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2%	straight-line
Furniture, fixtures, fittings and medical equipment	-	20%	straight-line
Motor vehicles	-	25%	straight-line
Refurbishment	-	10%	straight-line

#### f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

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## NOTES TO THE ACCOUNTS

### g) Stocks

Stocks of donated goods to fundraising shops are not reflected in the accounts because the trustees consider it is impracticable to be able to assess the amount of donated goods until sale as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

### h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid.

### i) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

### l) Pensions

The charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The assets of the defined benefit schemes are held separately from those of the Hospice by the National Health Service Superannuation Scheme and the Local Government Pension Scheme.

The assets of the National Health Service Superannuation Scheme cannot be identified on a consistent and reasonable basis. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the charity. The contributions are determined by qualified actuaries on the basis of periodic valuations.

Defined contribution scheme pension costs charged in the accounts represent the amounts payable to the scheme in respect of the year. Where employees' wages and salaries are allocated to unrestricted or restricted funds, the pension costs relating to those employees, and any associated liabilities, are allocated to the same funds.

### m) Operating leases

Rental costs under operating leases are charged in the accounts in equal annual instalments over the period of the leases.

### 1. Legal status

North London Hospice is a company limited by guarantee and has no share capital. It is registered in England and Wales. The members of the company are the trustees named on page 1, of which there were 15 at 31st March 2022 (2021 - 14 members). In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

### 2. Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

#### Key sources of estimation uncertainty

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the tangible fixed assets and accounting policy e) for the useful economic lives for each class of asset.

### 3. Group accounts

The charity has one wholly owned subsidiary company, North London Hospice (Trading) Limited. Group accounts have not been prepared as the subsidiary company is not material in the context of the group. Accordingly, these accounts present information about the charity as an individual entity and not about its group.

	Unrestricted funds	Restricted funds	Endowment funds	Total
<b>4. Grants</b>				
<b>Year ended 31st March 2022</b>				
Barnet CCG	1,861,408	212,160	-	2,073,568
Enfield CCG	1,655,632	162,318	-	1,817,950
Haringey CCG	123,060	-	-	123,060
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	669,683	-	669,683
Betty Messenger Charitable Foundation	-	104,781	-	104,781
NHSE COVID-19 Emergency Funding	-	990,019	-	990,019
COVID-19 Retail, Hospitality & Leisure Grant	70,360	-	-	70,360
London Strategic Health Authority	30,000	-	-	30,000
£	3,805,820	2,138,961	-	5,944,781

#### 4. Grants (continued)

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. Further NHSE funding was received in the year ended 31 March 2022.

Year ended 31st March 2021

	Unrestricted funds	Restricted funds	Endowment funds	Total
Barnet CCG	1,861,408	212,160	-	2,073,568
Enfield CCG	1,655,632	162,318	-	1,817,950
Haringey CCG	123,060	-	-	123,060
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	681,092	-	681,092
Betty Messenger Charitable Foundation	-	314,346	-	314,346
NHSE COVID-19 Emergency Funding	-	3,520,004	-	3,520,004
COVID-19 Retail, Hospitality & Leisure Grants	185,123	-	-	185,123
	<u>£ 3,890,583</u>	<u>4,889,920</u>	<u>-</u>	<u>8,780,503</u>

#### 5. Investment income

Year ended 31st March 2022

Income from UK listed investments	169,721	-	72,161	241,882
Interest receivable	284	-	167	451
	<u>£ 170,005</u>	<u>-</u>	<u>72,328</u>	<u>242,333</u>

Year ended 31st March 2021

Income from UK listed investments	167,900	-	61,626	229,526
Interest receivable	239	-	167	406
	<u>£ 168,139</u>	<u>-</u>	<u>61,793</u>	<u>229,932</u>

#### 6. Other income

Year ended 31st March 2022

Education income	52,445	-	-	52,445
Insurance claim	30,000	-	-	30,000
COVID-19 - Furlough Scheme	-	15,204	-	15,204
	<u>£ 82,445</u>	<u>15,204</u>	<u>-</u>	<u>97,649</u>

Year ended 31st March 2021

Education income	223,425	-	-	223,425
Management charge	2,824	-	-	2,824
Insurance claim	19,821	-	-	19,821
Covid-19 - Furlough Scheme	-	549,151	-	549,151
	<u>£ 246,070</u>	<u>549,151</u>	<u>-</u>	<u>795,221</u>

#### 7. Fundraising and promotion

Year ended 31st March 2022

Staff costs	700,815	143	-	700,958
Other costs	127,048	-	-	127,048
	<u>£ 827,863</u>	<u>143</u>	<u>-</u>	<u>828,006</u>

Year ended 31st March 2021

Staff costs	603,569	18,568	-	622,137
Other costs	98,409	-	-	98,409
	<u>£ 701,978</u>	<u>18,568</u>	<u>-</u>	<u>720,546</u>

#### 8. Charity shops expenditure

Year ended 31st March 2022

Staff costs	1,260,077	10,367	-	1,270,444
Other costs	308,039	-	-	308,039
Rents paid under operating leases	586,657	-	-	586,657
Rates and water	40,673	-	-	40,673
	<u>£ 2,195,446</u>	<u>10,367</u>	<u>-</u>	<u>2,205,813</u>

Year ended 31st March 2021

Staff costs	745,360	444,264	-	1,189,624
Other costs	337,787	-	-	337,787
Rents paid under operating leases	515,045	-	-	515,045
Rates and water	2,723	-	-	2,723
	<u>£ 1,600,915</u>	<u>444,264</u>	<u>-</u>	<u>2,045,179</u>

	Unrestricted funds	Restricted funds	Endowment funds	Total
<b>9. Cost of operation of hospice</b>				
<i>Year ended 31st March 2022</i>				
Direct costs				
Hospice staff costs	4,817,757	2,366,613	72,328	7,256,698
Catering and cleaning services	97,066	18	-	97,084
Other medical costs	185,596	1,470	-	187,066
Support costs				
Support staff costs	1,055,730	26,274	-	1,082,004
Premises costs	391,072	1,141	-	392,213
Other costs	798,977	21,457	-	820,434
Depreciation	385,717	-	-	385,717
Governance costs (see Note 10)	22,000	-	-	22,000
	<u>£ 7,753,915</u>	<u>2,416,973</u>	<u>72,328</u>	<u>10,243,216</u>

*Year ended 31st March 2021*

Direct costs				
Hospice staff costs	2,490,684	4,986,387	61,793	7,538,864
Catering and cleaning services	78,477	1,200	-	79,677
Other medical costs	157,789	20,885	-	178,674
Support costs				
Support staff costs	922,783	23,420	-	946,203
Premises costs	329,752	5,000	-	334,752
Other costs	563,439	15,267	-	578,706
Depreciation	377,846	-	-	377,846
Governance costs (see Note 10)	19,306	-	-	19,306
	<u>£ 4,940,076</u>	<u>5,052,159</u>	<u>61,793</u>	<u>10,054,028</u>

Support costs including governance costs incurred relating to fundraising and promotion and charity shops are immaterial. Consequently all support costs are included in the cost of operation of hospice.

	Unrestricted funds	Restricted funds	Endowment funds	Total
<b>10. Governance costs</b>				
<i>Year ended 31st March 2022</i>				
Auditors' remuneration	13,000	-	-	13,000
Accountancy fees	9,000	-	-	9,000
	<u>£ 22,000</u>	<u>-</u>	<u>-</u>	<u>22,000</u>
<i>Year ended 31st March 2021</i>				
Auditors' remuneration	10,935	-	-	10,935
Accountancy fees	8,371	-	-	8,371
	<u>£ 19,306</u>	<u>-</u>	<u>-</u>	<u>19,306</u>

**11. Staff costs, trustee remuneration and expenses and the cost of key management personnel**

	2022	2021
Wages and salaries	9,078,025	9,103,009
Social security costs	756,750	728,802
Pension costs	475,329	465,017
	<u>£ 10,310,104</u>	<u>10,296,828</u>

The charity operates both defined benefit and defined contribution schemes for its employees, the pension charge for the year is shown above. At the balance sheet date £82,900 (2021 - £68,605) was accrued for pension costs.

Analysis by function:

Hospice services	7,256,698	7,538,864
Fundraising and promotion	700,958	622,137
Shops	1,270,444	1,189,624
Support	1,082,004	946,203
	<u>£ 10,310,104</u>	<u>10,296,828</u>

The number of higher paid employees was:

	2022 Number	2021 Number
£60,000 to £70,000	7	7
£70,000 to £80,000	5	3
£80,000 to £90,000	3	1
£110,000 to £120,000	2	1

(continued)

#### 11. Staff costs, trustee remuneration and expenses and the cost of key management personnel

Contributions were made to a defined benefit scheme for ten (2021 - six) higher paid employees and to a defined contribution scheme for five (2021 - five) higher paid employees. Total contributions in the year amounted to £97,167 (2021 - £61,720).

No trustees have received any remuneration in respect of their services or had any expenses reimbursed (2021 - the same).

The average number of employees, analysed by function, was:

	2022	2021
	Number	Number
Hospice services	114	125
Fundraising and promotion	12	11
Shops	42	41
Support	23	20
	<u>191</u>	<u>197</u>

The staff costs and numbers of employees do not include any allowance for the work carried out for the hospice by over 590 volunteers. Volunteers have carried out a variety of roles including welcoming visitors to the hospice, assisting staff in the inpatient unit in serving meals, helping to transport patients to and from the Health and Welfare Centre, carrying out numerous administrative functions and helping at fundraising events, and a significant number of volunteers assist in our charity shops. The value of this work cannot be quantified.

The key management personnel of the charitable company are the trustees and the executive team, comprising the Chief Executive, the Medical Director, the Commercial and Finance Director, the Director of Fundraising and Corporate Engagement/Communications, the Director of People and the Director of Clinical Services. The employee benefits of the key management personnel totalled £563,125 (2021 - £567,427).

#### 12. Tangible fixed assets

	Freehold land and buildings	Furniture, fixtures and fittings	Medical equipment	Motor vehicles	Refurbishment	Total
Cost						
At 1st April 2021	10,180,777	2,102,658	430,052	120,254	588,474	13,422,215
Additions	-	91,711	7,511	-	35,041	134,263
Disposals	-	(9,399)	-	(61,171)	-	(70,570)
<i>At 31st March 2022</i>	<u>10,180,777</u>	<u>2,184,970</u>	<u>437,563</u>	<u>59,083</u>	<u>623,515</u>	<u>13,485,908</u>
Depreciation						
	3,082,264	1,850,660	362,445	120,254	175,884	5,591,507
Charge for the year	175,392	123,059	27,297	-	59,970	385,718
Disposals	-	(9,229)	-	(61,171)	-	(70,400)
	<u>3,257,656</u>	<u>1,964,490</u>	<u>389,742</u>	<u>59,083</u>	<u>235,854</u>	<u>5,906,825</u>
Net book values						
	£ <u>6,923,121</u>	<u>220,480</u>	<u>47,821</u>	<u>-</u>	<u>387,661</u>	<u>7,579,083</u>
<i>At 31st March 2021</i>	£ <u>7,098,513</u>	<u>251,998</u>	<u>67,607</u>	<u>-</u>	<u>412,590</u>	<u>7,830,708</u>

Freehold land and buildings includes buildings with a cost of £8,769,618 (2021 - the same) that are being depreciated.

Freehold land and buildings have not been revalued. The trustees consider that there is no advantage in obtaining a valuation as the land and buildings are used exclusively for charitable purposes.

All assets are held for charitable use.

<b>13. Fixed asset investments</b>	2022	2021
Listed investments:		
Market value at 1st April 2021	13,906,240	11,370,939
Additions at cost	241,882	229,526
Net gains on investments	<u>1,114,962</u>	<u>2,305,775</u>
Market value at 31st March 2022	15,263,084	13,906,240
Cost of shares in subsidiary company:		
North London Hospice (Trading) Limited	<u>5,000</u>	<u>5,000</u>
	<u>£ 15,268,084</u>	<u>13,911,240</u>

The historical cost of the listed investments as at 31st March 2022 was £9,606,648 (2021 - £9,364,767).

At 31st March 2022 the listed investments all related to UK equities listed on the International Stock Exchange, London.

At 31st March 2022 UK equities comprised:

	Market value £	Cost £
6,899,084.35 units in the Newton Growth Fund for Charities	11,674,830	7,259,412
2,181,972.52 units in the Newton Global Growth & Income Fund for Charities	<u>3,588,254</u>	<u>2,347,236</u>
	<u>£ 15,263,084</u>	<u>9,606,648</u>

The Hospice owns 100% of the ordinary share capital of North London Hospice (Trading) Limited, a company registered in England and Wales, company number 2268094. The registered office address of North London Hospice (Trading) Limited is 47 Woodside Avenue, London, N12 8TF.

Until 31st March 2018 North London Hospice (Trading) Limited sold goods on behalf of the public for commission, following which the owners were invited to donate the proceeds to the charity under the gift aid scheme. Since 1st April 2018 this has been dealt with directly by the charity as donated agency sales.

During the year ended 31st March 2022 the Hospice charged North London Hospice (Trading) Limited a management charge of £nil (2021 - £2,824).

<b>14. Debtors</b>	2022	2021
VAT recoverable	104,114	110,742
Other debtors	1,402,104	703,160
Prepayments and accrued income	<u>5,688,778</u>	<u>5,137,442</u>
	<u>£ 7,194,996</u>	<u>5,951,344</u>

Prepayments and accrued income includes measurable legacies committed to North London Hospice as at 31st March 2022, but which were not received by that date, amounting to £4,584,270 (2021 - £3,787,212).

<b>15. Creditors: amounts falling due within one year</b>	2022	2021
Expense creditors	364,586	415,226
Taxation and social security	193,980	193,363
Other creditors	310,235	472,696
Accruals and deferred income	<u>226,733</u>	<u>214,670</u>
	<u>£ 1,095,534</u>	<u>1,295,955</u>

Within other creditors at 31st March 2022 is £nil (2021 - £210,500) owed to the London Pension Fund Authority resulting from the crystallization of the pension fund liability during year ended 31 March 2020.

Other creditors also includes £310,235 (2021 - £262,196) relating to agency sales under the retail Gift Aid scheme.

<b>16. Creditors: amounts falling due after more than one year</b>	2022	2021
Loan - The Governors of the Peabody Donation Fund (secured)		
(including rolled up interest of £1,087,340 (2021 - £956,820))	<u>£ 1,587,340</u>	<u>1,456,820</u>

The loan, the principal sum of which is £500,000, is secured by a charge over certain freehold land owned by the Hospice and only becomes repayable, together with interest thereon equivalent to the drop in real value of the principal sum due to inflation between 30th June 1987 and the date of repayment, in certain eventualities, the main ones being in the event of liquidation or if the building is used for any purpose other than a hospice. The trustees consider the likelihood of such eventualities remote, and accordingly the creditor has been included within creditors: amounts falling due after more than one year.

## 17. Endowment funds

	Mrs. Burgess		Capital Fund	Endowment Fund	Total
	Pauline Glasser Endowment	Fund for Children			
Balance 1st April 2021	599,247	17,000	150,000	2,154,386	2,920,633
Income	15,702	17	150	56,459	72,328
Expenditure	(15,702)	(17)	(150)	(56,459)	(72,328)
Unrealised gains	71,631	-	-	257,569	329,200
<i>Balance 31st March 2022</i>	<i>£ 670,878</i>	<i>17,000</i>	<i>150,000</i>	<i>2,411,955</i>	<i>3,249,833</i>

### Pauline Glasser Endowment:

Under a trust deed dated 1st April 1993 the income of the trust fund may only be applied for the maintenance of the Hospice and for all other charitable purposes for which the North London Hospice was established. The fund is represented by fixed asset investments.

### Mrs. Burgess Fund for Children:

A capital sum of £17,000 was received in June 1995. Income is used for the company's principal charitable purpose. The fund is represented by cash on deposit.

### Capital Fund:

Capital sums of £150,000 were received in 1993 and 1994. Income from the fund can be used for general purposes and the fund is represented by cash on deposit.

### Endowment Fund:

A capital sum of £1,280,095 was received during the year ended 31st March 2008. Income generated from the fund may be used for the Hospice's general purposes. The trustees have also agreed with the donor that part or all of the capital sum may be used on running costs should the need arise in future years in a narrow range of particular circumstances. The fund is represented by fixed asset investments.

## 18. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	Balance		Transfers between funds	Balance
	1st April 2021	Income		
Community and IPU nursing fund	-	14,931	(14,931)	-
Equipment and teaching fund	-	10,390	-	2,879
Haringey Community Team	-	669,683	(669,683)	-
IPU refurbishment project fund	-	14,195	(12,000)	2,195
Front of House Finchley Refurbishment	-	68,600	-	51,825
Overnight Community Service	102,360	263,135	(347,331)	18,164
PCSS fund	-	374,478	(374,478)	-
NHSE COVID-19 Emergency and COVID-19 - Furlough Scheme fund	-	835,161	(835,161)	-
IT equipment fund	-	-	-	-
Single Point of Contact	-	170,062	(170,062)	-
Other	-	3,837	(3,837)	-
<i>£</i>	<i>102,360</i>	<i>2,424,472</i>	<i>(2,427,483)</i>	<i>75,063</i>

Transfers have been made from the Equipment and teaching fund and Front of House Finchley Refurbishment fund to the unrestricted general fund since appropriate expenditure has been incurred and therefore the conditions relating to the inherent restrictions have been complied with.

## 19. Designated fund

The trustees have designated £5,991,743 (2021 - £6,373,888) as a tangible fixed assets fund. This fund represents an amount equal to the net book value of the tangible fixed assets less the creditor falling due after more than one year which is secured by a charge over certain freehold land owned by the Hospice, as it forms part of the funds the Hospice holds that are not readily available to expend on meeting its charitable objectives.

## 20. Analysis of net assets between funds

At 31st March 2022

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	670,878	-	-	670,878
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,411,955	-	-	2,411,955
Restricted funds					
Equipment and teaching fund	-	-	2,879	-	2,879
IPU refurbishment project fund	-	-	2,195	-	2,195
Front of House Finchley Refurbishment	-	-	51,825	-	51,825
Overnight Community Service	-	-	18,164	-	18,164
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,579,083	-	-	(1,587,340)	5,991,743
General fund	-	12,185,251	9,854,479	(1,095,534)	20,944,196
<i>£</i>	<i>7,579,083</i>	<i>15,268,084</i>	<i>10,096,542</i>	<i>(2,682,874)</i>	<i>30,260,835</i>

At 31st March 2021

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	599,247	-	-	599,247
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,154,386	-	-	2,154,386
Restricted funds					
Overnight Community Service	-	-	102,360	-	102,360
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,830,708	-	-	(1,456,820)	6,373,888
General fund	-	11,157,607	8,381,987	(1,295,955)	18,243,639
<i>£</i>	<i>7,830,708</i>	<i>13,911,240</i>	<i>8,651,347</i>	<i>(2,752,775)</i>	<i>27,640,520</i>

## 21. Commitments under operating leases

The company is committed to make the following future minimum lease payments under non-cancellable operating leases for the use of land and buildings:

	2022	2021
Payable within one year	507,860	435,065
Payable within two to five years	791,556	704,809
Payable in more than five years	110,493	-
	<u>£ 1,409,909</u>	<u>1,139,874</u>

## 22. Financial instruments

	2022	2021
Financial assets		
Financial assets measured at fair value	18,164,630	16,606,243
Financial assets that are debt instruments measured at amortised cost	6,810,414	5,575,605
	<u>£ 24,975,044</u>	<u>22,181,848</u>
Financial liabilities		
Financial liabilities measured at amortised cost	<u>£ 1,401,554</u>	<u>1,602,592</u>

## 23. Prior year's statement of financial activities

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
Income:				
Donations and fundraising	1,620,292	138,202	-	1,758,494
Legacies	4,138,281	-	-	4,138,281
Charitable activities				
Grants	3,890,583	4,889,920	-	8,780,503
Other trading activities				
Charity shops sales	1,186,030	-	-	1,186,030
Donated agency sales	172,487	-	-	172,487
Rental income	11,581	-	-	11,581
Investment income	168,139	-	61,793	229,932
Other	246,070	549,151	-	795,221
Total income	<u>11,433,463</u>	<u>5,577,273</u>	<u>61,793</u>	<u>17,072,529</u>
Expenditure:				
Raising funds				
Fundraising and promotion	701,978	18,568	-	720,546
Charity shops expenditure	1,600,915	444,264	-	2,045,179
Investment manager's fees	51,200	-	-	51,200
Charitable activities				
Cost of operation of hospice	4,940,076	5,052,159	61,793	10,054,028
Other				
Interest on loan from The Governors of the Peabody Donation Fund	21,100	-	-	21,100
Total expenditure	<u>7,315,269</u>	<u>5,514,991</u>	<u>61,793</u>	<u>12,892,053</u>
Net gains on investments	1,756,360	-	549,415	2,305,775
Net income before transfers	5,874,554	62,282	549,415	6,486,251
Transfers between funds	63,807	(63,807)	-	-
Net movement in funds	5,938,361	(1,525)	549,415	6,486,251
Reconciliation of funds:				
Total funds brought forward, 1st April 2020	18,679,166	103,885	2,371,218	21,154,269
Total funds carried forward, 31st March 2021	<u>£ 24,617,527</u>	<u>102,360</u>	<u>2,920,633</u>	<u>27,640,520</u>

## Our Trustees

Name	Committee Membership
Lis Burgess Jones Chair	Member of the Board Development, Finance & External Audit and Fundraising Committee's
Simon Morris MBE Vice Chair	Chair of the Fundraising Committee, Member of the Board Development and People and Organisational Development Committee's
Andrew Harris Treasurer and Company Secretary	Chair of the Finance & External Audit Committee
Anna Bokobza Appointed January 2022	Member of the People & Organisational Development Committee
Tom Easterling	Chair of the People & Organisational Development Committee, Member of the Board Development and Clinical Governance & Assurance Committee's
Carol Holmes	Chair of the Retail Committee Member of the Board Development Committee
Saurabh Khare Appointed January 2022	Member of the Retail Committee
Simon Males	Member of the Finance & External Audit and Fundraising Committee's
Dr Mohini Parmar Appointed January 2022	Member of the People & Organisational Development Committee
John Reid	Member of the Finance & External Audit and Retail Committee's
Dr Ujjal Sarkar Appointed January 2022	Member of the Clinical Governance & Assurance Committee
Beverley Taylor	Member of the People & Organisational and Clinical Governance & Assurance Committee's Freedom to Speak up Guardian
Dr Judith Tobin	Member of the Clinical Governance & Assurance Committee
Jennifer Walters	Member of the Fundraising Committee
Dr Cate Woodwark	Chair of the Clinical Governance & Assurance Committee
Geoffrey Hill	Retired January 2022
Julia Brown	Retired July 2021
Lesley Ann Nash	Retired April 2021

## Our Executive Team

Name	
Declan Carroll	Chief Executive Officer
Dr Sam Edward	Medical Director and Consultant in Palliative Medicine
Fran Deane	Director of Clinical Services
Anna Cooper Appointed February 2022	Director of Fundraising & Corporate Engagement
Nadarasa Sooryakumaran	Commercial & Finance Director
Liz Edwards	Director of People
Robin Langrishe Left March 2022	Director of Fundraising

Registered Office	47 Woodside Avenue, London N12 8TF
External Auditor	Moore Kingston Smith LLP Chartered Accountants and Statutory Auditor Orbital House, 20 Eastern Road, Romford Essex RM1 3PJ
Bankers	Barclays Bank p.l.c. Barnet & Hampstead Business Banking PO Box 12820 London N20 0WE
Investment Managers	Newton Investment Management Limited The Bank of New York Mellon Centre 160 Queen Victoria Street, London EC4V 4LA

## Our Vision

# The Best of Life, At the End of Life, for Everyone

North London Hospice cares for patients with a life-limiting illness and supports their families, friends, and carers too. We care for patients in the communities of Barnet, Enfield, and Haringey and in our Inpatient Unit in Finchley. The hospice was established in 1984 as the UK's first multi-faith hospice and each year we care for over 3,500 patients. We are an independent charity and provide all our care, free of charge.

If you would like this publication to be made available in accessible formats such as alternative languages, large print or audio, please speak to the Communications and Marketing Team on 020 8343 6806 or email [CommunicationTeam@northlondonhospice.co.uk](mailto:CommunicationTeam@northlondonhospice.co.uk)



@NLondonHospice



northlondonhospice



@NorthLondonHospice



North London Hospice

North London Hospice  
47 Woodside Avenue,  
London, N12 8TT  
Registered Charity No. 285300

Phone: 020 8343 6806  
Fax: 020 8343 7672  
Email: [nlh@northlondonhospice.co.uk](mailto:nlh@northlondonhospice.co.uk)  
[www.northlondonhospice.org](http://www.northlondonhospice.org)

**NORTH LONDON HOSPICE**

England & Wales - Charity number 285300

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# Accounts

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Company Registration Number: 1654807



NORTH LONDON HOSPICE

(a company limited by guarantee and not having a share capital)

Registered Charity Number: 285300

REPORT AND ACCOUNTS

31st March 2021

NORTH LONDON HOSPICE

REPORT AND ACCOUNTS - 31ST MARCH 2021

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NORTH LONDON HOSPICEBOARD OF TRUSTEES AND PROFESSIONAL ADVISERS

<u>Registered Office:</u>	47 Woodside Avenue London N12 8TF	
<u>Board of Trustees:</u>	Ms. E. B. Jones	(Chairman)
	Mr. G. S. Hill	(Honorary Treasurer and Honorary Secretary)
	Mrs. J. R. Brown	
	Mr. H. T. F. Easterling	
	Mr. A. J. Harris	(appointed 23 February 2021)
	Mrs. C. M Holmes	
	Mr. S. Males	
	Mr. S. Morris	
	Mrs. L. A. Nash	(resigned 27 April 2021)
	Mr. J. Reid	
	Mrs. B. J. Taylor	
	Dr. J. A. Tobin	
	Ms. J. Walters	
	Ms. C. Woodwark	(appointed 28 April 2020)
<u>The Executive Team:</u>	Mr. D. Carroll	(Chief Executive - appointed 3 August 2020)
	Mrs. P. A. McClinton	(Chief Executive - retired 13 August 2020)
	Dr. S. Edward	(Medical Director & Consultant)
	Ms. F. Deane	(Director of Clinical Services)
	Mrs. L. Edwards	(Director of People)
	Mr. R. Langrishe	(Director of Fundraising and Communications)
	Mr. N. Sooryakumaran	(Commercial and Finance Director)
<u>Company Secretary:</u>	Mr. G. S. Hill	
<u>External Auditor:</u>	Moore Kingston Smith LLP Chartered Accountants and Statutory Auditor Orbital House 20 Eastern Road Romford Essex RM1 3PJ	
<u>Bankers:</u>	Barclays Bank p.l.c. Barnet & Hampstead Business Banking P O Box 12820 London N20 0WE	
<u>Investment Managers:</u>	Newton Investment Management Limited The Bank of New York Mellon Centre 160 Queen Victoria Street London EC4V 4LA	

**TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021**

The Board of Trustees of the North London Hospice ('The Hospice') presents its Annual Report for the year ended 31 March 2021 in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The audited accounts for that year are also presented and comply with the Companies Act 2006, the Hospice's governing document and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

**REFERENCE AND ADMINISTRATIVE DETAILS**

The Hospice is a registered charity (No 285300) and a company (No 1654807) limited by guarantee. Its registered office is as shown on page 1.

The present trustees, the names of the senior executive staff and the professional external advisors of the charity are also listed on page 1.

**OBJECTS, OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE HOSPICE**

The Hospice's objects are:

- To relieve sickness and suffering and, in particular but without prejudice to the generality of the foregoing, by the establishment and maintenance of a Hospice in North London for persons suffering from chronic or terminal diseases.
- To relieve the suffering of the families and friends of patients of the North London Hospice and in particular, but without prejudice to the generality of the foregoing, by the provision of practical, bereavement and other emotional support and programmes for education and advice.

Our principal activities to achieve these objects are the provision of specialist palliative care in inpatient, health & wellbeing and community settings. Education and training of healthcare professionals and partnerships with other organisations that share our objects also form an important part of our work. Our key aims achievements and performance against targets are discussed under the headings of "Our Key Aims" and "Achievements and Performance" within the Strategic Report on pages 8 to 16.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Hospice is governed by its Memorandum and Articles of Association adopted on 29 July 1982 and revised by Special Resolution at the Board Meeting held on 26 September 2017.

The Board of Trustees is responsible for the overall governance of the Hospice. Trustees are appointed by a resolution in a general meeting or by the other trustees and the total number of trustees must not exceed 15. The trustees are also the members of the charity and directors of the company. One third of the trustees must submit themselves for re-election by rotation at every Annual Retirement Meeting, trustees to retire by rotation shall be those who have been longest in office since their last appointment.

**TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

Effective partnership between trustees and the Executive Team continues to contribute significantly to our success. To ensure the trustee roles and responsibilities are carried out effectively, trustees are appointed on the basis of an area of professional or personal expertise or experience that complements that of existing trustees. The Hospice has in place insurance policy cover to indemnify any trustee, director or officer against legal liability for damages, costs and expenses permitted by law to be granted to the trustee, director or officer as a result of a wrongful act. Consideration is also given to how a trustee being considered for co-option will contribute to ensuring the diversity of the composition of the Board.

The Board of Trustees meets 8 times a year and individual trustees are required to attend on at least 4 occasions. These meetings set policy, approve and review a medium-term strategic plan and agree operating plans and budgets, as well as monitoring operational and financial performance. In addition, the trustees hold an annual Away Day with the Executive Team where the broad direction and priorities for action for the following year are set. New trustees receive an induction pack containing information about the Hospice and their responsibility as trustees. They also participate in a tailor-made induction programme, designed to ensure an adequate understanding of the work of the Hospice.

**Governance Arrangements**

Skills Analysis of the Trustees carried out in the autumn of 2019 was used to inform the role description for the recruitment of new Trustees early in 2020.

Over the last 12 months, the successful recruitment of 2 additional Trustees has enriched and strengthened the Trustee contribution to Committees and Expert Groups and extended the range of skills and expertise available to the Board. Trustees have been able to expand service visits and plans are in place to introduce Leadership Walkabouts.

The Board has also given consideration to the principles and recommended practice for good governance prescribed in the Charity Governance Code in writing this report.

The Board's role and capacity to monitor the progress and implementation of the overall direction of the Hospice is set out in the Strategic Plan. In order to assist the Board in fulfilling this role, three formal sub-committees with the following areas of responsibility and each sub-committee is chaired by a trustee and has at least two additional trustee members, the Chief Executive and appropriate directors.

The Quality, Safety and Risk sub-committee (formerly the Clinical Governance Committee)

The purpose of this sub-committee is to ensure that adequate systems are in place to maximise the quality of service and minimise organisational risk in relation to patients, carers, support services and non-clinical functions, the wider community and partner organisations. Its key functions are to:

- monitor the quality of clinical services by ensuring compliance with external compliance and regulations;
- monitor all risk management procedures approved by the Board, including the maintenance of risk registers, adverse incidents and infection control;
- review all complaints; and
- consider all aspects of user feedback.

**TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

The Finance sub-committee

The purpose of this sub-committee is to assist the Board in fulfilling its duty to ensure the continuing financial viability of the Hospice. Its key functions are to:

- review the annual budget prior to approval by the Board;
- review the annual report and accounts prior to approval by the Board; and
- oversee the investment portfolio of the Hospice.

The Board Development and Remuneration sub-committee

The purpose of this sub-committee is to assist and advise the Board in its duty to ensure that adequate and appropriate governance arrangements are in place. Its key functions are to:

- develop and review procedures for recruitment and appraisal of trustees;
- review composition of the Board to identify any skills gaps and recommend appropriate action;
- review the collective development of the Board, trustee induction and training and improve the overall governance of the Hospice; and
- make annual recommendations to the Board on the remuneration of the CEO and Executive team.

In addition, two expert groups covering fundraising and retail operations have been set up which report to the Executive team. These are chaired by the appropriate Director and have at least one trustee member with relevant experience.

The Hospice uses the services of a team from Compton Fundraising Consultants Limited to carry out its fundraising activities. The team led by the Director of Fundraising and Communications, engaged exclusively in the work of the Hospice, reports to the Chief Executive. As part of the Executive Team the Director of Fundraising and Communications provides regular updates and is in attendance at the meeting of Board of Trustees of the Hospice who have ultimate responsibility for setting the framework for compliance with best fundraising practice.

**Chief Executive and Senior Managers**

The Chief Executive is responsible for the day to day management of the charity's affairs and for implementing policies agreed by the Board of Trustees. The Chief Executive is assisted by a group of senior managers.

The pay of the Chief Executive and senior managers employed by the Hospice is reviewed annually and normally increased in accordance with pay increments awarded to all staff, benchmarked where appropriate with NHS Agenda for Change pay scales for clinical staff and NJC Local Government pay scales for social workers and a pay scale for administrative non-clinical staff. The Medical Director is employed by the Royal Free London NHS Foundation Trust and the Director of Fundraising and Communications is employed by Compton Fundraising Consultants Limited, their pay awards determined by their respective employers.

**TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

**Group Structure**

The Hospice has a wholly-owned subsidiary - North London Hospice (Trading) Limited (company no. 2268094). The subsidiary company did not trade in the year ended 31 March 2021.

**Statement of Trustees' Responsibilities and Corporate Governance**

The trustees are responsible for their annual report, and for the preparation of accounts for each financial year which give a true and fair view of the incoming resources and application of those resources during the year, and of the state of affairs as at the end of the financial year. In preparing these accounts, the trustees are required to:

- Ensure that suitable accounting policies are established and applied consistently;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards and statement of recommended accounting practice have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the Hospice will continue in operation.

The trustees confirm that they have complied with the above requirements in preparing the accounts.

The trustees have overall responsibility for ensuring that the Hospice has appropriate systems and controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Hospice and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Hospice and for their proper application as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the Hospice is operating efficiently and effectively;
- all assets are safeguarded against unauthorised use or disposition and are properly applied;
- proper records are maintained and financial information used within the Hospice, or for publication, is reliable;
- the Hospice complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable but not absolute assurance against material misstatement or loss. They include:

- a strategic plan and annual budget approved by the Board of Trustees;
- regular consideration by the Board of Trustees of financial results, variances from budgets, non-financial performance indicators and benchmarking reviews;
- delegation of day-to-day management authority and segregation of duties;
- identification and management of risks.

**TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

**Risk Management**

The ultimate responsibility for risk management lies with the Board of Trustees.

The trustees have an ongoing formal risk management process to assess business risks, and implement risk management strategies. This has involved identifying the types of risks the Hospice faces and prioritising them in terms of potential impact and likelihood of occurrence.

The major risks to which the North London Hospice is exposed, as identified by the trustees, have been reviewed and systems have been established to manage those risks.

**Reserves Policy**

The trustees reviewed the policy on reserves in March 2020 and kept the existing policy unchanged. The trustees recognised that the additional financial support provided by the government to counter the impact of the COVID-19 pandemic, together with higher than expected legacy income and investment gains has resulted in reserves ending the year at much higher level than planned. This gives trustees the assurance with deficits forecast in the 2021-25 planning cycle, general unrestricted reserves are likely to be above the 12 months operating expenditure level while investing in our infrastructure, and expanding our reach and the services the hospice offers to its patients and their families, thereby increasing the hospice's baseline costs.

Accordingly the existing policy is at a level that the trustees consider will be adequate. The policy is to maintain at all times unrestricted reserves at a minimum of 9 months of unrestricted operating expenditure, taking account of future forecasts.

On current level of expenditure, maintaining unrestricted general fund between £8.8 million and £11.8 million will ensure long-term financial stability and enable the hospice to withstand external events which may affect the level of income received. Planned investment from reserves as part of the 2021-25 plan to expand our services and improve the infrastructure could result in the reduction of the current level of unrestricted general fund of £18.2 million and increase the baseline cost.

**Investment Policy**

The Memorandum and Articles of Association do not place any restrictions on the investment policy to be adopted. Subject to the Trustee Act 2000, the trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the Hospice.

Specific investment powers are delegated to Newton Investment Management Limited under the following restrictions:

- No investment in tobacco stocks, unquoted shares, derivatives or unregulated collective investment schemes;
- Investments are consolidated in Newton Fund for Charities, effectively holding units in a highly diversified but readily accessible portfolio.

**TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

***PUBLIC BENEFIT STATEMENT***

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".

The North London Hospice's objects comply directly with two of the Charities Act's descriptions of "charitable purpose":

- "the advancement of health" and
- "the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

The Hospice's charitable purpose is enshrined in the wording of the Hospice's objects as stated on page 2.

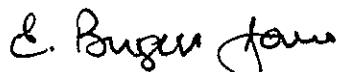
The trustees ensure that this purpose is carried out for the public benefit by delivering services that is valued by our patients, their families and friends and the community in general.

Hospice services are available to those most in need of the services in the London Boroughs of Barnet, Enfield and Haringey. The Hospice provides specialist palliative care in an inpatient, outpatient and therapies and community setting.

**Disclosure of Information to the Auditor**

So far as the trustees are aware, there is no relevant information of which the company's auditor is unaware. The trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Trustees on 14 September 2021 and signed on its behalf by:



**ELISABETH B. JONES**  
Chairman



**GEOFFREY S. HILL**  
Company Secretary and  
Honorary Treasurer

## **STRATEGIC REPORT FOR THE YEAR ENDED 31 MARCH 2021**

The Board of Trustees of the North London Hospice ('The Hospice') presents its Strategic Report for the year ended 31 March 2021.

### ***OUR VISION***

Our Vision is that everyone in our diverse community affected by a potentially life limiting illness has equal access to the services and support they need to optimise their quality of life.

We care about people with a potentially life limiting illness and aim to add quality and meaning to their life journey.

We do this by:

- o Delivering End of Life specialist palliative care;
- o Providing additional support and services to meet individual needs;
- o Sharing our skills and experience to influence others providing care;
- o Maximising and supporting community involvement.

We provide this care and support to people in their own homes, care homes or in the hospice itself.

### ***OUR KEY AIMS***

As part of the Three-Year Plan, 2018-21, the overall aim for 2020/21 was working together to make a difference to palliative and end of life care in our diverse communities by:

- o Increasing collaborative partnerships internally and externally;
- o Changing our internal approach to service delivery within available resources;
- o Extending our reach and sphere of influence to meet increasing demand; and
- o Embed NLH values and behaviours.

To achieve this we identified four strategic objectives:

- o Each service to re-evaluate service delivery to be responsive to change - based on internal and external feedback;
- o Seek out new collaborative opportunities internally and externally;
- o Ensure quality of user experience remains central to all service delivery;
- o Develop effective/smooth transitions and understanding between services.

Progress towards all of these was impacted by COVID-19, needing to continually adapt how our services were delivered during the year to attain the best outcome.

### ***ACHIEVEMENTS AND PERFORMANCE***

**Each service to re-evaluate service delivery to be responsive to change - based on internal and external feedback**

The need for our services is growing and this has been reflected in the Sustainability and Transformation Partnership (STP) funding for the Community Expansion. The ageing population is increasing significantly and the NHS overarching aim is to reduce hospital admissions.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

The STP funding over 2 years was to reach a target of supporting 75% of expected deaths in each Borough. For year 2 of this plan the target for each Borough was 1,414 for Barnet, 642 for Haringey and 1,142 for Enfield. Despite COVID-19 impacting the level of referrals from primary care providers, we received 1,101 for Barnet, 534 for Haringey and 730 for Enfield during the year,

As visiting and assessing people at home became more complex due to the risk of COVID-19, we adapted the way we work to include virtual assessments as well as face-to-face, giving people referred to us a choice. At this time more people wanted to remain at home to avoid being admitted to hospital or hospice due to the visiting restrictions. This strengthened partnership working with our community colleagues including general practitioners and district nurses to support more people to die at home. The community Clinical Nurse Specialists provided additional support out-of-hours by being on call from 17.00 -20.00 for patients and professionals, supplementing the Out of Hours service to ensure a 24-hour service including urgent overnight visits to patients' homes.

We streamlined the referrals process by accepting referrals out-of-hours 24/7. During the year our clinical database (EMIS) (Egton Medical Information Systems) where we hold our patient records was developed further. This has been a significant two-year project for the Hospice involving all clinicians and support staff which has demonstrated improved efficiencies across services.

In the second year of our two-year carers strategy and community engagement we have supported training for non-medical prescribers.

Despite the COVID-19 pandemic preventing patients from visiting our Health and Wellbeing Centre we developed and provided virtual support for patients in health and wellbeing services.

The Health and Wellbeing Service continued its co-productive approach to supporting patients and carers. A large proportion of the work by the Health and Wellbeing team during the year has been conducted via video conferencing. The team have set up and run sessions/activities covering rehab and self-management, wellbeing activities as well as providing psychological/emotional support and symptom management.

It has been a challenging year but the social work team has remained committed to the development of a formal service for carers. Our previous consultation with carers continued to influence service development and delivery and topics identified have been the themes of our online sessions. A total of 22 sessions have taken place on zoom with excellent attendance.

The Compassionate Neighbours (CN) service continued to provide support to the community with a move to more telephone or virtual support

Development of IT systems is driven by user needs and in particular convergence with NHS IT strategy. IT resource was prioritised to meet the need for a large number of staff to be able to work remotely from home as well as from the office as and when required. This IT solution was put in place quite quickly without compromising data security. Access to videoconferencing and office telephone network also allowed staff to work more effectively.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

Being able to share clinical records with other providers of care through increased use of Coordinate My Care, use of digital clinical system supporting joined-up working across all care settings (EMIS), and ensuring uninterrupted access to Health and Social Care Network (HSCN) was also a priority during the year

In the last quarter of the year we embarked on the project to migrate to Office 365 to improve further remote working and communication through use of Microsoft Teams and intranet. This project scheduled to complete in 2021/22 requires the IT network and telephone infrastructure to be upgraded.

The Fundraising Department has had another challenging year in 2020/21 as all events involving face to face contact had to be cancelled due to the COVID-19 restrictions imposed by the UK government. However, some of these events as well as other new ones were held virtually. Together with an Emergency Appeal and continued support from our long-term donors, donations for the year was higher at £1.76 million. Our legacy income has again performed well with over £4.13 million being given or pledged.

We have developed a partnership with Local Hospice Lottery and are continually assessing new income initiatives to further develop the income of the department in order to meet the increasing hospice operational costs.

During the year all our charity shops were required to remain shut for 206 days during the period of national lockdowns to counter the spread of the coronavirus. Government help through the furlough scheme and retail grants have gone a long way to mitigate the losses for the year from trading activities but still ended the year short of annual contributions it makes towards hospice care.

We opened our 18th shop, a large premises with warehouse space, in the year, enabling storage of a large quantity of donated goods which helped to boost overall sales for the year. COVID-19 also impacted available volunteers as number of them were vulnerable and required to shield to stay safe.

All recommended COVID-19 measures, risk assessments and operational procedures were reviewed regularly and put in practice to ensure safety of staff, volunteers and customers.

**Seek out new collaborative opportunities internally and externally**

It was recognised that the COVID-19 pandemic would result in greater numbers of people dying in the community and we led and supported a number of critical initiatives during the crisis. We worked closely with other care providers and our medical consultants joined the National Palliative and End of Life Care Network (PEoLC), representing the London Clinical Leadership Group.

We played a critical role in developing clinical guidelines for managing end-of-life in the community in relation to medication and care which were cascaded across London. We continue to actively work with the London Respiratory Network and the London Oxygen Group representing end-of-life care.

With increasing cases of COVID-19 in care homes and many care homes not allowing visits even from clinical teams, we provided virtual assessments by telephone or video and offered virtual ward rounds to support whole units during outbreaks within the care homes to respond to urgent needs. Throughout the first wave we attended monthly North Central London (NCL) care home strategy meetings to share best practice, develop a learning resource pack and to ensure a joined-up co-ordinated approach at an NCL level.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

Our staff also volunteered and contributed to staffing community verification of death teams, vaccination centres and intensive care units. Medical consultants participated in a voluntary regional on-call specialist telephone advice service covering the acute hospitals out-of-hours during the first wave of the pandemic on a voluntary basis and provided membership to ethics and clinical decision-making groups.

We continue to meet regularly with Marie Curie Hospice to share experiences and consider opportunities to work together.

NLH will continue to be a part of the PallE8 network across North Central and North East London.

Funding from Health Education England enabled palliative and end-of-life care training to be delivered to London Ambulance Service paramedics and technicians. 36 staff were trained in total and 10 successfully completed the Level 5 accredited course.

The summer and autumn schools continued, although at reduced numbers to allow for social distancing, and were delivered to local and international students and a virtual training workshop highlighting the work of the Hospice was also delivered to over 250 students.

NHS digital has a stated aim to develop joined-up digital systems. Health Information Exchange (HIE) work has been progressed and the first phase completed by Cerner/EMIS enabling the Hospice to be able to access patient records uploaded onto HIE from acute and community health providers including general practice. This is already proving to be very beneficial to the Hospice. We hope to work with HIE during 2021/22 to enable the Hospice patient records to be shared on HIE.

**Ensure quality of user experience remains central to all service delivery**

Recruitment to the clinical workforce continues to be a challenge. During the year some vulnerable staff had to shield and others needed to self-isolate for a period of time either having tested positive or coming into contact with people who had contracted the coronavirus also resulted in staffing levels being much lower.

Six members of staff embarked on a two-year Nursing Apprenticeship scheme within the Hospice.

The development of non-medical prescribing within services enabled suitably trained healthcare professionals to enhance their roles and effectively use their skills and competencies to improve patient care in a range of settings, including management of long-term conditions and palliative care. Clinical Nurse Specialists (CNS) have the appropriate pre-requisites to be trained in this skill and this will empower them to improve patient care by prescribing, where appropriate, for community patients.

It is our desire to achieve an 80% occupancy rate for the In-Patient Unit (IPU) consistently throughout the year (5,256 bed days), dependent on vacancies and sickness absence. Although patient admissions have been at a similar level to last year, COVID-19 has resulted in much shorter length of stay due to patient referrals to the service being made at a much more advanced stage of their illness. Occupancy rates in the IPU for the year was 59.5%.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

Continued quality improvement through audit and monitoring of our services to ensure compliance with Care Quality Commission (CQC) standards, End of Life Standards and Peer Review were progressed by wider departmental participation in audits, completion of action plans and evidence for Peer Review.

Personalised care planning, internal and external training, co-ordinated data collection, periodic reporting and real-time user feedback was continued during the year. Results of the patients' survey indicate that we continue to maintain our high standards, treating our patients and their relatives with compassion, understanding, courtesy, respect and dignity.

Robust management of risk, complaints and incidents was continued through completion of appropriate documentation and incorporated within all managers' objectives.

**Develop effective/smooth transitions and understanding between services**

We want to ensure that people (staff and volunteers) are the heart of the organisation. The People Strategy is designed to enable us to recruit, develop, support and engage our people for North London Hospice now and into the future. We want the Hospice to develop in line with our mission and ensure that we are working together as one team empowering our staff and volunteers to innovate and grow to provide the best possible service to our patients and their families.

Staff were involved in the development of the set of values that are now incorporated into the Personal Development Review (PDR) process and are part of recruitment and selection. Our values are:

Walk the talk;

- Trusting Relationships
- Adaptable
- Learning and development
- (K) Communication

The aim is to create one organisation by supporting the development of a learning culture and communicating the Mission Vision and Values of the Hospice.

Internally, focus has been on ensuring Hospice staff are provided with quality mandatory training and additional training based on identified need. The training databases are currently being reviewed to ensure they are accurately recording the required data.

Students were welcomed into the Hospice from a variety of professions and a preceptorship programme was designed to support newly qualified staff on IPU.

Continued training through the Management Development Programme "Leading from the middle" combined with open staff and volunteer forums and staff presentations has enabled communication about how the organisation is performing and embed volunteers in to services.

We have continued the opportunities for reflecting on the emotional impact of the work of the Hospice through directly employing Clinical Supervisors, available regularly to provide a flexible range of individual and small group sessions, as well as the Schwartz Round. This is a well-tested mechanism to bring all parts of the organisation together (Clinical and Non-Clinical) on a monthly basis to witness the experience of delivering challenging services.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

***FINANCIAL REVIEW OF THE YEAR***

Total incoming resources were £17.07 million in the year ended 31 March 2021, compared with £13.07 million in the year ended 31 March 2020. Total donations and fundraising were 7.5% higher at £1.76 million. Within this total, unrestricted donations of £1.62 million increased by 6.9%. Restricted donations were £138K in 2021, £18K higher than the previous year.

Legacy income of £4.14 million in 2021 was £890K (27.4%) higher than the previous year. Legacy receipts fluctuate from year to year and are unpredictable.

Investment income was lower by 23.2% at £230K and overall, including gains in the value of the Hospice's portfolio of investments of £2.31 million, represents a return of 22.3%.

Other trading activities reflect the charity shops operations, made up of charity shops sales of £1.19 million (2020: £2.08 million), donations of agency sales and Gift Aid of £172K (2020: £589K) and rental income of £12K (2020: £12K). Charity shops also received £444K (2020: £Nil) funding for staff on furlough and £185K (2020: £370K) COVID-19 Retail, Hospitality and Leisure grants. However, as at 31 March 2021, there were £89K less agency sales (2020: £28K more) pending conversion to donations. Adjusting for these, income generated from the charity shops operations decreased by £1.17 million to £1.91 million as a result of the shops required to remain shut during periods of national lockdown.

In addition to the restricted grant from Betty Messenger Charitable Foundation of £314K (2020: £302K) and NHSE COVID-19 Emergency Funding totalling £3.52 million, NHS funding increased by £263K. Restricted NHS funding of £374K was received towards the direct cost of providing Palliative Care Support Service and a further £681K towards the cost of operating the Haringey Community Team. The core NHS funding increased by 4.8% to £3.71 million for the year ended 31 March 2021.

Total expenditure was £12.89 million, compared with £12.66 million in the previous year. The net increase in expenditure reflects the general cost of inflation and staff pay settlement.

Net income including investment gains amounted to £6.49 million compared with net expenditure of £(211K) in the previous year. The net income of £5.94 million (2020: £43K) on unrestricted funds (i.e. ongoing operations) was mainly due to the one off COVID-19 NHSE Emergency Funding and Furlough Scheme receipts of £4.07 million and £1.76 million gains on investments. A budgeted deficit for the year ending 31 March 2022 and forecast deficits for the following two years again reinforces the need for caution about the Hospice's financial position in the medium term.

The outbreak of COVID-19 severely affected the World stock markets in the last quarter of the prior year and much of the £2.31 million gains on investments in the current year resulted from recovering the prior year's losses.

The last active member of the pension scheme administered by the London Pensions Fund Authority left the scheme in September 2019 and the pension scheme was closed during the prior year. Accordingly, no further provision is required (2020: £462K).

During the year the Hospice utilised the help of over 620 volunteers across all services. The value of this work is difficult to quantify but is crucial to continuing the work of the Hospice at its current level.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

***OPERATIONAL OBJECTIVES – 2020/21***

All activity in clinical services has been impacted by the measures that were required to be put in place to counter the spread of COVID-19. This has meant that the way services were delivered do not reflect the performance indicators used in the past. As such no specific targets were set for 2020/21, and the actual results listed below provide a measure of the activity during the year with comparison to 2019/20 objectives.

**All Services**

Objective: Aim to care for 3,600 patients during the year.

During the year First Contact received 3,158 referrals and triaged 2,428 patients to one or more of our services. The number is less than last year and lower than the ambitious target as part of the Sustainability and Transformation Partnership.

**Inpatient Unit**

Objective: Aim to care for 360 patient admissions and maintain 80% occupancy.

We cared for 334 patients with 341 admissions during the year. The number of admissions is higher than last year but below the target of 360 with occupancy at 59.5%, a decrease from 74.7% of available capacity last year.

**Community Teams**

Objectives: Aim to care for 2,485 new patients.  
Aim to achieve a 65% home death rate.

During the year 2,365 referrals were made to the Community Teams and, in line with COVID-19 guidance, provided a significant amount of care remotely by telephone and videoconferencing support for patients rather than face to face patient contacts. The community overnight service also received 7,059 calls and carried out 428 visits to patients, an increase from 122 visits last year. Of the Community Team patients, 72% were able to die in their own homes, an increase from 56% last year. Hospital deaths have decreased from 22% last year to 11%.

**Health & Wellbeing Services**

Objective: Aim to care for 200 new patients and achieve 1,840 group attendances.

Despite the closure of the Health & Wellbeing Centre to most patients at the start of lockdown, referrals received were only 13% lower than last year, with around 32% of consultations carried out by videoconferencing.

**Palliative Care Support Service**

Objective: Aim to care for 400 patients and provide 22,840 hours of care.

Palliative Care Support Service (PCSS) provided care to 374 patients an increase from 365 last year totalling 10,098 hours of direct care to patients in their own homes, falling short of our ambitious target.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

***POSITION OF THE CHARITY AT THE END OF THE YEAR***

The unrestricted general fund at the year-end represented some 19.2 months of underlying unrestricted expenditure and above the reserves policy of holding at least 9 months of unrestricted expenditure.

***OPERATIONAL OBJECTIVES - 2021/22***

The COVID-19 pandemic continues to restrict the delivery of clinical services. This has meant that the way services are delivered do not reflect the performance indicators used in the past. As such no specific targets have been set for 2021/22, and the objectives listed below provide a measure based on targets set in 2019/20.

The following, specific operational objectives were agreed for 2021/22:

**All Services**

Objective: We expect to care for about 3,600 patients during the year.

**Inpatient Unit**

Objective: Aim for 360 patient admissions and 80% occupancy.

**Community Teams**

Objectives: Aim to care for 2,485 new patients.  
Aim to achieve a 65% home death rate.

**Health & Wellbeing Services**

Objective: Aim to care for 200 new patients and achieve 1,840 group attendances.

**Palliative Care Support Service**

Objective: Aim to care for 400 patients and provide 22,840 hours of care.

***PRINCIPAL RISKS AND UNCERTAINTIES***

There is still ongoing uncertainty about levels of future NHS funding for hospices, with greater reliance on grant income to meet the need within the NHS for the provision of end of life care.

The Hospice continues to take steps to improve voluntary donations and fundraising income. The current economic climate with continued uncertainty resulting from COVID-19 and increased competition for the same resources has meant that the external trend of donations is downwards and raising voluntary income will be hard for many years to come. The shortage of able-bodied volunteers, increased competition from other charity shops and reduced footfall on the High Street as more purchases are being made online continue to impact the charity shops performance.

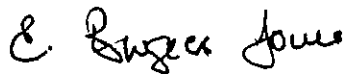
Internal and external drivers such as the coronavirus pandemic which affect Hospice staffing levels increase the risk from staff sickness and increased staff turnover resulting in higher costs and a failure to achieve a level of care expected by service users and Commissioners.

Although there is continued uncertainty of the ultimate impact of COVID-19 pandemic on the charity and its activities, the action that has been taken, together with the contingency plans that may be necessary to make going forward, combined with the level of reserves held, mean that the trustees expect the charity to be able to continue its activities.

**STRATEGIC REPORT  
FOR THE YEAR ENDED 31 MARCH 2021 (Continued)**

However, the general uncertainty in the funding streams with increased reliance on legacy income, which is unpredictable, the planned investment from reserves to improve the infrastructure and the upward trend in our baseline cost may result in unrestricted general fund falling in the coming years. While reductions in services would be avoided if at all possible, increases in income levels remain crucial to the ongoing operation and development of the Hospice.

Approved by the Board of Trustees on 14 September 2021 and signed on its behalf by:



**ELISABETH B. JONES**  
Chairman



**GEOFFREY S. HILL**  
Company Secretary and  
Honorary Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH LONDON HOSPICE

Opinion

We have audited the accounts of North London Hospice (the 'charitable company') for the year ended 31st March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the accounts, 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 Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 accounts section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the accounts 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 accounts 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 accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Continued.....

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH LONDON HOSPICE  
(Continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 5, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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:

- enquiry of management and those charged with governance.
- reviewing accounts disclosures and testing to supporting documentation to assess compliance.
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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

Continued.....

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH LONDON HOSPICE

(Continued)

Auditor's responsibilities for the audit of the accounts (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the accounts, including the disclosures, and whether the accounts represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our 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 charitable company's members those matters which we are required to state to them in an auditor's report addressed to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP*

*14 October 2021*

Karen Wardell (Senior Statutory Auditor)  
for and on behalf of  
Moore Kingston Smith LLP, Statutory Auditor  
Statutory Auditor

Orbital House  
20 Eastern Road  
Romford  
Essex RM1 3PJ

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

## NORTH LONDON HOSPICE

STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING THE INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED:	31ST MARCH 2021			2020	
	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Total funds
<b>Income:</b>					
Donations and fundraising	1,620,292	138,202	-	1,758,494	1,635,583
Legacies	4,138,281	-	-	4,138,281	3,248,749
Charitable activities					
Grants	4 3,890,583	4,889,920	-	8,780,503	5,169,876
Other trading activities					
Charity shops sales	1,186,030	-	-	1,186,030	2,082,592
Donated agency sales	172,487	-	-	172,487	589,397
Rental income	11,581	-	-	11,581	11,655
Investment income	5 168,139	-	61,793	229,932	299,562
Other	6 246,070	549,151	-	795,221	31,136
<b>Total income</b>	<b>11,433,463</b>	<b>5,577,273</b>	<b>61,793</b>	<b>17,072,529</b>	<b>13,068,550</b>
<b>Expenditure:</b>					
Raising funds					
Fundraising and promotion	7 701,978	18,568	-	720,546	791,829
Charity shops expenditure	8 1,600,915	444,264	-	2,045,179	1,992,120
Investment manager's fees	51,200	-	-	51,200	50,062
Charitable activities					
Cost of operation of hospice	9 4,940,076	5,052,159	61,793	10,054,028	9,794,037
Other					
Interest on loan from The Governors of the Peabody Donation Fund	21,100	-	-	21,100	36,799
<b>Total expenditure</b>	<b>7,315,269</b>	<b>5,514,991</b>	<b>61,793</b>	<b>12,892,053</b>	<b>12,664,847</b>
Net gains/(losses) on investments	13 1,756,360		549,415	2,305,775	(614,723)
Net income/(expenditure) before transfers	5,874,554	62,282	549,415	6,486,251	(211,020)
Transfers between funds	19 63,807	(63,807)	-	-	-
Net income/(expenditure) after transfers	5,938,361	(1,525)	549,415	6,486,251	(211,020)
Other recognised losses					
Actuarial losses on defined benefit pension scheme	17 -	-	-	-	(462,000)
Net movement in funds	5,938,361	(1,525)	549,415	6,486,251	(673,020)
<b>Reconciliation of funds:</b>					
Total funds brought forward, 1st April 2020	18,679,166	103,885	2,371,218	21,154,269	21,827,289
Total funds carried forward, 31st March 2021	£ 24,617,527	102,360	2,920,633	27,640,520	21,154,269

All incoming resources and resources expended derive from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

The detailed comparative information for the statement of financial activities is included at note 24.

The attached notes form part of these accounts.

NORTH LONDON HOSPICE

<u>BALANCE SHEET</u>	<u>Note</u>	<u>31ST MARCH</u>	
		<u>2021</u>	<u>2020</u>
Fixed assets:			
Tangible assets	12	7,830,708	7,982,988
Investments	13	13,911,240	11,375,939
Total fixed assets		21,741,948	19,358,927
Current assets:			
Debtors	14	5,951,344	3,211,858
Cash on deposit		2,456,170	1,854,189
Cash on current account and in hand		243,833	204,351
Total current assets		8,651,347	5,270,398
Liabilities:			
Creditors: amounts falling due within one year	15	(1,295,955)	(1,828,836)
Net current assets		7,355,392	3,441,562
Total assets less current liabilities		29,097,340	22,800,489
Creditors: amounts falling due after more than one year	16	(1,456,820)	(1,646,220)
Net assets excluding pension liability		27,640,520	21,154,269
Defined benefit pension scheme liability	17	-	-
Total net assets		27,640,520	21,154,269
The funds of the charity:			
Endowment funds	18	2,920,633	2,371,218
Restricted income funds	19	102,360	103,885
Unrestricted funds			
Designated fund	20	6,373,888	6,547,268
General fund		18,243,639	12,131,898
Total charity funds		27,640,520	21,154,269

Approved for issue by the Board of Trustees on 14th September 2021 and signed on its behalf by:-



ELISABETH B. JONES (Chairman)



GEOFFREY S. HILL (Honorary Treasurer)

The attached notes form part of these accounts.

NORTH LONDON HOSPICE  
STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED:

31ST MARCH

	<u>2021</u>	<u>2020</u>
Net cash provided by/(used in) operating activities	866,823	(523,822)
Cash flows from investing activities		
Investment income		
Income from UK listed investments	229,526	291,628
Interest receivable	406	7,934
Purchases of tangible fixed assets	(225,766)	(440,436)
Purchases of fixed asset investments	(229,526)	(291,628)
Cash used in investing activities	(225,360)	(432,502)
Increase/(decrease) in cash and cash equivalents in the year	641,463	(956,324)
Cash and cash equivalents at the beginning of the year	2,058,540	3,014,864
Cash and cash equivalents at the end of the year	<u>2,700,003</u>	<u>2,058,540</u>

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

Net movement in funds	6,486,251	(673,020)
Investment income		
Income from UK listed investments	(229,526)	(291,628)
Interest receivable	(406)	(7,934)
Depreciation	377,846	362,459
Loss on disposals of tangible fixed assets	200	-
Interest payable	21,100	36,799
Net (gains)/losses on investments	(2,305,775)	614,723
Actuarial losses on defined benefit pension scheme	-	462,000
Increase in debtors	(2,739,486)	(1,312,870)
(Decrease)/increase in creditors	(743,381)	1,127,649
Defined benefit pension scheme liability crystallized	-	(842,000)
Net cash provided by/(used in) operating activities	<u>866,823</u>	<u>(523,822)</u>

Analysis of cash and cash equivalents

Bank deposit accounts (less than three months)	2,456,170	1,854,189
Bank current accounts	241,850	202,390
Cash in hand	1,983	1,961
Total	<u>2,700,003</u>	<u>2,058,540</u>

Analysis of changes in net funds

	<u>At start of year</u>	<u>Movement</u>	<u>At end of year</u>
Cash at bank and in hand	204,351	39,482	243,833
Deposits	1,854,189	601,981	2,456,170
£	<u>2,058,540</u>	<u>641,463</u>	<u>2,700,003</u>

NORTH LONDON HOSPICEACCOUNTING POLICIES FOR THE YEAR ENDED 31ST MARCH 2021Company information

North London Hospice is a company limited by guarantee incorporated in England and Wales. The registered office is 47 Woodside Avenue, London, N12 8TF.

a) Basis of preparation of accounts and assessment of going concern

The accounts have been prepared under the historical cost convention with the exception of investments which are included at their market value. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Companies Act 2006 and Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the company.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The trustees have prepared the accounts on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future as the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The additional support provided by the Government, combined with the level of reserves held, mean that the trustees expect the charity to be able to continue its activities for a period of at least 12 months from the approval of these accounts. Accordingly, the trustees continue to adopt the going concern basis in the preparation of the accounts.

North London Hospice meets the definition of a public benefit entity under FRS 102.

b) Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the accounts.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Endowment funds are capital funds that must be retained for the benefit of the charity. The use of income arising from these capital sums may be subject to restrictions.

Investment income, gains and losses are allocated to the appropriate fund.

c) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are accounted for when received by the charity. Tax reclaimed in respect of Gift Aid is accounted for on an accruals basis. Tangible assets donated are included in the accounts at their market value. Goods donated to fundraising shops are included in the accounts when sold. The charity also receives the benefit of work carried out by volunteers, the value of which cannot be quantified.

NORTHLONDON HOSPICEACCOUNTING POLICIES FOR THE YEAR ENDED 31ST MARCH 2021 (Continued)c) Income (continued)

Grant and service level agreement income is recognised in the period to which the income relates. Government grant income from the Coronavirus Job Retention Scheme (furlough income) is recognised in the Statement of Financial Activities in the period to which the underlying furloughed staff costs relate. Government grant income received from the Retail, Hospitality and Leisure Grant Fund is recognised in the Statement of Financial Activities in the period in which the charity meets the criteria for entitlement.

Income from investments has been taken into the accounts when receivable. Interest receivable has been accounted for on an accruals basis.

d) Expenditure and irrecoverable value added tax

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Staff and other costs are allocated directly to the activity for which they are incurred. Costs of raising funds comprises the costs associated with attracting voluntary income and the costs of operating the charity's shops.

Charitable activities expenditure comprises those costs incurred in the delivery of hospice services. It includes both costs that can be directly allocated and those of an indirect nature necessary to support them including governance costs.

Not all value added tax is recoverable. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

e) Capitalisation and depreciation

The trustees have adopted the policy that small items of expenditure, being those less than £1,000, of a capital nature are not capitalised but are included in resources expended.

Freehold land is not depreciated. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2% straight-line
Furniture, fixtures, fittings and medical equipment	-	20% straight-line
Motor vehicles	-	25% straight-line
Refurbishment	-	10% straight-line

f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

g) Stocks

Stocks of donated goods to fundraising shops are not reflected in the accounts because the trustees consider it is impracticable to be able to assess the amount of donated goods until sale as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

h) Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid.

i) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

NORTH LONDON HOSPICEACCOUNTING POLICIES FOR THE YEAR ENDED 31ST MARCH 2021 (Continued)j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l) Pensions

The charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The assets of the defined benefit schemes are held separately from those of the Hospice by the National Health Service Superannuation Scheme and the Local Government Pension Scheme.

The assets of the National Health Service Superannuation Scheme cannot be identified on a consistent and reasonable basis. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the charity. The contributions are determined by qualified actuaries on the basis of periodic valuations.

The North London Hospice ceased to be an admitted body to the Local Government Pension Scheme during the year ended 31st March 2020, once the last active member had left the scheme. This has resulted in the crystallization of the cessation deficit now forming part of creditors.

Until the North London Hospice ceased to be an admitted body, Local Government Pension Scheme assets were measured at fair value and liabilities were measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations were obtained at least triennially and were updated at each balance sheet date. The resulting defined benefit asset or liability was presented separately on the face of the balance sheet. The amounts included in expenditure were the current service costs and gains and losses on settlements and curtailments. They were included as part of staff costs. Past service costs were recognised immediately in the statement of financial activities if the benefits had vested, that is, where entitlement to benefits had become unconditional. If the benefits had not vested immediately, the costs were recognised over the period until vesting occurred. The interest cost and the expected return on assets were shown as a net amount of other finance costs or credits adjacent to interest. Actuarial gains and losses were recognised immediately.

Defined contribution scheme pension costs charged in the accounts represent the amounts payable to the scheme in respect of the year. Where employees' wages and salaries are allocated to unrestricted or restricted funds, the pension costs relating to those employees, and any associated liabilities, are allocated to the same funds.

m) Operating leases

Rental costs under operating leases are charged in the accounts in equal annual instalments over the period of the leases.

NORTH LONDON HOSPICENOTES TO THE ACCOUNTS - 31ST MARCH 20211. Legal status

North London Hospice is a company limited by guarantee and has no share capital. It is registered in England and Wales. The members of the company are the trustees named on page 1, of which there were 14 at 31st March 2021 (2020 - 12 members). In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

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

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

*Key sources of estimation uncertainty*

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the tangible fixed assets and accounting policy e) for the useful economic lives for each class of asset.

3. Group accounts

The charity has one wholly owned subsidiary company, North London Hospice (Trading) Limited. Group accounts have not been prepared as the subsidiary company is not material in the context of the group. Accordingly, these accounts present information about the charity as an individual entity and not about its group.

## NORTH LONDON HOSPICE

## NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

	Unrestricted funds	Restricted funds	Endowment funds	Total
<b>4. Grants</b>				
<i>Year ended 31st March 2021</i>				
Barnet Clinical Commissioning Group	1,861,408	212,160	-	2,073,568
Enfield Clinical Commissioning Group	1,655,632	162,318	-	1,817,950
Haringey Clinical Commissioning Group	123,060	-	-	123,060
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	681,092	-	681,092
Betty Messenger Funding	-	314,346	-	314,346
NHSE COVID-19 Emergency Funding	-	3,520,004	-	3,520,004
COVID-19 - Retail, Hospitality and Leisure Grants	185,123	-	-	185,123
	<u>£ 3,890,583</u>	<u>4,889,920</u>	<u>-</u>	<u>8,780,503</u>

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.

*Year ended 31st March 2020*

Barnet Clinical Commissioning Group	1,816,702	204,000	-	2,020,702
Enfield Clinical Commissioning Group	1,533,953	159,135	-	1,693,088
Haringey Clinical Commissioning Group	121,000	-	-	121,000
NHS Partial Offset of Pensions Costs	64,317	-	-	64,317
North Middlesex Hospital NHS Trust	-	598,433	-	598,433
Betty Messenger Funding	-	302,336	-	302,336
COVID-19 - Retail, Hospitality and Leisure Grant	370,000	-	-	370,000
	<u>£ 3,905,972</u>	<u>1,263,904</u>	<u>-</u>	<u>5,169,876</u>

**5. Investment income***Year ended 31st March 2021*

Income from UK listed investments	167,900	-	61,626	229,526
Interest receivable	239	-	167	406
	<u>£ 168,139</u>	<u>-</u>	<u>61,793</u>	<u>229,932</u>

*Year ended 31st March 2020*

Income from UK listed investments	210,354	-	81,274	291,628
Interest receivable	7,266	-	668	7,934
	<u>£ 217,620</u>	<u>-</u>	<u>81,942</u>	<u>299,562</u>

## NORTH LONDON HOSPICE

## NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

	Unrestricted <u>funds</u>	Restricted <u>funds</u>	Endowment <u>funds</u>	<u>Total</u>
<b>6. Other income</b>				
<i>Year ended 31st March 2021</i>				
Education income	223,425	-	-	223,425
Management charge	2,824	-	-	2,824
Insurance claim	19,821	-	-	19,821
COVID-19 - Furlough Scheme	-	549,151	-	549,151
	<u>£ 246,070</u>	<u>549,151</u>	<u>-</u>	<u>795,221</u>
<i>Year ended 31st March 2020</i>				
Education income	£ 31,136	-	-	31,136
<b>7. Fundraising and promotion</b>				
<i>Year ended 31st March 2021</i>				
Staff costs	603,569	18,568	-	622,137
Other costs	98,409	-	-	98,409
	<u>£ 701,978</u>	<u>18,568</u>	<u>-</u>	<u>720,546</u>
<i>Year ended 31st March 2020</i>				
Staff costs	645,263	-	-	645,263
Other costs	146,566	-	-	146,566
	<u>£ 791,829</u>	<u>-</u>	<u>-</u>	<u>791,829</u>
<b>8. Charity shops expenditure</b>				
<i>Year ended 31st March 2021</i>				
Staff costs	745,360	444,264	-	1,189,624
Other costs	337,787	-	-	337,787
Rents paid under operating leases	515,045	-	-	515,045
Rates and water	2,723	-	-	2,723
	<u>£ 1,600,915</u>	<u>444,264</u>	<u>-</u>	<u>2,045,179</u>
<i>Year ended 31st March 2020</i>				
Staff costs	1,121,650	-	-	1,121,650
Other costs	321,907	-	-	321,907
Rents paid under operating leases	500,620	-	-	500,620
Rates and water	45,355	-	-	45,355
Depreciation	2,588	-	-	2,588
	<u>£ 1,992,120</u>	<u>-</u>	<u>-</u>	<u>1,992,120</u>

## NORTH LONDON HOSPICE

NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

	Unrestricted <u>funds</u>	Restricted <u>funds</u>	Endowment <u>funds</u>	<u>Total</u>
9. <u>Cost of operation of hospice</u>				
<i>Year ended 31st March 2021</i>				
Direct costs				
Hospice staff costs	2,490,684	4,986,387	61,793	7,538,864
Catering and cleaning services	78,477	1,200	-	79,677
Other medical costs	157,789	20,885	-	178,674
Support costs				
Support staff costs	922,783	23,420	-	946,203
Premises costs	329,752	5,000	-	334,752
Other costs	563,439	15,267	-	578,706
Depreciation	377,846	-	-	377,846
Governance costs (see Note 10)	19,306	-	-	19,306
	<u>£ 4,940,076</u>	<u>5,052,159</u>	<u>61,793</u>	<u>10,054,028</u>
<i>Year ended 31st March 2020</i>				
Direct costs				
Hospice staff costs	5,779,645	1,214,731	81,942	7,076,318
Catering and cleaning services	107,748	-	-	107,748
Other medical costs	182,037	12,068	-	194,105
Support costs				
Support staff costs	856,019	18,917	-	874,936
Premises costs	482,371	1,739	-	484,110
Other costs	665,218	13,705	-	678,923
Depreciation	359,871	-	-	359,871
Governance costs (see Note 10)	18,026	-	-	18,026
	<u>£ 8,450,935</u>	<u>1,261,160</u>	<u>81,942</u>	<u>9,794,037</u>

Support costs including governance costs incurred relating to fundraising and promotion and charity shops are immaterial. Consequently all support costs are included in the cost of operation of hospice.

## NORTH LONDON HOSPICE

NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

	<u>Unrestricted funds</u>	<u>Restricted funds</u>	<u>Endowment funds</u>	<u>Total</u>
<b>10. Governance costs</b>				
<i>Year ended 31st March 2021</i>				
Auditors' remuneration	10,935	-	-	10,935
Accountancy fees	8,371	-	-	8,371
	<u>19,306</u>	<u>-</u>	<u>-</u>	<u>19,306</u>
	£ 19,306	-	-	19,306
<i>Year ended 31st March 2020</i>				
Auditors' remuneration	10,330	-	-	10,330
Accountancy fees	7,696	-	-	7,696
	<u>18,026</u>	<u>-</u>	<u>-</u>	<u>18,026</u>
	£ 18,026	-	-	18,026

**11. Staff costs, trustee remuneration and expenses and the cost of key management personnel**

	<u>2021</u>	<u>2020</u>
Wages and salaries	9,103,009	8,609,702
Social security costs	728,802	678,108
Pension costs	465,017	430,357
	<u>10,296,828</u>	<u>9,718,167</u>
	£ 10,296,828	9,718,167

The charity operates both defined benefit and defined contribution schemes for its employees, the pension charge for the year is shown above. At the balance sheet date £68,605 (2020 - £65,323) was accrued for pension costs.

**Analysis by function:**

Hospice services	7,538,864	7,076,318
Fundraising and promotion	622,137	645,263
Shops	1,189,624	1,121,650
Support	946,203	874,936
	<u>10,296,828</u>	<u>9,718,167</u>
	£ 10,296,828	9,718,167

The number of higher paid employees was:

	<u>2021 Number</u>	<u>2020 Number</u>
£60,000 to £70,000	7	2
£70,000 to £80,000	3	1
£80,000 to £90,000	1	1
£100,000 to £110,000	-	2
£110,000 to £120,000	1	-

NORTH LONDON HOSPICENOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)11. Staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)

Contributions were made to a defined benefit scheme for six (2020 - three) higher paid employees and to a defined contribution scheme for five (2020 - two) higher paid employees. Total contributions in the year amounted to £61,720 (2020 - £39,180).

No trustees have received any remuneration in respect of their services or had any expenses reimbursed (2020 - the same).

The average number of employees, analysed by function, was:

	<u>2021</u> <u>Number</u>	<u>2020</u> <u>Number</u>
Hospice services	125	123
Fundraising and promotion	11	12
Shops	41	40
Support	20	20
	<u>197</u>	<u>195</u>

The staff costs and numbers of employees do not include any allowance for the work carried out for the Hospice by over 620 volunteers. Volunteers have carried out a variety of roles including welcoming visitors to the Hospice, assisting staff in the inpatient unit in serving meals, helping to transport patients to and from the Health and Welfare Centre, carrying out numerous administrative functions and helping at fundraising events, and a significant number of volunteers assist in our charity shops. The value of this work cannot be quantified.

The key management personnel of the charitable company are the trustees and the executive team, comprising the Chief Executive, the Medical Director, the Commercial and Finance Director, the Director of Fundraising and Communications, the Director of People and the Director of Clinical Services. The employee benefits of the key management personnel totalled £567,427 (2020 - £539,879).

12. Tangible fixed assets

	<u>Freehold land and buildings</u>	<u>Furniture, fixtures and fittings</u>	<u>Medical equipment</u>	<u>Motor vehicles</u>	<u>Refurbishment</u>	<u>Total</u>
<b>Cost</b>						
At 1st April 2020	10,180,777	2,046,829	377,052	120,254	483,617	13,208,529
Additions	-	67,159	53,000	-	105,607	225,766
Disposals	-	(11,330)	-	-	(750)	(12,080)
At 31st March 2021	<u>10,180,777</u>	<u>2,102,658</u>	<u>430,052</u>	<u>120,254</u>	<u>588,474</u>	<u>13,422,215</u>
<b>Depreciation</b>						
At 1st April 2020	2,906,871	1,744,463	336,366	120,254	117,587	5,225,541
Charge for the year	175,393	117,527	26,079	-	58,847	377,846
Disposals	-	(11,330)	-	-	(550)	(11,880)
At 31st March 2021	<u>3,082,264</u>	<u>1,850,660</u>	<u>362,445</u>	<u>120,254</u>	<u>175,884</u>	<u>5,591,507</u>
<b>Net book values</b>						
At 31st March 2021	<u>£ 7,098,513</u>	<u>251,998</u>	<u>67,607</u>	<u>-</u>	<u>412,590</u>	<u>7,830,708</u>
At 31st March 2020	<u>£ 7,273,906</u>	<u>302,366</u>	<u>40,686</u>	<u>-</u>	<u>366,030</u>	<u>7,982,988</u>

Freehold land and buildings includes buildings with a cost of £8,769,618 (2020 - the same) that are being depreciated.

Freehold land and buildings have not been revalued. The trustees consider that there is no advantage in obtaining a valuation as the land and buildings are used exclusively for charitable purposes.

All assets are held for charitable use.

## NORTH LONDON HOSPICE

## NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

13. <u>Fixed asset investments</u>	<u>2021</u>	<u>2020</u>
Listed investments:		
Market value at 1st April 2020	11,370,939	11,694,034
Additions at cost	229,526	291,628
Net gains/(losses) on investments	2,305,775	(614,723)
	<hr/>	<hr/>
Market value at 31st March 2021	13,906,240	11,370,939
Cost of shares in subsidiary company:		
North London Hospice (Trading) Limited	5,000	5,000
	<hr/>	<hr/>
	£ 13,911,240	11,375,939
	<hr/>	<hr/>

The historical cost of the listed investments as at 31st March 2021 was £9,364,767 (2020 - £9,135,241).

At 31st March 2021 the listed investments all related to UK equities listed on the International Stock Exchange, London.

At 31st March 2021 UK equities comprised:

	<u>Market value</u> £	<u>Cost</u> £
6,798,165.31 units in the Newton Growth Fund for Charities	10,719,347	7,089,692
2,137,276.53 units in the Newton Global Growth & Income Fund for Charities	3,186,893	2,275,075
	<hr/>	<hr/>
	£ 13,906,240	9,364,767
	<hr/>	<hr/>

The Hospice owns 100% of the ordinary share capital of North London Hospice (Trading) Limited, a company registered in England and Wales, company number 2268094. The registered office address of North London Hospice (Trading) Limited is 47 Woodside Avenue, London, N12 8TF.

Until 31st March 2018 North London Hospice (Trading) Limited sold goods on behalf of the public for commission, following which the owners were invited to donate the proceeds to the charity under the gift aid scheme. Since 1st April 2018 this has been dealt with directly by the charity.

During the year ended 31st March 2021 the Hospice charged North London Hospice (Trading) Limited a management charge of £2,824 net of VAT (2020 - £nil).

## NORTH LONDON HOSPICE

## NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

14. Debtors

	<u>2021</u>	<u>2020</u>
VAT recoverable	110,742	140,374
Other debtors	703,160	366,548
Prepayments and accrued income	5,137,442	2,704,936
	<u>£ 5,951,344</u>	<u>3,211,858</u>

Prepayments and accrued income includes measurable legacies committed to North London Hospice as at 31st March 2021, but which were not received by that date, amounting to £3,787,212 (2020 - £2,009,789).

15. Creditors: amounts falling due within one year

	<u>2021</u>	<u>2020</u>
Expense creditors	415,226	446,105
Amount owed to subsidiary company	-	3,389
Taxation and social security	193,363	187,426
Other creditors	472,696	979,187
Accruals and deferred income	214,670	212,729
	<u>£ 1,295,955</u>	<u>1,828,836</u>

Within other creditors at 31st March 2021 is £210,500 (2020 - £631,500) owed to the London Pension Fund Authority resulting from the crystallization of the pension fund liability during year ended 31 March 2020.

Other creditors also includes £262,196 (2020 - £347,687) relating to agency sales under the retail Gift Aid scheme.

16. Creditors: amounts falling due after more than one year

	<u>2021</u>	<u>2020</u>
Loan - The Governors of the Peabody Donation Fund (secured) (including rolled up interest of £956,820 (2020 - £935,720))	1,456,820	1,435,720
London Pension Fund Authority (see note 15)	-	210,500
	<u>£ 1,456,820</u>	<u>1,646,220</u>

The loan, the principal sum of which is £500,000, is secured by a charge over certain freehold land owned by the Hospice and only becomes repayable, together with interest thereon equivalent to the drop in real value of the principal sum due to inflation between 30th June 1987 and the date of repayment, in certain eventualities, the main ones being in the event of liquidation or if the building is used for any purpose other than a hospice. The trustees consider the likelihood of such eventualities remote, and accordingly the creditor has been included within creditors: amounts falling due after more than one year.

17. Defined benefit pension scheme liability

Under the rules of the Local Government Pension Scheme, the North London Hospice ceased to be an admitted body to the scheme during the year ended 31st March 2020, once the last active member had left the scheme. This has resulted in the crystallization of the cessation deficit now forming part of creditors.

	<u>2021</u>	<u>2020</u>
Net liability at 1st April 2020	-	380,000
Amount debited to the statement of financial activities, being actuarial losses	-	462,000
Liability crystallized during the year	-	(842,000)
Net liability at 31st March 2021	<u>£ -</u>	<u>-</u>
The amount included in the balance sheet comprises:		
Present value of funded obligation	-	-
<u>Deduct:</u> Fair value of scheme assets	-	-
Net liability in the balance sheet	<u>£ -</u>	<u>-</u>

The fixed charge given by the charity over one of its freehold properties in favour of the London Pension Fund Authority in respect of the net liability was discharged on payment of the last quarterly instalment, due on 21st May 2021.

NORTH LONDON HOSPICENOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)18. Endowment funds

	Pauline Glasser Endowment	Mrs. Burgess Fund for Children	Capital Fund	Endowment Fund	Total
Balance 1st April 2020	479,699	17,000	150,000	1,724,519	2,371,218
Income	13,426	-	-	48,367	61,793
Expenditure	(13,426)	-	-	(48,367)	(61,793)
Unrealised gains	119,548	-	-	429,867	549,415
Balance 31st March 2021	£ 599,247	17,000	150,000	2,154,386	2,920,633

Pauline Glasser Endowment:

Under a trust deed dated 1st April 1993 the income of the trust fund may only be applied for the maintenance of the Hospice and for all other charitable purposes for which the North London Hospice was established. The fund is represented by fixed asset investments.

Mrs. Burgess Fund for Children:

A capital sum of £17,000 was received in June 1995. Income is used for the company's principal charitable purpose. The fund is represented by cash on deposit.

Capital Fund:

Capital sums of £150,000 were received in 1993 and 1994. Income from the fund can be used for general purposes and the fund is represented by cash on deposit.

Endowment Fund:

A capital sum of £1,280,095 was received during the year ended 31st March 2008. Income generated from the fund may be used for the Hospice's general purposes. The trustees have also agreed with the donor that part or all of the capital sum may be used on running costs should the need arise in future years in a narrow range of particular circumstances. The fund is represented by fixed asset investments.

19. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	Balance 1st April 2020	Income	Expenditure	Transfers between funds	Balance 31st March 2021
Community and IPU nursing fund	-	49,256	(49,256)	-	-
Equipment and teaching fund	-	21,922	-	(21,922)	-
Garden and building maintenance fund	-	5,000	(5,000)	-	-
Haringey Community Team	-	681,092	(681,092)	-	-
IPU refurbishment project fund	-	43,875	(19,840)	(24,035)	-
Kitchen refurbishment fund	-	1,000	-	(1,000)	-
Overnight Community Service	103,885	314,346	(315,871)	-	102,360
PCSS fund	-	374,478	(374,478)	-	-
NHSE COVID-19 Emergency and COVID-19 - Furlough Scheme fund	-	4,069,155	(4,069,155)	-	-
IT equipment fund	-	16,850	-	(16,850)	-
Other	-	300	(300)	-	-
£	103,885	5,577,274	(5,514,992)	(63,807)	102,360

Transfers have been made from the restricted equipment and teaching fund, the IPU refurbishment project fund, the kitchen refurbishment fund and the IT equipment fund to the unrestricted general fund since appropriate expenditure has been incurred and therefore the conditions relating to the inherent restrictions have been complied with.

## NORTH LONDON HOSPICE

## NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

20. Designated fund

The trustees have designated £6,373,888 (2020 - £6,547,268) as a tangible fixed assets fund. This fund represents an amount equal to the net book value of the tangible fixed assets less the creditor falling due after more than one year which is secured by a charge over certain freehold land owned by the Hospice, as it forms part of the funds the Hospice holds that are not readily available to expend on meeting its charitable objectives.

21. Analysis of net assets between funds

At 31st March 2021

	Tangible <u>fixed assets</u>	<u>Investments</u>	Current <u>assets</u>	<u>Creditors</u>	<u>Total</u>
Endowment funds					
Pauline Glasser Endowment	-	599,247	-	-	599,247
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,154,386	-	-	2,154,386
Restricted funds					
Overnight Community Service	-	-	102,360	-	102,360
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,830,708	-	-	1,456,820	6,373,888
General fund	-	11,157,607	8,381,987	1,295,955	18,243,639
	<u>£ 7,830,708</u>	<u>13,911,240</u>	<u>8,651,347</u>	<u>2,752,775</u>	<u>27,640,520</u>

At 31st March 2020

<u>Company</u>	Tangible <u>fixed assets</u>	<u>Investments</u>	Current <u>assets</u>	<u>Creditors</u>	<u>Total</u>
Endowment funds					
Pauline Glasser Endowment	-	479,699	-	-	479,699
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	1,724,519	-	-	1,724,519
Restricted funds					
Overnight Community Service	-	-	103,885	-	103,885
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,982,988	-	-	1,435,720	6,547,268
General fund	-	9,171,721	4,999,513	2,039,336	12,131,898
	<u>£ 7,982,988</u>	<u>11,375,939</u>	<u>5,270,398</u>	<u>3,475,056</u>	<u>21,154,269</u>

NORTH LONDON HOSPICENOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)22. Commitments under operating leases

The company is committed to make the following future minimum lease payments under non-cancellable operating leases for the use of land and buildings:

	<u>2021</u>	<u>2020</u>
Payable within one year	435,065	466,437
Payable within two to five years	704,809	1,166,281
Payable in more than five years	-	26,926
	<hr/>	<hr/>
£	1,139,874	1,659,644
	<hr/> <hr/>	<hr/> <hr/>

23. Financial instruments

	<u>2021</u>	<u>2020</u>
Financial assets		
Financial assets measured at fair value	16,606,243	13,431,011
Financial assets that are debt instruments measured at amortised cost	5,575,605	2,759,274
	<hr/>	<hr/>
£	22,181,848	16,190,285
	<hr/> <hr/>	<hr/> <hr/>
Financial liabilities		
Financial liabilities measured at amortised cost	£ 1,602,592	2,348,521
	<hr/> <hr/>	<hr/> <hr/>

## NORTH LONDON HOSPICE

## NOTES TO THE ACCOUNTS - 31ST MARCH 2021 (Continued)

24. Prior year's statement of financial activities

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
Income:				
Donations and fundraising	1,515,441	120,142	-	1,635,583
Legacies	3,248,749	-	-	3,248,749
Charitable activities				
Grants	3,905,972	1,263,904	-	5,169,876
Other trading activities				
Charity shops sales	2,082,592	-	-	2,082,592
Donated agency sales	589,397	-	-	589,397
Rental income	11,655	-	-	11,655
Investment income	217,620	-	81,942	299,562
Other	31,136	-	-	31,136
Total income	11,602,562	1,384,046	81,942	13,068,550
Expenditure:				
Raising funds				
Fundraising and promotion	791,829	-	-	791,829
Charity shops expenditure	1,992,120	-	-	1,992,120
Investment manager's fees	50,062	-	-	50,062
Charitable activities				
Cost of operation of hospice	8,450,935	1,261,160	81,942	9,794,037
Other				
Interest on loan from The Governors of the Peabody Donation Fund	36,799	-	-	36,799
Total expenditure	11,321,745	1,261,160	81,942	12,664,847
Net losses on investments	(355,642)	-	(259,081)	(614,723)
Net (expenditure)/income before transfers	(74,825)	122,886	(259,081)	(211,020)
Transfers between funds	118,341	(118,341)	-	-
Net (expenditure)/income after transfers	43,516	4,545	(259,081)	(211,020)
Other recognised losses				
Actuarial losses on defined benefit pension scheme	(462,000)	-	-	(462,000)
Net movement in funds	(418,484)	4,545	(259,081)	(673,020)
Reconciliation of funds:				
Total funds brought forward, 1st April 2019	19,097,650	99,340	2,630,299	21,827,289
Total funds carried forward, 31st March 2020	£ 18,679,166	103,885	2,371,218	21,154,269