

Trustees' Report and Financial Statements



dovehouse
hospice

caring for people with a life limiting illness

March 2021



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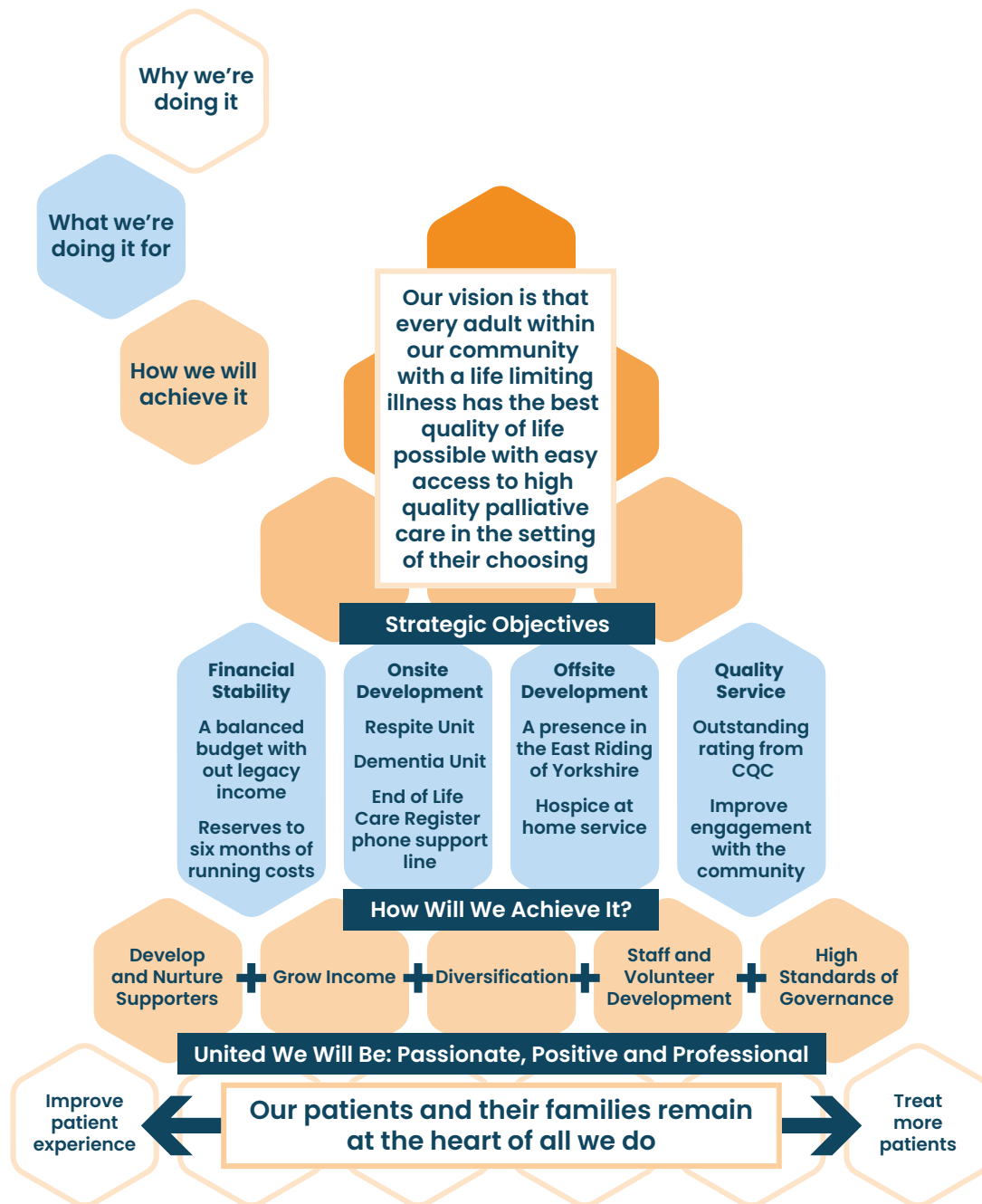
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Vision, Strategy and Values

Our Vision and Strategy

Below is a summary of the hospice's 10-year strategy, as set in 2016.



With so much having changed during the last year, the Trustees have decided to review and renew the strategy early and this work will be completed during 2021-22.

Our Values

United we will be Passionate, Positive and Professional

Welcome from the Chief Executive and Chair



Chris Sadler
Chief Executive



Philip Daniels
Chairman of the Board of Trustees

A Challenging Year

Over the past year we have all faced many unprecedented challenges as we come to terms with living through a pandemic and the influence this has had on all our lives. The realities of Covid-19 started to hit home for the charity back in March 2020, with the impact both immediate and severe. Some of our services had to stop whereas others had to adapt, with almost draconian measures put in place, far removed from the open welcoming environment we had built our care around. But this was only part of the problem as our charitable funding tap had been turned off: all three lockdowns closed our retail outlets, decimated fundraising and lottery operations, and severely hampered our trading activities.

So, across the board it has been a difficult year for Dove House but also a year where we have had to juggle the uncertainty with our funding and services alongside a hinterland of anxieties across the organisation. At the forefront of this has been our amazing staff, worried about their own health and wellbeing, but at the same time committed to keeping our services open and accessible with the excellent care and support to some of the most vulnerable in our society. Throughout, this has been a time to bring our culture to life, the values and behaviours, the one big team approach that provides the essential thread in the fabric of the organisation.

In the first few months our focus was on trying to address the conflict between the needs of the beneficiaries and the sustainability of the organisation, demand versus resource, at a time when we had so much uncertainty around our funding. However, even during the most difficult times **we continued to put the patient and their family at the heart of all our decision making.** So, our focus centred around adaptation, closing services but opening others, redeploy rather than furlough, restricted but accessible, as we had to rewrite our care offer in a hastily developed emergency response plan. Keeping our inpatient unit open was essential but Dove House also stepped up and provided an additional 12 beds (on a separate unit) to the NHS to support capacity and relieve pressure on the acute hospitals. So, we never wavered on our purpose and our doors always remained open to patients, but just as important to families and friends wishing to visit loved ones.

Funding

As the year started to unfold it became clear the important role the hospice sector would play in supporting the NHS throughout the pandemic. This was evident through the Government's targeted financial support for the sector, which provided a lifeline for Dove House and gave us some certainty on our funding. This allied to other more universal support schemes (retail grants and the job retention scheme) gave Dove House the necessary funding to mitigate the losses from conventional areas of income generation.

However it is also important to acknowledge the tremendous support we have received, and continue to receive from the community. We are indebted to all those that have picked up the fundraising baton over the past year, with individual challenges, scarecrow festivals and Santa runs, just some of the innovative ways in which people have continued to help the charity through this difficult period. The uncertainty on our fundraising activities will continue into the new financial year as we start to open up our retail outlets, lottery recruitment and fundraising events. The drop off in national support will mean our ability to meet our running costs will be tested as we look to recover our internal funding to the levels we achieved prior to the pandemic.

Communication

We are also conscious that during the last year we have gone from a hospice that prioritised and highly valued face to face staff and trustee interaction to one that communicates primarily online. Trustee Meetings, Meet and Mingles, Ideas Days, ELT on tour and regular staff updates have all been casualties of the pandemic. It is clear that the adoption of digital technologies over this period has often been driven by necessity but in a positive way this is something we will embrace as we start to get back to some sort of normality. However, it is our intention to re-establish these face-to-face initiatives once again, so we can navigate our way back to being a hospice that is united as we work together as one big team.

Stakeholder Analysis

However, it is important that the organisation starts to look forward as we move towards a reimagined post pandemic future with passion and purpose. This will be underpinned by robust stakeholder analysis, a chance for all our stakeholders to help the organisation meet their needs and expectations, and shape our care and services in the future. Our goal is to break down barriers, widen our access and extend our reach so that everyone that needs our support can access our services. So, as we move into the new financial year there will be opportunities to be involved and influence what Dove House will look like in the future.

Goodbye

It would not be possible to reflect on 2020/21 without mentioning the retirement of our previous Chief Executive, Dr Anna Wolkowski. During her time as Chief Executive Anna built and cultivated a culture of compassion and innovation at Dove House which paved the way for a number of accolades including being voted 5th in the Sunday Times Top 100 Best Not For Profit Organisations to work for in the UK, and under her leadership the hospice has become a 24/7 fully accessible service.

Anna led our hospice with compassion and strength, building solid foundations on which we hope to develop. Anna even moved into the hospice for the first three months of lockdown to ensure she was able to be hands on when the hospice needed it most. This in itself speaks volumes about Anna's incredible commitment to Dove House over the years.

Everyone here misses her greatly and we cannot thank her enough for everything she did for the organisation.

Thank You

This trustees report and financial statements reflect on an extraordinary year for Dove House. It provides detailed information on our financial position, highlights the challenges we faced, but also celebrates our work and the vital services we provide to the local community.

Sincere thanks to all our staff, volunteers and trustees for their unwavering support over the past year and to all our supporters for their amazing generosity.

Carl and Beth's Story

“

My wife Beth, who was diagnosed with breast cancer seven years ago, spent just over two wonderful months at Dove House before she died at just 40 years old in September 2020. Our boys, Ethan and Jared, are only 15 and 12 – they are too young to lose their mum, but with the help of Dove House we are navigating this journey with the best support we could hope for.

We had no idea what to expect when the word 'hospice' was first mentioned to us, we really didn't think it was the right place for us. But the second you walk in the door you are greeted with such warmth and so many smiles that any worries you have just disappear. I knew then that Beth would be happy and if Beth was happy the boys would be too.

Dove House helped shoulder the burden of having to know what is best, they helped me with what felt like the hardest questions I had to answer. But they also showed me that it's ok to not always have the answers. Nothing can prepare you for losing your partner, and certainly not at the age Beth was. She will not get to see our amazing boys grow up and that will never be ok, but by being at Dove House and not at home we were able to focus on making memories while they were caring for her every need. They made it possible for us to actually have fun at the most heartbreaking times of our lives.

The time Beth spent at Dove House has given us such wonderful memories. Beth was in the hospice during the Coronavirus pandemic and even so, Ethan and Jared were able to visit every day, we had birthday parties, made crafts together and the hospice even arranged a movie night for us. We just wanted to feel like a normal family doing everyday things, and I will be forever grateful to Dove House for making this happen. The hospice staff arranged for us to have a sleep over all together at the hospice, surprising us with breakfast in bed the next day! These are the things you normally take for granted; losing Beth has taught me to cherish every little moment.



These memories will live on even though Beth is sadly no longer with us and it is these, and all of the amazing things we did as a family, that keep us going; they keep us strong when really, we are beside ourselves with grief. Now, after Beth has died, Dove House are still helping us to cope, showing us how to be a family even though our biggest part is no longer here.

I honestly couldn't tell you where we would be if they hadn't scooped us up and put their Dove House wings around us.

We can never repay the hospice enough for helping us be a proper family right until the end – we honestly would have been lost without them.

”

Our Numbers Make a Difference

Our facts and figures represent a snapshot of the work carried out throughout the year. Clearly the Coronavirus pandemic has had a significant impact on these figures in comparison to previous years. Nevertheless they highlight the vital care we have continued to provide despite the restrictions and the amazing support we continue to receive from the local community.



Our Services

A year like no other

Covid-19 has had a huge impact on our Clinical Services and in response to the ever-changing government guidance we have had to pause, adapt and reimagine some of our services during an unprecedented year. Nevertheless, despite the challenges, we have received 1,710 referrals from which a total of 961 patients and relatives were supported, some being referred to more than one of our services.

Our whole team strives to provide excellent person-centered care seeing each patient as an individual with their own needs and preferences. A key element in our approach is to listen to patients so they are involved throughout all stages of the planning and delivery of their care. We also use our multidisciplinary team with different skills and expertise to develop care plans for patients but also to extend our care and support to family and friends. This will often involve every day moments, where staff and volunteers are there for patients and families, making a cup of tea, listening to someone's hopes and fears, supporting families and simply just being there when needed. We will always be here to provide specialist palliative care; pain and symptom control, respite, and end of life care, but often it's the small things that make a difference, showing kindness and compassion, living our values of being passionate, professional and positive about all we do.





“
We watched as he was treated with care and compassion which allowed him to leave us calmly, quietly and with dignity after so much pain, listening to his favourite songs... Despite the added challenge of the current pandemic, the excellent facilities allowed the family to gather in his final hours and support each other, for that we will always be grateful.
”

Wilberforce Inpatient Unit

The Wilberforce Unit has 21 beds and offers 24-hour pain and symptom control, respite care, and end of life care. The unit comprises of four bedded rooms and single rooms. The rooms lead onto the beautiful gardens. Care and support is provided by our Multi-Disciplinary Team of Nurses, Doctors, Physiotherapists, Occupational Therapists, Complementary Therapists, and Family Support Team.

Throughout the pandemic we remained open. We have adapted our services in accordance with Government and Public Health England advice. All patients were admitted into single rooms and given the layout of our rooms this meant we had to reduce our beds from 21 to 11. Throughout the whole of this year staff and visitors have had to wear PPE including surgical masks, aprons and gloves.

Despite the restrictions and difficult circumstances, we have always put the patient and the family at the heart of our decision-making allowing families and friends to visit loved ones on the unit. In order to do this, we introduced a Ward Helper role to meet and greet visitors, ensure handwashing and the wearing of PPE. We have had many positive comments regarding visiting – some families had not seen their loved ones for weeks prior to coming to the hospice. We also facilitated virtual contact between patients and relatives via Zoom and Face Time.

At the start of the pandemic, we were not asked to take Covid patients, but as time went on and NHS services were put under pressure we stepped up to the challenge and took patients from the community and hospital who had palliative care

needs and were Covid positive. Some of these patients required aerosol generating procedures and all staff were fit tested and provided with their own reusable FFP3 mask to ensure safe practice. We continued to care for patients with very complex needs who could not be cared for elsewhere.

During the period of April 2020 – March 2021 we admitted **296 patients** on the unit, 203 of which died here at the hospice. 190 patients achieved their preferred place of care, 13 were unable to return home due to the lack of services available to care for them, or families being unable to have them at home. **Of the 296 admissions, 140 were for pain and symptom control, 137 for end-of-life care, 19 for respite care.** An audit of referrals from the acute trust to hospice inpatient services carried out by the Specialist Palliative Care Team at Hull University Teaching Hospitals (HUTH) for the period Jan 2020 – Dec 2020 showed that Dove House Hospice admitted 116 patients direct from hospital. This also highlighted that **82% of all referrals to local hospices came to Dove House Hospice, 73% were transferred on the same or next day.** The transfer of patients from hospital to hospice has not only enabled patients and families to receive excellent person-centered care and support from our Multi-Disciplinary Team, but it has also supported the NHS to use their beds and services appropriately in response to the pressures they were facing due to the pandemic.

Our Services – continued

Amy Johnson Community Hub (AJCH)

Normally our Day Therapy Service opens three days a week to patients providing social, respite, and specialist palliative care and support. The AJCH also hosts our community group Friday Friends. Unfortunately, we had to pause all of these sessions due to the pandemic although we have kept in touch with patients and carers over a number of different platforms. We have however also used the AJCH to provide socially distanced Covid safe one-to-one sessions for pain and symptom control, breathlessness, acupuncture, physiotherapy clinics and occupational therapy assessments.



Therapy Team

Our **Physiotherapists** and **Occupational Therapists** aim to enhance the persons quality of life, independence, and confidence by reducing the impact the illness has on daily life and improving physical abilities. The team also run groups and outpatient services for breathlessness, fatigue, anxiety, and mindfulness. Our **Complementary Therapists** use therapies to ease patients' symptoms and provide an increased sense of wellbeing and relaxation. Therapies offered are aromatherapy, reiki, massage and reflexology.

Our therapies team continued to support patients on the Wilberforce Unit and on a one-to-one basis. Despite the difficult environment and the obvious challenges, the team have provided clinics for breathlessness, acupuncture, anxiety management, and assessment of needs. There were **218 treatments provided on the Wilberforce Unit and 64 treatments in the outpatient clinic**. However, we also realised the importance of supporting staff and so the team provided daily relaxation and mindfulness sessions.

In April 2020 we were about to launch our **Sing to Breathe Project** just as we felt the full impact on our services of the pandemic. However, despite the restrictions on our group work we managed to launch the service via online video conferencing. These sessions were facilitated by the therapies team and our Music Therapist. Singing regularly as part of a group is good for general health and wellbeing and this has shown to have benefits for

people living with long-term lung conditions that include: control of breathing, improvement of posture, and reduction of anxiety.

Our **Music Therapist** continued to support patients and families by carrying out sessions over Zoom on a one-to-one basis. There were a total of **282 music therapy sessions**, many of them with bereaved children. This service also provided additional support through music on the Wilberforce Unit, creating a wonderful calming, relaxing atmosphere. Music therapy was also a fundamental part of the team which developed and delivered our Sing to Breathe project.

“
I enjoyed the breathing exercises, singing, and speaking to other members of the group, very useful, I feel better for doing it.
”



Motor Neurone Disease (MND) Community Specialist Nurse

Our MND Nurse provides support for patients with MND and their families who are living with this complex and progressive life limiting condition. Support begins at diagnosis and patients and carers are visited in their homes.

Although it was not possible to carry out home visits during this year, our MND nurse and clinical staff maintained frequent contact with patients and families, liaising with other health professionals, and referring patients to the Wilberforce Unit where appropriate.

Family Support Team

We support the patient, their family and the bereaved, giving practical, emotional, and spiritual support from our team of Social Workers and Chaplaincy Volunteers. The team help people address the non-medical issues affecting patients' lives, giving support, advice, and guidance on a variety of issues as well as being a listening ear. The Family Support Team (FST) also run groups such as the Carers Group, and the Stepping Stones Bereavement Group.

Prior to the pandemic the FST carried out much of their work in the community supporting patients and families carrying out home visits. Due to Covid we could not carry out visits, run our Stepping Stones Bereavement Group, or Carers Group. The team continued to support patients and families who were on our Wilberforce Unit but also quickly adapted their service. They supported people via telephone and saw people for one-to-one support in our Community Hub ensuring social distancing and wearing PPE. There were **256 one-to-one meetings, and 1,112 telephone calls made.**

Child Bereavement Groups

Our Child Bereavement Groups are funded by Children in Need and are open to any child or young person from Hull or East Yorkshire who has experienced bereavement. The aim of the service is to encourage children and young people to attend sessions where they can discuss how they are feeling with others in the same situation, develop coping mechanisms and confidence.

This service is now entering its third year. Due to lockdown and the restrictions in place we were only able to run a limited number of groups this year. Our Child Bereavement Coordinator continued to work throughout carrying out assessments and supporting children, via telephone, Zoom, and in one-to-one sessions at the hospice, also adapting sessions and materials to ensure social distancing and safety. This service also links with schools and other children's services. The children were experiencing all of the uncertainties of the pandemic as well as coping with their own losses.

“
I have noticed a huge change; she has left each session feeling better and has opened up to me a lot more. It has definitely helped her to feel less alone. She realised other kids go through it too. Before she would never talk about her Dad. Since starting the sessions, I have noticed her mention him.
”

Our Services – continued

Community Engagement

Due to Covid we had to limit our engagement with external groups however our Community Engagement Lead has continued to maintain links virtually with other providers. They are also responsible for service user feedback and collate the responses and comments from the Family and Friends group. Throughout the past year **100% of those who responded to our family and friends survey said they would recommend our services to others should they be in a position to need our care.** This service also provided and delivered on line sessions to community groups such as The University of the Third Age to promote awareness of hospice services.

ECHO

Our ECHO project supports care home staff across Hull and East Yorkshire using video technology. As the sessions are run online, care home staff can access from their setting without having to attend external sessions in person which would have been impossible during the pandemic.

ECHO continued to support care home staff and develop communities of practice with the philosophy, "Everyone a teacher, everyone a learner". So far sessions have been held on palliative and end of life care, dementia, learning disabilities, and PPE. The sessions enable sharing of experience, and best practice. Feedback from those attending sessions has included improved confidence in providing end of life care within a care home setting, also increased skills to support families at end of life. Having these skills within care homes help prevent hospital admissions, giving staff confidence to care for people at the end of life.



MSc in Dementia

We were asked to collaborate with Hull University with their MSc in Dementia by writing the module Dying Well with Dementia. This covered 12 weeks and was an online module, members of our clinical team wrote 9 sessions covering advance care planning, non-pharmacological interventions, comfort care, and loss and grief. We received very good feedback from the university and the students.



Marilyn and Brian's Story

“

My name is Marilyn and my husband Brian died at the hospice early in 2021. He was diagnosed with prostate cancer about 6 years ago and when we found out it was terminal we made sure we enjoyed the time we had left. Almost every weekend we were at the beach, Brian loved a drive out, he'd laugh and say that the car could drive itself to the beach we used to go that often! We didn't know how many more trips we would get to go on together.

When we got back from a trip to Bournemouth, where we had enjoyed the seaside even though Brian needed a wheelchair by then, Brian didn't feel well and he went into hospital. Due to the Coronavirus pandemic and visiting restrictions we didn't see him for the whole three weeks he was there. Not being able to see me, our children or grandchildren had such a negative impact on him and he went downhill very quickly, he had given up. We had been married for 48 years and all of a sudden, at a time we needed to be together the most, we were separated.

It was such a relief when he came to the hospice after so long in hospital, Brian needed his family around him and at Dove House we could be together, it was desperately what we all wanted. He was transferred on Christmas Eve and within a few hours myself and our daughter were sat by his bedside. **Words cannot express how grateful I am to the hospice for reuniting us.** The change in him over the next month was remarkable, he was much happier, started to eat again and when he was able to he would talk to us.

My husband had always said he would like to come home to die but in the end, he confided in one of the doctors, a doctor we had built a great friendship with since arriving at Dove House, that he would prefer to stay in the hospice. He was happy there and I think he was worried for me to have him at home as he needed 24/7 care, something the hospice could offer him with ease.



When Brian died I was incredibly thankful that Dove House was there to support me.

Without the amazing doctors and fantastic nurses, I don't know where I would have turned. Losing your husband, no matter what age is hugely traumatic and no matter how much you know it's coming, nothing can prepare you for the grief you feel. He is still the love of my life, the person I spent 48 years making a life with, my absolute everything.

The days since Brian died have been hard but knowing that Dove House did everything they could for him and that when he died he was finally in a place he felt happy brings us true comfort. Everyone at the hospice was such a support to us as a family and we can still turn to them to help with our grief, knowing that helps us get through these difficult days.

”

Structure, Governance and Management

Trustees Responsibilities



The Trustees who are also Directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

The Trustees (who are also Directors of Dove House Hospice Limited for the purposes of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



Administration and Reference Details

Officers and executives of the charity:

President:

Vacancy

Vice Presidents:

Dr Sean Dunn

Maureen Lipman, CBE

Governing Board of Trustees:

Philip Daniels (Chairman)

Directors:

Jim Doyle (Vice Chairman)

John Dunning

Penny Stephenson

Margaret Butt

Anthony Rowland

Daniel Harman

Rajarshi Roy

Emma Wolverson

Jan Antons

Leadership Team:

Dr Anna Wolkowski:
Chief Executive July – November 2020 (retired) Chief Executive/Director of Clinical Services April 2020– July 2020

Christopher Sadler:
Chief Executive/Director of Finance and Support Services (Chief Executive from December 2020)

Sarah Cash:
Deputy Chief Executive/ Director of Business and Income Development (Deputy Chief Executive from December 2020)

Andrew Walker:
Director of People and Development

Linda Johnson:
Director of Clinical Services (appointed July 2020)

Dr Rachael Dixon:
Consultant in Palliative Medicine

Registered Office:

Dove House Hospice,
Chamberlain Road,
Hull, HU8 8DH

Registered Charity Number:

509551

Company Number:

01498747

Principal Advisors:

Solicitors:
Graham & Rosen
8 Parliament Street
Hull HU1 2BB

Pepperells Solicitors
100 Alfred Gelder Street
Hull HU1 2AE

Auditors:
Smailes Goldie
Chartered Accountants
Regent's Court
Princess Street
Hull HU2 8BA

Bankers:
HSBC Bank
Merit House Priory Park
West Saxon Way
Hessle HU13 9PB

Governing Document

Dove House Hospice Limited is a registered charity and company limited by guarantee without share capital. The charity's governing document is its Memorandum and Articles of Association which restricts the charity's operations to all such lawful acts as are incidental or necessary to the attainment of its objectives.

Appointment, Induction, and Training of Trustees

Appointment, induction, and training of Trustees takes place in accordance with Fit and Proper Person legislation (Health and Social Care Act (2008) Regulated activities (Regulations) 2014). That being that Directors are appointed by the Directors rather than by election by the membership.

Any person may now apply to become a Director and a process is in place whereby the applicant's suitability for the role is tested through an appropriate application and interview process which assesses the applicant's suitability for the role and that they fulfil the requirements of the Fit and Proper persons legislation. Any potential new Director would have to complement and enhance the existing skill mix of the Board prior to undergoing a 'fit and proper person check'. Appointment is agreed by resolution at a meeting of the Board of Directors. The term of office begins on this date. All terms of office will be for 3 years without time limit.

All newly appointed Directors are provided with an information pack including guidance on being a director of a charity and specific guidance related to being a Director at Dove House Hospice. Induction includes a detailed site visit and meetings with the Chair and the Executive Leadership Team. Specific time is set aside to meet with the Director of Finance ensuring that new appointments have a full understanding of the finances of the organisation.

Training is delivered on a rolling programme and includes essential elements such annual Safeguarding and Information Governance (IG) training. Every year, the Directors meet outside of the Board meetings to have a Development

Day. This includes a review of the hospice's 10-year strategy, presentations from the Executive Leadership Team, plans for the future and discussions on governance.

The hospice has also introduced a Trustee appraisal system and all trustees have had an appraisal with the Chairman. Among other things, regular appraisal sits well within the 'fit and proper person' legislation, as it helps to ensure the ongoing suitability of the Trustee for their role and also, it gives Trustees the opportunity to ask any questions and raise any concerns they may have. The process has been welcomed by the Trustees and the feedback has been positive.

Organisation

The responsibility to ensure appropriate management of the charity is vested in the Board of Directors. To assist the Board in discharging and achieving its responsibilities, it receives regular reports on some aspects of its principal functions from the Chief Executive and the Executive Leadership Team (ELT). These reports ensure Board Members have relevant information to review all the financial and clinical activities of the charity.

The Chief Executive, who leads the management team, is responsible to the Board of Directors for the day to day management of the charity and the execution of the policies and strategies defined by the Board.

Audit Committee

The purpose of the Audit Committee is to ensure robust governance in relation to risk and financial processes. This is a non-executive committee of the Board of Trustees and will have no executive powers other than those specifically delegated in the agreed terms of reference. The committee will include a minimum of three Trustees and two members of the Executive Leadership Team and will focus on governance, risk management and internal control.

Related Parties

The charity has a wholly owned trading subsidiary, Dove House Trading Limited. The activities of Dove House Trading Limited are restricted to activities that assist in the furtherance of the objects of the charity. As noted within the notes to the financial statements the charity provides services by way of management charges, which are considered to be at an arm's length price, to Dove House Trading Limited. All of the income of Dove House Trading Limited is donated to the charity under the Gift Aid scheme.

Risk Management

The Directors and the ELT are responsible for managing the risks faced by the organisation. A Risk Register is in place. Key areas of risk have been identified as follows:

- Day to day reputational risk
- Safeguarding (protecting people (non-regulated activity))
- Recruitment of senior nursing/medical/executive/staff
- Threats to current funding especially internal income streams, but also external NHS funding
- Core staffing levels (key personnel)
- IG security

The Directors and the Executive Leadership Team continually review the risks faced by the charity and have satisfied themselves that systems and procedures are established in order to mitigate these risks as far as possible.

Objectives and Activities

The objectives of the charity are:

- a) to maintain and conduct a specialist palliative care service which provides relief for those who are suffering from a life limiting illness, their families, and significant carers.
- b) supplementary to providing for the relief of sickness, the hospice will promote and assist in the teaching and training of doctors, nurses, physiotherapists, and other persons engaged in any branch of medicine, surgery, nursing, or allied services.
- c) the organisation will promote or conduct research into the care and treatment of persons suffering from a life limiting illness, disability, disease or infirmity, and in particular into the care and treatment of persons from cancer and terminal illnesses and to disseminate the results thereof to the public.
- d) the organisation will engage in such activities as to raise sufficient funds which will enable it to achieve the charity's objectives and provide care and treatment of persons suffering from a life limiting illness, disability, disease, or infirmity.

Public Benefit

The Directors have reviewed the current activities of the charity and confirm they are in line with its objectives. All the activities of the organisation carried out during 2020-21 are in pursuance of the charity's objectives and considered to be for the public benefit. All services provided are free to all beneficiaries irrespective of capacity, ethnicity, faith, religious conviction, sexual orientation, or social economic environment. The directors also confirm that the organisation's aims and objectives fall within the descriptions of purposes in the Charities Act 2011 and are recognised as charitable and are carried out for the public benefit.

Serious Incidents

There have been no serious incidents during 2020-21.

Workforce

Staff and Volunteers

Our work is only possible because of the dedicated and highly skilled service that our staff provide, and we would like to thank them for their hard work and commitment. At the end of the financial year (2020/21) the hospice employed 298 people, the equivalent of 230 full-time staff. This compares with 324 employed staff and 248 equivalent full-time staff in the previous year.

A special mention and thank you to our previous Chief Executive, Dr Anna Wolkowski, who retired in November 2020. Anna worked for the hospice for 17 years. First as Head of Nursing, then Director of Clinical Services before becoming the hospice's Chief Executive in 2014. Anna's successor is Chris Sadler (previously Director of Finance and Support Services/Deputy Chief Executive) who was appointed in post in December 2020.

We could not offer the services that we provide without the support of the 1200 or so volunteers who generously give their time at the hospice, in our shops and by fundraising in their local communities. These volunteers provide enormous added benefit to the hospice and the people we help. Of these 1200 volunteers, around 80% are based in our retail shops. Due to Covid-19, we were unable to hold our annual Volunteer Celebration Evening 2020.

COVID-19

During 2020/21 out of our 298 staff, 138 at some point were placed on furlough or flexible furlough.

All staff employed by Dove House Hospice Ltd, while on furlough or flexible furlough, continued to receive their full basic wage during that time. While the hospice could access the Coronavirus Job Retention Scheme (CJRS) to claim back 80% of wages through the Government (reducing at certain points of 2020 to 60% claim back) we wanted to ensure staff did not have to worry about a reduction in wages while furloughed.

The hospice also maintained full basic pay for any absences related to Covid-19 from illness, isolating or childcare problems due to Covid-19. Total Covid-19 related absences in 2020/21 = 56

We asked all our volunteers to stay at home in the early days of the pandemic to keep them safe and in order to have a minimum staffing levels based at the hospice. We have ensured that we have maintained contact with our volunteers throughout this period and we were able to gradually welcome back volunteers through the summer of 2020.

The Covid-19 crisis also meant that some staff had to shield and those that could work from home, did. In the early days of the pandemic, many staff

took on new or adapted roles that they were able to deliver in a socially distanced way, for which we are extraordinarily grateful. This was in areas in our support services (Domestic, Catering and Caretaking), Ward Helpers and Reception cover.

Following the first national lockdown, prior to staff's return from furlough, we held socially distanced welcome back meetings to go through the relevant risk assessments and support guidance for staff. These were placed in one of six booklets which we have updated throughout the pandemic.

Over 95% of hospice based staff and volunteers had opted to receive the covid vaccination. This began in January 2021 The data collection exercise was carried out by the People and Development Department before passing this information on to the booking team at The Hull University Teaching Hospitals NHS (HUTH).

Staff Engagement

In May 2020, before retail staff returned, the People and Development Department carried out an online survey. We asked about how they were feeling, what were they anxious about and whether they had been personally affected by Covid-19. These results were fed back to retail management and questions and anxieties addressed through the Covid-19 risk assessments and booklets produced.

In August 2020, we held Covid-19 reflection sessions for staff to feedback their thoughts on how the hospice had managed the early parts of the pandemic and how we communicate any changes made. These were very insightful, and the Executive Leadership Team (ELT) took on board all comments.

Our annual organisational update was carried out via Microsoft Teams in November 2020. It was an opportunity to update staff on the hospice, what we were doing with regards to Covid-19 and to thank them for their continued work and support.

Redundancies

Covid-19 had an inevitable impact on the hospices ability to fundraise in our usual ways. It also created barriers to work in our usual way. As a result, the Board and the ELT recognised the need to make recurrent savings in order to ensure we are here not just for those who need us now, but also for patients and families in the future, and so took the difficult decision to implement a two-stage redundancy programme – voluntary, followed by compulsory.

This resulted in a loss of 15 posts. This was a mix of 14 applications for voluntary redundancy (which all were accepted) and 1 resulting in compulsory redundancy following a consultation period and a selection process. The process was completed in March 2021.

Learning and Development

We undertook a restructure of our former Education and HR Department to form the new People and Development Department. Louise Lowthorpe, Head of People and Development led this review which also incorporated the creation of our Virtual Learning Environment (VLE) to house the majority of our essential education programme. We used this new digital way of learning, initially with our clinical staff, to ensure training was able to continue. The main focus was to ensure our clinical team had completed their essential education part 1 & 2 and to attend a practical training day. As of 31st March 2021, 95% of clinical employees had completed their 'Essential Education Part 1' and 78% had completed the 'Practical Training Day, 84% had completed their 'Essential Education Part 2'.

In total, over 2020/21, 176 clinical training days had been completed virtually and 88 days of practical training. This relates to 88 clinical staff.

We also developed a similar essential training programme for our 210 non-clinical staff. This formed a virtual training day and as of 31st March 2021, across the Retail Division 98% had completed this and 90% of all other non-clinical staff had completed their training. Our hospice training also delivered a blended retail training day focusing around practical customer service training and some VLE training on Retail Maths/Analytics, Gift Aid and by showing the Charity Retail Conference video. Retail staff reported their confidence levels in relation to reference signing people up for gift aid prior to the training of 37% and at 90% after undertaking the training.

Well-led Leadership

In September 2020, the hospice brought together a reformed Senior Leadership Team (SLT) which had taken the place of the previous much larger Senior Management team Group (SMT). We felt it was the right time to bring together a smaller group which would be able to focus on assisting with the review of the hospice's current strategy and to work as one united team to conceive and implement innovative and effective ways of sustaining the hospice and continually improving the service it offers its service users, customers, and donors. The group represents every aspect of the hospice and had been brought together to pool the skills and experience of its members for the good of the organisation.

Both the ELT and SLT worked with a company called 'Fathom Learning' to continuously develop and have completed psychometric profiling using a tool called the 'Team Management Profile'. This enabled both teams to understand more fully how each other worked, their preferences and importantly, how best to work together.



“
I was so nervous, but kindness shone through as soon as I came. Wonderful, wonderful place. Everything has been first class from everyone. I wouldn't be afraid to come back again if I needed to.
”

Financial Review

Regulations and Accounting Standards

1. Financial Regulations

The financial statements have been prepared in accordance with all major requirements of the Statement of Recommended Practice (SORP FRS102) "Accounting and Reporting by Charities" issued in October 2019 and applicable accounting standards.

2. Financial Results

A summary of the financial activities for the year ending 31 March 2021, provided in fuller detail with comparative results on page 32, is as follows:

Incoming resources	£11,300,549
Resources expended	£9,213,283
Gain on investments	£63,706
Net surplus	£2,150,972

The total income of £11,300,549 was generated from the following sources:

Grants	£1,020,222
COVID-19 support	£3,068,511
Legacies	£1,289,309
Nursery income	£684,347
Rental income	£317,725
Donations and gifts	£476,934
Lottery	£1,067,182
Retail	£1,927,241
Fundraising	£1,352,736
Sales of goods and services	£38,261
Training	£21,655
Investment income	£14,621
Support for patient care	£21,805

Charitable expenditure amounted to £9,213,283 comprising the following:

Charitable activities (care services)	£3,955,467
Cost of generating funds	£5,257,816

The net surplus of £2,150,972 is transferred to operating reserves.

3. Taxation

Dove House Hospice Limited is a UK registered charity. All the £11,300,549 income is applied to its charitable objectives and the charitable company is therefore exempt under current legislation from most forms of taxation. A proportion of value added tax is recoverable by the charity and is therefore credited to the statement of financial activities or balance sheet as received. Reclaimable tax credits on legacy income and dividends are accounted for on an accrual basis.

4. Goodwill

Goodwill, being the amount paid in connection with the acquisition of a business in 2019, is being amortised evenly over its estimated useful life of five years.

5. Fixed Assets and Depreciation

Expenditure on tangible items of an enduring nature is capitalised and depreciated in accordance with normal accounting principles.

The rates generally applicable are:

Freehold property	2%
Motor vehicles	25%
Plant and equipment	20%
Hi-tech equipment (medical)	25%
Fixtures and fittings	10%
Leasehold improvements	over period of lease

6. Financial Commitments

The Directors confirm that the charity's current funds as outlined in the balance sheet and the new budget for 2021-2022 can meet obligations around the financial commitments of that year and meet the direct and indirect costs of providing a specialist palliative care service to the local community.



Reserves Policy

It is the charity's stated policy to retain sufficient funds to cover fluctuations in income, current liabilities and unplanned expenditure in line with the forecasted needs of the organisation.

The most significant risk to the financial sustainability of the charity is the over reliance on internal fundraising, given the relatively low levels of statutory funding. The volatility that exists within our conventional fundraising is an ongoing risk that is assessed by the Audit Committee and the Trustees on an annual basis.

Therefore, Trustees have reviewed the charity's need for reserves in line with the guidance issued by the Charity Commission taking account of the following:

- Volatility and unforeseen reduction in income levels
- Unexpected material levels of expenditure
- Capital commitments
- Long term viability of the charity

Designated Funds

The charity can designate funds for specific purposes. Trustees review the need for designated funds on an annual basis taking into account current operational and future plans. The Trustees have one designated fund:

- Reconfiguration of the existing hospice site

At present there are only 5 single rooms which is a major barrier to referrals to the current 21-bed inpatient unit. Most of the other clinical services are either disconnected or isolated on the first floor making access difficult. Adaptations over the years have created a deep building layout, limiting natural daylight, desirable views or access to outside spaces. There is also limited scope to develop new and existing services.

Free Reserves

The Trustees have set a level to achieve 6 months operational running costs in reserve, which currently equates to £4.2 million. The Charity had free reserves, defined as unrestricted funds excluding any designated funds or tangible fixed assets of £4,313,851.

Financial Report

Working in the charity sector you are always mindful of the relative uncertainty that stems from a reliance on donations, fundraising and community support. This is something that comes more into focus when this reliance accounts for around 90% of your total funding and a global pandemic severely hampers your ability to raise the funds required. So, at the beginning of this financial year, we had to contend with the closure of our retail outlets, fundraising events cancelled and restrictions on our community fundraising, leaving a significant shortfall in the £8 million required to meet our operational running costs.

Covid-19 Government Support Schemes

Throughout the first quarter of the financial year the Government started to unveil various national financial support schemes which would ultimately make a material difference to our funding. However, the hospice sector also benefitted from some non-recurring Government support given the importance placed on the hospice sector to maintain bed capacity and community support throughout the Covid-19 crisis. So, at the end of June 2020, we had some confidence that this additional statutory support would go some way in mitigating the losses from our conventional fundraising activities.

Community Support

It was also pleasing to note how much the community continued to support the hospice, despite the obvious implications on our face-to-face fundraising activities. Our emergency appeal provided a major boost in our finances and areas such as our lottery scheme continued to benefit from having the vast majority of the membership on direct debit or other online payment methods. Many people also supported the hospice through individual challenges and there was also only a small reduction in the levels of income we would normally receive from donations, gifts and trusts.

Retail and Trading

The significant shortfall on the year was from our Retail Division as the shops were only open for around 4 months of the year. So overall our gross income was down by over £2.5 million on the previous year. The division also had to contend with all the additional restrictions placed on retail outlets, a deluge in donations after the first period of lockdown and a significant reduction in voluntary staff. Shops remained closed at the end of the financial year although indications were that these would reopen sometime in April 2021. The covid pandemic also had a dramatic effect on our trading activities with a significant drop in profits, most of which came from the disruption to our nursery settings and also our wood recycling project.

Legacy Income

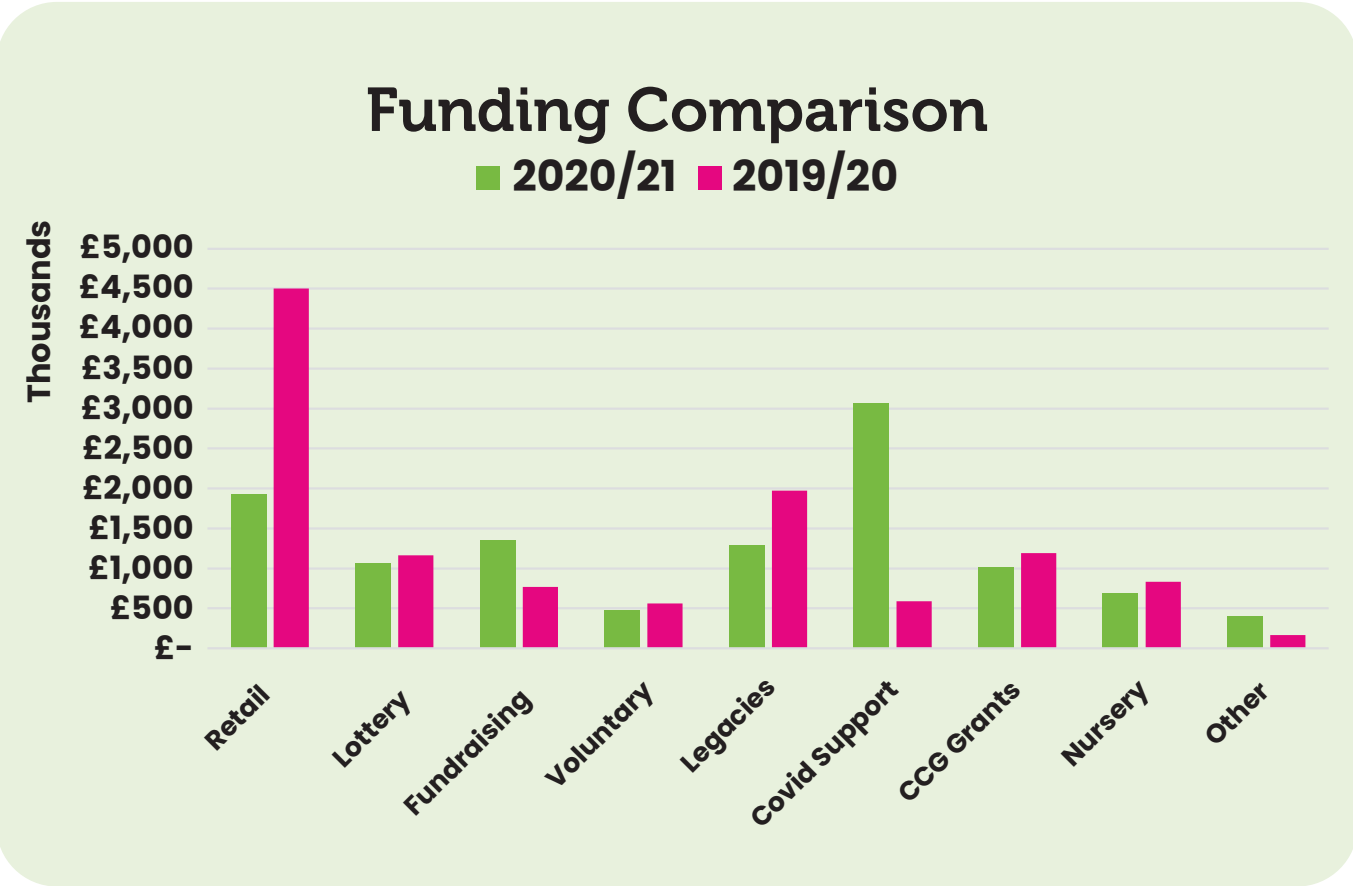
One of our strategic objectives is to achieve a balanced budget without any reliance on legacy income. Although we have met this target in the past, our budget for 2020/21 projected a deficit on the year of just over £200,000. While this position had drifted back into the red it was still a strong base from which to deliver a surplus in any normal year. So, although we had all the uncertainty we also had some reassurance that legacy would contribute to any shortfall in our projected income. Legacy income in the year, although considerably down on the exceptional figure from 2019/20, was still substantial at just under £1.3 million.

Financial Accounts

A full breakdown of our consolidated statement of financial activities, showing our income and expenditure for the year ending March 2021 and comparable figures for 2020, is shown on page 32.



The graph below gives a clear indication of the impact that Covid-19 had on our gross income across all areas but also highlights the importance and significance of the Government’s Covid Support Schemes.

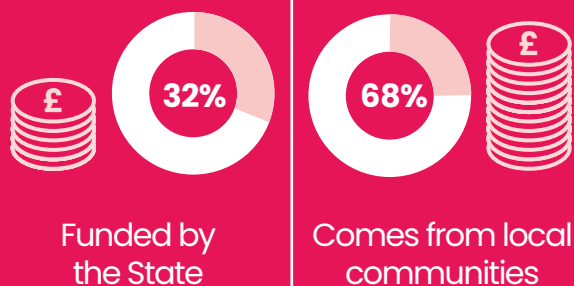


“
No words. Just amazing... respect,
care, dignity - you
have everything.
”

Statutory Funding

There was no significant uplifts in our statutory funding for 2020/21 and so this remained at around 12% of our overall running costs. We are funded through 2 Clinical Commissioning Groups (CCG's) with Hull contributing £802,319 and East Riding £177,967. Clearly this is still well short of the national average for hospice funding which according to Hospice UK currently equates to 32%. This has been well documented in our previous reports as the level of statutory funding we receive is totally inadequate and not reflective in any way of the services and activity the hospice provides. Given our patient activity is broadly similar across both CCG's we have made numerous submissions to East Riding CCG that their contribution should be more aligned to the level of funding received from Hull CCG. The message has been clear that with increasing costs year on year and geographical constraints on our ability to raise additional funds Dove House will not be sustainable in the future without a more realistic and consistent approach to funding from the NHS.

Hospice care funding



Income Generation

When the pandemic hit and the first lockdown commenced on 23rd March 2020, the hospice faced a very uncertain future financially as almost all of its income generation channels were cut off. Emergency plans were quickly drawn up to maximise the reserves we had in place and collect as much outstanding income as possible, this included making calls to all outstanding debtors and legators. Thankfully being proactive and taking this approach generated a surge of outstanding income of around £650,000 which helped us navigate those uncertain few weeks before the Government announced their support schemes.



Retail Division

During the first of the three lockdowns, all the hospices' retail shops were closed, and all online sales were halted. All retail staff were placed on furlough to maximise cost savings. During this time plans were drawn up in preparation for reopening safely and in line with Government guidance which was changing by the day. When the shops were finally allowed to reopen on 15th June, working practices were restricted due to the new safety measures such as a limit on customers, social distancing and the use of screens at the tills. The division was also struck by a severe reduction in volunteers, many of whom were classed as vulnerable and were shielding, and an absolute deluge of donations.

This created a perfect storm for the retail team as they had unprecedented levels of donations which had to be quarantined for 72 hours thus taking up precious space in the shops and warehouse. They also had far fewer volunteers to help sort the stock once the quarantine was lifted and less people in the shops to sell the stock to. We are incredibly proud and appreciative of our retail staff and volunteers and to the staff and volunteers from other areas of the hospice who rallied round and helped us through this difficult time. We were conscious we did not want to turn down donations where possible so also invested in extra storage space, including a second warehouse. Although this has increased our costs in the short term, we believe the strategy will pay off in the long run as we feel donations will inevitably slow down during 2021.

Trading over the summer months across the division was down on the previous year but better than we had expected given the circumstances. In July we opened a new Re-Use Electricals' Shop in partnership with Hull City Council, East Riding Council and FCC Environment who are contracted to run the local recycling centres. This sister shop to our Re-Use Shop at Humberfield was financed by £100k grant which covered all set up costs and most of the running costs for the year. This shop collects large domestic appliances from the recycling centres which have life left in them, runs PAT and function tests, and cleans them up for resale. This has enormous environmental benefits as well as benefits the hospice.

Sadly, on 31st October, a second national lockdown was announced and all the shops, bar Humber Wood Recycling Centre, which was classed as essential retail, were closed. Once again, most retail staff were furloughed although a skeleton staff was retained to continue to sort through donations and to run the eBay site.

When retail was once again allowed to reopen on 2nd December, again sales were strong but short lived as a final 3-month lockdown was imposed on 4th January.

Although the Government furlough and retail support schemes helped significantly, the shop closures meant the division had a nett loss of £57k across the year. We had budgeted to have a nett inflow from the retail division of £1.42m so this was a major loss for the hospice.



Fundraising and Events

Despite the turmoil that was caused by the pandemic, the fundraising and events teams worked incredibly hard to maximise the income they were able to raise. Many of the events had to be cancelled but some events were done virtually such as the Summer Memories appeal ceremony and Light up a Life, to great success.

Although very little community and corporate support was achieved through 'normal' channels, we were very fortunate that our local community rallied around and supported the hospice during these dark days. An emergency appeal was launched in the summer months that was phenomenally successful and raised more than £620k. We were also able to apply for several grants and trusts that were established to help charities weather the covid storm.

Thankfully as we head into the 2021-22 financial year, we already have record numbers of people signed up for our events and have many community activities planned. We are therefore hopeful that income will get back on track quickly, assuming no further lockdowns are imposed.

Lottery

2020-21 demonstrated just how lucky we are to have almost 20,000 members in our lottery as this was the income stream that was least affected by the pandemic. Although we did lose some members during this time and were unable to recruit as many new members as we normally would, the lottery team managed to exceed their nett targets for the year by £82,000.

As we move into the 2021-22 financial year, a focus on canvassing will begin as we expect the lack of recruitment over the last 12 months will be felt within the next few months. Despite this, the team have done exceptionally well and have continued to recruit new beneficiary charities too with seven coming on board with Your Charity Lottery during the last year.

Trading Company

The profit made by the Little Owls nursery sites during 2020-21 was down on target which is not surprising given the settings were closed completely during the first lockdown and have had periods of full and partial closures through the year due to positive Covid cases. To support parents during this difficult time, maintain our excellent reputation and ease staffing shortages, parents who wished to temporarily remove their children from our care were allowed to do so without charge throughout 2020 although all children have since returned. This had an obvious impact on the income raised.

As we approach 2021-22, the number of children registered at each site is strong although extra has had to be invested in staffing to abide by the Government's covid regulations for nurseries which must now operate in 'bubbles' where

set staff look after set children. We hope these measures will ease over the coming months.

As for the other main areas of trading, income from within the shops has been very limited due to the lockdown periods. Trade at Humber Wood Recycling Project has also been down, largely due to the fact that construction sites were closed for much of the year and so we were unable to generate money from collections and access the wood we need to supply the other areas of the business. Towards the end of the financial year, some sites began to operate once more so trade is improving. The shop also now runs an Etsy shop online to broaden its customer base.

Fundraising Good Practice

To ensure our fundraising is safe and legal we strictly adhere to the law; namely the Charities Act 2011 and The Gambling Act 2005, and are regulated by the Fundraising Regulator and abide to the regulator's Code of Fundraising Practice. We are licensed and regulated by the Gambling Commission and abide to the license conditions and code of practice. We also have procedures in place to protect those in vulnerable circumstances such as children and the elderly. Staff and volunteers are trained in recognising the signs that someone is vulnerable and if a vulnerability is suspected, all fundraising is ceased and a record of this is kept. Other measures include limits to certain fundraising activity such as only allowing five entries to the hospice lottery.

The majority of our fundraising is done by supporters with guidance from staff which we employ in a range of roles including Fundraisers, Canvassers (who recruit lottery supporters door to door, at events and over the telephone) and Administration Support. We also engage professional fundraisers to assist with our lottery canvassing and these contracts are reviewed on an annual basis. Those raising funds on our behalf are supported by the Fundraising Team who ensure their fundraising meets the relevant standards; guides on how to fundraise in line with the law and codes of practice are also available on the hospice website.

We are pleased to report all of our fundraising throughout 2020–21, including that done by professional fundraisers and those who have fundraised on behalf of the hospice, complied with the standards set by the Code of Fundraising Practice and we received no official complaints about our fundraising practices.



Plans for the Future

Income Generation

The focus of all the income generation teams during 2021-22 is on recovery and plans have been drawn up for all areas and are already being implemented.

One benefit of the pandemic is that it has forced us to take a great leap forward in our digital development. Staff IT skills, in the retail team in particular, are now far in advance of what they were a year ago which has many advantages which we intend on building on moving forward. Whereas historically we would have to close shops to facilitate training sessions or split the division, we can now hold manager's meeting and training sessions over Microsoft Teams.

Our People and Development Team have also worked incredibly hard to move all essential training online which has been well received by staff and are now working on enhancing this will non-essential training. Future digital development in income generation is focused on reducing costs and improving efficiencies such as aiming to go paper-free in the coming months. We have also recently expanded our online selling across new platforms including Facebook Marketplace, Depop and Vinted which we intend on expanding further in 2021-22.

Finally we are looking at adding new events and fundraising activities into the calendar, re-locating one of our shops to a busier area, extending another of our shops, looking at adding a third nursery to our portfolio and recruiting more beneficiaries to Your Charity Lottery.

People and Development

Our staff and volunteers are our greatest asset, and it is our intention over the coming year to focus on their wellbeing, learning and development. This work will focus on several key areas:

The Kickstart Scheme

The Government has recently launched a 'Kickstart Scheme' and is providing funding to create new jobs for 16- to 24-year-olds who are on Universal Credit and who are at risk of long-term unemployment. The funding will cover their employment (National Living Wage) for 25 hours a week for a total of 6 months. It is our intention to utilise this scheme across our retail division to provide employment opportunities alongside training and support to both upskill the employees and help them gain valuable experience, so they increase their chances of gaining work in the future and assist the hospice at a time when volunteer numbers are low.

Digital Developments

Throughout 2021-22 we will build upon the digital developments we made in 2020-21, with the development of a digital strategy. One important area of this work will be to develop the hospice's intranet to ensure information can be delivered to staff in easy and accessible way and to reduce our environmental impact by encouraging less printing. New areas will include staff wellbeing pages and online HR forms.

Staff Wellbeing

We are incredibly mindful that the upheaval and stresses of the last year will likely continue to take their toll on the wellbeing, physical and mental health of our workforce for many months to come. We pride ourselves on being a Top 100 Company and one who values and supports staff however we recognise there is always more we can do to develop and help staff, especially in current times. We intend on investing further in our Employee Assistance Programme (EAP) which offers confidential, external support for employees and members of their household in areas such as counselling and financial advice. We will also continue to hold regular update and feedback sessions with staff to ensure they can unite once more and feel connected to the hospice cause, regardless of their location or role, and to enable staff to have a say on the direction the hospice takes as we go through this 'recovery' phase.



Volunteering

Understandably some of our volunteers have decided to not return to their roles this year as many are classed as vulnerable. We are very grateful for their support over the years and are hoping we will be able to once again hold our annual Volunteer Celebration Evening in 2022 to thank them and our current volunteers for their support. It is also our intention to develop a new 2-year plan to look at how we can encourage new volunteers to join us and also work with our existing volunteers to make sure we are supporting their training and development to ensure we retain as many of our volunteers as possible.

Clinical

Unfortunately, much is still unknown with regards to how we will be able to operate throughout 2021-22. At present we can see no end to the restrictions we are currently placed under to limit patients to single rooms so any development in this area to re-open beds will depend on these restrictions being lifted by the Government. We of course hope to be back up to our full 21 beds by the end of the next financial year.

We are also currently unable to offer any Day Services for groups within the building so are taking this time to reflect on the kind of Day Services we offer and the needs and wants of our patients. These service may include Specialist Palliative

Care Days, Clinics, Information Sessions, Therapy Sessions, and Social Sessions. Once this research has been done, and the restrictions are lifted, we begin to roll out these services. In the meantime, we are developing new services which take place outside. One such initiative in the pipeline is a walking group for the bereaved in conjunction with the organisation Fitmums and Friends.

We also hope to re-establish our Friday Friends group during the next 12 months, especially as the problem of social isolation has increased dramatically over the last year, and are looking at other initiatives of this kind, including ways to connect people virtually.

The next 12 months will also see a detailed analysis of our stakeholders. We will begin work on engaging with key stakeholder groups in the coming months and are working with a local research company, SMSR Ltd, to complete this work. We want to ensure that the hospice will be able to meet the needs of the local community for years to come and this work will involve talking to the local community, patients and their families, supporters, staff, volunteers, and medical professionals to get their views.

Finally, we also hope to be in a position where we can resume the development of plans to redevelop the hospice site. Our lack of single rooms was a problem before the pandemic and has heightened since so we hope to recommence this work as soon as possible.

The Trustees' Report was approved by the Board of Trustees on 9 September 2021 and signed on its behalf by:



P Daniels
Chairman



Independent Auditor's Report

Opinion

We have audited the financial statements of Dove House Hospice Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise Balance Sheet, Statement of financial Activities and Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the

financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 or a material misstatement of the other information. 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 (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' 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 parent charitable company, or returns adequate for our audit have not been received from branches not visited by us;
- the parent charitable company's financial statements are not in agreement with the accounting records and returns;
- certain disclosures of directors' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

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 group's and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

The extent to which the audit was considered capable of detecting irregularities including fraud

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:

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 focused on specific laws and regulations which we considered may have a direct material effect on the charity only and consolidated financial statements or the operations of the charitable company and the group, including the Companies Act 2006, the Charities Act 2011, data protection, anti-bribery, employment, fundraising regulations, health and safety legislation, health and social care regulations and childcare regulations. An understanding of these laws and regulations and the extent of compliance was obtained through discussion with management and inspecting legal and regulatory correspondence.

We assessed the susceptibility of the charitable company's and consolidated financial statements to material misstatement, including obtaining an

understanding of how fraud might occur, by making enquiries of management 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 journal entries to identify unusual transactions; 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 charity only and consolidated financial statement disclosures to underlying supporting documentation; reading the minutes of meetings of those charged with governance; enquiring of management as to actual and potential litigation and claims; and reviewing correspondence with HMRC, relevant regulators and the charitable company's legal advisors.

Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: 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 members, for our audit work, for this report, or for the opinions we have formed.



Steve Bramall BSc., FCA (Senior Statutory Auditor) for and on behalf of Smailes Goldie Chartered Accountants Statutory Auditor, Regent's Court Princess Street, Hull, East Yorkshire, HU2 8BA on 9 September 2021.

Financial Accounts

Consolidated Statement of Financial Activities

(incorporating an Income and Expenditure Account) for the year ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds 2021 £	Total funds 2020 £ Note 20
Incoming resources						
Incoming resources from generated funds:						
Voluntary income:						
Donations and gifts	3	268,635	208,299	-	476,934	560,699
Legacies	17	1,289,309	-	-	1,289,309	1,972,522
Activities for generating funds:						
Retail sales		1,927,241	-	-	1,927,241	4,503,037
Lottery income		1,067,182	-	-	1,067,182	1,164,122
Fundraising		1,352,736	-	-	1,352,736	766,618
Nursery income		684,347	-	-	684,347	835,146
Rental income		317,725	-	-	317,725	16,690
COVID-19 support	5	1,309,319	-	-	1,309,319	591,115
Investment income		14,621	-	-	14,621	13,522
		8,231,115	208,299	-	8,439,414	10,423,471
Incoming resources from charitable activities:						
Support for patient care		21,805	-	-	21,805	34,115
Grants for providing care	4	1,020,222	-	-	1,020,222	1,190,094
COVID-19 support	5	241,863	1,517,329	-	1,759,192	-
Training		21,655	-	-	21,655	42,155
Sales of goods/services	6	38,261	-	-	38,261	58,016
		9,574,921	1,725,628	-	11,300,549	11,747,851
Total incoming resources						
Resources expended						
Costs of generating funds:						
Costs of generating voluntary income:						
Donations and gifts		31,581	178,379	-	210,960	186,376
Trading: costs of goods sold and other costs:						
Retail	7	3,268,061	-	-	3,268,061	3,544,658
Lottery	8	584,786	-	-	584,786	653,601
Fundraising	9	365,138	-	-	365,138	435,667
Training	10	79,440	-	-	79,440	117,852
Catering	11	39,380	-	-	39,380	48,378
Nursery		710,051	-	-	710,051	697,492
		5,079,437	178,379	-	5,257,816	5,684,024
Charitable activities:						
Patient care	12	2,056,348	1,637,959	-	3,694,307	3,856,572
Day therapy		96,063	4,502	-	100,565	114,719
Catering		160,595	-	-	160,595	193,510
		2,313,006	1,642,461	-	3,955,467	4,164,801
Governance costs						
	13	-	-	-	-	64,770
Total resources expended						
Net gains/(losses) on investments	24	7,392,443	1,820,840	-	9,213,283	9,913,595
		63,706	-	-	63,706	(61,279)
Net movement in funds						
	16	2,246,184	(95,212)	-	2,150,972	1,772,977
Fund balances brought forward						
		10,890,963	4,300,257	14,235	15,205,455	13,432,478
Fund balances carried forward						
		13,137,147	4,205,045	14,235	17,356,427	15,205,455

Charity Balance Sheet

at 31 March 2021

	Note	£	2021 £	2020 £
Fixed assets				
Tangible fixed assets	22		10,877,106	11,149,880
Investments	24		223,316	159,610
			<hr/>	<hr/>
			11,100,422	11,309,490
Current assets				
Stocks	25	27,402		27,134
Debtors	26	1,006,604		1,759,343
Cash at bank and in hand		5,685,351		2,725,586
		<hr/>	<hr/>	<hr/>
		6,719,357		4,512,063
Creditors				
Amounts due within one year	27	476,859		587,454
		<hr/>		<hr/>
Net current assets		6,242,498		3,924,609
Total assets less current liabilities			17,342,920	15,234,099
Creditors				
Amounts due after more than one year	28		-	(69,434)
			<hr/>	<hr/>
Net assets			17,342,920	15,164,665
			<hr/>	<hr/>
The funds of the charity				
Endowment funds	31		14,235	14,235
Restricted income funds	32		4,205,045	4,300,257
Unrestricted income funds			13,123,640	10,850,173
			<hr/>	<hr/>
Total charity funds			17,342,920	15,164,665
			<hr/>	<hr/>

Signed on behalf of the Board of Directors:



P Daniels
Director

Approved by the Board on 9 September 2021

The annexed notes form part of these financial statements.

Consolidated Balance Sheet

at 31 March 2021

	Note	2021		2020	
		£	£	£	£
Fixed assets					
Tangible fixed assets	22		11,028,341		11,309,827
Intangible fixed assets	23		51,667		71,667
Investments	24		223,315		159,609
			<hr/>		<hr/>
			11,303,323		11,541,103
Current assets					
Stocks	25	97,405		138,009	
Debtors	26	784,979		1,471,909	
Cash at bank and in hand		5,821,375		2,749,448	
		<hr/>		<hr/>	
		6,703,759		4,359,366	
Creditors					
Amounts due within one year	27	650,655		625,580	
		<hr/>		<hr/>	
Net current assets			6,053,104		3,733,786
Total assets less current liabilities			17,356,427		15,274,889
Creditors					
Amounts due after more than one year	28		-		(69,434)
			<hr/>		<hr/>
Net assets			17,356,427		15,205,455
			<hr/>		<hr/>
The funds of the charity					
Endowment funds	31		14,235		14,235
Restricted income funds	32		4,205,045		4,300,257
Unrestricted income funds	33		13,137,147		10,890,963
			<hr/>		<hr/>
Total charity funds			17,356,427		15,205,455
			<hr/>		<hr/>

Signed on behalf of the Board of Directors:



P Daniels
Director

Approved by the Board on 9 September 2021

Consolidated Cash Flow Statement

for the year ended 31 March 2021

Cash flow statement

Net cash inflow from operating activities
Returns on investments and servicing of finance
Capital expenditure
Financing activities

Increase in cash in the year
Cash and cash equivalents at 1 April 2020

Cash and cash equivalents at 31 March 2021

Note	2021 £	2020 £
A	3,296,198	1,076,173
B	14,621	13,522
C	(145,073)	(161,807)
D	(93,819)	(23,507)
	3,071,927	904,381
	2,749,448	1,845,067
	5,821,375	2,749,448



Notes to the Cash Flow Statement

for the year ended 31 March 2021

a) Reconciliation of incoming resources to net cash inflow from operating activities

	2021	2020
	£	£
Net incoming resources	2,150,972	1,772,977
Interest and dividends received	(14,621)	(13,522)
Unrealised (gains)/losses on investments	(63,708)	61,279
Depreciation charges	425,919	412,359
Goodwill amortisation	20,000	20,000
Profit on sale of tangible fixed assets	640	-
(Increase)/decrease in stocks	40,604	(9,020)
(Increase)/decrease in debtors	686,930	(1,119,065)
Increase/(decrease) in creditors	49,462	(48,835)
Net cash flow from operating activities	3,296,198	1,076,173

b) Gross cash flows

Returns on investments and servicing of finance

	2021	2020
	£	£
Interest received	14,621	13,522

c) Capital expenditure

	2021	2020
	£	£
Payments to acquire fixed assets	(145,073)	(161,807)

d) Financing activities

	2021	2020
	£	£
Loan repayments in the year	(93,819)	(23,507)

e) Analysis of changes in net funds

	31 March 2020	Cash flow	31 March 2021
	£	£	£
Bank loans	(93,819)	93,819	-
Cash at bank and in hand	2,749,448	3,071,927	5,821,375
Net funds	2,655,629	3,165,746	5,821,375

Notes to the Financial Statements

for the year ended 31 March 2021

1. Accounting policies

Dove House Hospice Limited is a company limited by guarantee and established in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is given in the administration and reference details section of the Directors' Report on page 3 of these financial statements. The nature of the charity's operations and principal activities are fully detailed in the directors report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The group financial statements consolidate the financial statements of the Charity and its subsidiary undertaking, Dove House Trading Limited, at 31 March 2021 using acquisition accounting.

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

a) Income from donors and supporters

Cash donations and gifts are included in full in the statement of financial activities as they are received. Legacies are accounted for on an accruals basis. Cash collected at special fundraising events is included in the statement of financial activities gross. Significant non cash donations are included in the statement of financial activities at the trustees' estimate of their market value when received. The value of voluntary help is not included in the accounts.

Legacy income is generally recognised when received. However, legacies are also recognised as a debtor before receipt if there is sufficient evidence regarding:

- i) the charity's entitlement to such income,
- ii) the certainty of receipt, and
- iii) measurement at a reliable monetary value.

Legacies which the charity has been notified of but which do not yet meet the above criteria are monitored and will be recognised at such time when the criteria are met. The total of all such unrecognised items at the year end is included in the notes to the accounts.

b) Other operating income

All other income is accounted for on an accruals basis.

c) Investment income

Bank interest is included in the statement of financial activities on an accruals basis.

Dividends are included in the statement of financial activities when they are received, at an amount which includes the tax credit recoverable from the HM Revenue & Customs.

Notes to the Financial Statements

for the year ended 31 March 2021

1. Accounting policies (continued)

d) Expenditure

This is accounted for on an accruals basis and includes attributable VAT which cannot be recovered. When expenditure is incurred relating to more than one cost category, the expenditure is apportioned over all relevant headings. The basis of apportionment used reflects the time and resources exerted under specific headings.

i) **Cost of generating funds**

Cost of generating funds includes all costs relating to the raising of the charity's income.

ii) **Fundraising and publicity**

Fundraising and publicity includes the cost of raising the charity's voluntary contributions together with raising public awareness to the charity's objectives.

iii) **Direct charitable activities**

Direct charitable activities include the direct costs of the charitable activities and depreciation on related assets.

iv) **Support costs**

Support costs include the direct cost of supporting the expenditure on the objects of the charity. Support costs have been apportioned on the basis of staff time working on each activity.

v) **Governance**

Governance includes the cost of essential central administration principally concerning the overall management of the charity's affairs, including compliance with constitutional and statutory requirements.

e) **Tangible fixed assets and depreciation**

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition.

Depreciation is calculated on the straight line basis to write down the cost of all fixed assets excluding land over their expected useful lives.

The rates generally applicable are:

Freehold property	2%
Motor vehicles	25%
Plant and equipment	20%
Hi-tech equipment (medical)	25%
Fixtures and fittings	10%
Leasehold improvements	over period of lease

f) **Operating leases**

Rentals payable under operating leases are charged to the profit and loss account over the period of the lease on a straight line basis.

g) **Stock**

Stock is stated at the lower of cost and net realisable value. Unsold donated items are not included.

Notes to the Financial Statements

for the year ended 31 March 2021

1. Accounting policies (continued)

h) Grants and specific donations

Grants of a revenue nature which are made to give immediate financial support or to reimburse costs previously incurred are credited to the statement of financial activities in the period in which they become receivable.

Grants of a revenue nature which are made to finance general activities over a specified period or to compensate for a loss of current or future income are credited to the statement of financial activities in the period in which they are paid.

i) Investments

Stocks and shares quoted on a recognised stock exchange are included in the balance sheet at their mid-market value at the year end. The variances between market value and the original cost or annual revaluation of the investments are shown as unrealised investment gains or losses.

The differences between the original cost or annual valuation and the proceeds of investments disposed of are shown as a gain/(loss) in the statement of financial activities.

The 100% shareholding in the trading subsidiary is stated at cost.

j) Pension costs

Contributions to provide pensions and related benefits are charged to the income and expenditure account as incurred.

k) Fund accounting

Funds held by the charity are either:

Unrestricted funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

l) Goodwill

Goodwill, being the amount paid in connection with the acquisition of a business in 2019, is being amortised evenly over its estimated useful life of five years.

2. Taxation

Dove House Hospice Limited is a U.K. registered charity, number 509551. All the Charity's income is applied to its charitable objectives and the charity is, therefore, exempt under current legislation from most forms of taxation.

Notes to the Financial Statements

for the year ended 31 March 2021

3. Donations and gifts

General donations

Tax refunds

2021	2020
£	£
387,864	508,268
89,070	52,431
<u>476,934</u>	<u>560,699</u>

4. Grants for providing care

National Health Service – grants
– pension funding

Social Services

2021	2020
£	£
994,664	1,166,448
7,936	7,626
17,622	16,020
<u>1,020,222</u>	<u>1,190,094</u>

5. COVID-19 support

Fund generating activities

Covid-19 Retail Grants

Staff Furlough Grants

2021	2020
£	£
450,440	555,000
858,879	36,115
<u>1,309,319</u>	<u>591,115</u>

Charitable activities

Staff Furlough Grants

NHSE funding

2021	2020
£	£
241,863	-
1,517,329	-
<u>1,759,192</u>	<u>-</u>
<u>3,068,511</u>	<u>591,115</u>

Total COVID-19 Support

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.

Notes to the Financial Statements

for the year ended 31 March 2021

6. Sales of goods/services

Catering
Student placements
Profit on sale of assets
External funding

2021	2020
£	£
20,745	46,433
2,000	2,000
1,628	-
13,888	9,583
<u>38,261</u>	<u>58,016</u>

7. Retail costs

Salaries, fees and pensions
Back up services
Cleaning and laundry expenses
Telephone and internet
Printing, stationery and postage
Advertising
Shop consumables
Sundry expenses
Training
Motor and travel
Rent and rates
Light and heat
Insurance
Repairs and renewals
Depreciation
EBay expenses
Waste disposal
Allocated support costs (see note 14)
Resale goods

2021	2020
£	£
2,049,621	2,152,688
379	-
3,364	15,816
32,883	35,107
51,848	47,670
3,976	10,182
25,878	50,694
71,312	47,794
624	-
53,207	92,708
482,786	492,075
75,359	107,515
65,943	67,923
131,323	140,581
57,888	61,332
26,891	42,143
32,281	31,731
21,856	48,859
80,642	99,840
<u>3,268,061</u>	<u>3,544,658</u>
<u>40</u>	<u>39</u>

Number of units

8. Lottery costs

Salaries, fees and pensions
Advertising, events and promotion
Motor and travel
Prizes
Commissions
Processing and promotion
Allocated support costs (see note 14)

2021	2020
£	£
260,299	270,675
38,753	40,313
9,185	20,815
107,108	107,070
1,365	41,616
160,791	161,947
7,285	11,165
<u>584,786</u>	<u>653,601</u>

Notes to the Financial Statements

for the year ended 31 March 2021

9. Fundraising costs

Salaries, fees and pensions
Printing, stationery, telephone and postage
Advertising, events and promotion
Sundry expenses
Motor and travel
Allocated support costs (see note 14)

2021	2020
£	£
252,097	238,528
24,962	44,671
68,463	129,058
12,183	40
148	3,826
7,285	19,544
365,138	435,667

10. Training costs

Salaries, fees and pensions
Printing, stationery and postage
Training costs
Sundry expenses

2021	2020
£	£
71,647	86,258
477	3,584
7,284	21,495
32	6,515
79,440	117,852

11. Catering

Salaries, fees and pensions
Catering provisions and sundries

2021	2020
£	£
30,051	29,606
9,329	18,772
39,380	48,378



Notes to the Financial Statements

for the year ended 31 March 2021

12. Charitable activities

	Patient care	Day therapy	Catering	2021	2020
	£	£	£	£	£
Salaries, fees and pensions	2,263,140	93,046	123,161	2,479,347	2,449,414
Catering provisions	-	-	37,137	37,137	74,287
Cleaning and laundry expenses	16,541	-	-	16,541	10,015
Medical equipment and supplies	174,141	-	-	174,141	170,301
Advertising events and promotion	22,332	-	-	22,332	48,601
Sundry expenses	20,247	41	297	20,585	17,066
Motor and travel	4,447	3,970	-	8,417	16,454
Rent and rates	19,913	-	-	19,913	14,803
Light and heat	49,998	-	-	49,998	51,728
Insurance	29,608	-	-	29,608	26,849
Repairs and renewals	82,620	-	-	82,620	93,233
Depreciation	319,220	3,508	-	322,728	302,815
Allocated support costs (see note 14)	692,100	-	-	692,100	889,235
	<u>1,694,307</u>	<u>100,565</u>	<u>160,595</u>	<u>3,955,467</u>	<u>4,164,801</u>

13. Governance

	2021	2020
	£	£
Salaries, fees and pensions	-	16,801
Printing, stationery and postage	-	23,243
Audit and accountancy	-	8,086
Legal and professional	-	6,336
Allocated support costs (see note 14)	-	10,304
	<u>-</u>	<u>64,770</u>

Costs previously analysed as Governance costs have now been analysed either directly to cost centres or to support costs.

“
What would we do without you?
When this is all over we will
never stop supporting you.
”

Notes to the Financial Statements

for the year ended 31 March 2021

14. Support costs

Salaries, fees and pensions
Cleaning and laundry expenses
Telephone and interest
Printing, stationery and postage
Advertising, events and promotion
Training
Sundry expenses
Motor and travel
Rent and rates
Light and heat
Insurance
Repairs and renewals
Legal and professional
Audit and accountancy
Bank charges
Waste disposal
Depreciation

2021	2020
£	£
491,483	741,326
4,135	3,079
29,876	14,433
4,811	6,860
24,160	2,501
-	923
26,813	20,697
1,666	9,366
4,978	3,701
12,500	12,932
21,950	21,241
44,880	45,440
2,245	8,086
-	3,585
26,871	36,243
-	11,710
32,158	36,984
<u>728,526</u>	<u>979,107</u>

The above costs have been allocated between expenses headings as follows:

Costs of generating funds:

Costs of generating voluntary income:

Fundraising and publicity

Trading: costs of goods sold and other costs:

Retail costs

Lottery

Charitable activities:

Patient care

Governance

2021	2020
£	£
7,285	19,544
21,856	48,859
7,285	11,165
692,100	889,235
-	10,304
<u>728,526</u>	<u>979,107</u>

The above allocation is based on staff time spent undertaking activities in each area.

Notes to the Financial Statements

for the year ended 31 March 2021

15. Income/(expenditure) from commercial trade operations

Turnover

Cost of sales

GROSS PROFIT

Administrative expenses

Other operating income

OPERATING PROFIT

Interest payable and similar expenses

PROFIT BEFORE TAXATION

Tax on profit

PROFIT FOR THE FINANCIAL YEAR

2021	2020
£	£
878,389	1,241,538
77,217	123,787
801,172	1,117,751
844,256	919,859
68,334	-
25,250	197,892
5,132	7,704
20,118	190,188
(1,341)	2,439
21,459	187,749

The principal activity of the subsidiary undertaking in the year under review was that of pre-primary education and the operation of retail shops and cafes.

16. Net incoming resources

Net incoming resources are stated after charging:

Auditors remuneration

- audit services

- non-audit services

Operating lease payments - land and buildings

2021	2020
£	£
14,980	14,480
1,000	1,000
317,700	322,700

17. Material notified legacies

The charity has been notified of legacies with an estimated value totalling £554,127 (2020: £1,125,262) which are not recognised within the statement of financial activities, as at the balance sheet date these legacies fail to meet one or more of the recognition criteria.

Notes to the Financial Statements

for the year ended 31 March 2021

18. Staff costs

The costs incurred were as follows:

Salaries and fees
National insurance costs
Pension contributions

2021	2020
£	£
5,549,350	5,753,153
355,874	361,761
399,993	410,691
6,305,217	6,525,605

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

£60,001 – £70,000
£70,001 – £80,000
£80,001 – £90,000

2021	2020
No.	No.
1	1
1	2
1	1

Total remuneration for key management personnel is £317,488 (2020: £308,316).

Staff restructuring costs in the year amounted to £nil (2020: £16,285).

The average number of employees during the year was as follows:

Medical
Administration/Secretarial
Ancillary/Support
Income generation

2021	2020
No.	No.
74	77
23	21
20	22
192	193
309	313

The full time equivalent of the above:

Medical
Administration/Secretarial
Ancillary/Support
Income Generation

2021	2020
No.	No.
49	51
18	19
13	16
158	148
238	234

Notes to the Financial Statements

for the year ended 31 March 2021

19. Net incoming resources of parent charity

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent charity is not presented as part of these financial statements. The parent charity's net incoming resources for the year ended 31 March 2021 totalled £2,178,255 (2020: £1,772,977).

20. Comparatives for the consolidated Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds £
Incoming resources				
Incoming resources from generated funds:				
Voluntary income:				
Donations and gifts	433,467	127,232	-	560,699
Legacies	1,972,522	-	-	1,972,522
Activities for generating funds:				
Retail sales	4,503,037	-	-	4,503,037
Lottery income	1,164,122	-	-	1,164,122
Fundraising	766,618	-	-	766,618
Nursery income	835,146	-	-	835,146
Rental income	16,690	-	-	16,690
COVID-19 support	591,115	-	-	591,115
Investment income	13,522	-	-	13,522
	<u>10,296,239</u>	<u>127,232</u>	<u>-</u>	<u>10,423,471</u>
Incoming resources from charitable activities:				
Support for patient care	34,115	-	-	34,115
Grants for providing care	1,190,094	-	-	1,190,094
Training	42,155	-	-	42,155
Sales of goods/services	58,016	-	-	58,016
	<u>11,620,619</u>	<u>127,232</u>	<u>-</u>	<u>11,747,851</u>
Resources expended				
Costs of generating funds:				
Costs of generating voluntary income:				
Donations and gifts	21,783	164,593	-	186,376
Trading: costs of goods sold and other costs:				
Retail	3,544,658	-	-	3,544,658
Lottery	653,601	-	-	653,601
Fundraising	435,667	-	-	435,667
Training	117,852	-	-	117,852
Catering	48,378	-	-	48,378
Nursery	697,492	-	-	697,492
	<u>5,519,431</u>	<u>164,593</u>	<u>-</u>	<u>5,684,024</u>

Notes to the Financial Statements

for the year ended 31 March 2021

20. Comparatives for the consolidated Statement of Financial Activities (continued)

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
	£	£	£	£
Charitable activities:				
Patient care	3,744,683	111,889	-	3,856,572
Day therapy	112,264	2,455	-	114,719
Catering	193,510	-	-	193,510
	<u>4,050,457</u>	<u>114,344</u>	<u>-</u>	<u>4,164,801</u>
Governance costs	64,770	-	-	64,770
Total resources expended	<u>9,364,658</u>	<u>278,937</u>	<u>-</u>	<u>9,913,595</u>
Net gains/(losses) on investments	(61,279)	-	-	(61,279)
Net movements in funds	<u>1,924,682</u>	<u>(151,705)</u>	<u>-</u>	<u>1,722,977</u>
Fund balances brought forward	<u>8,966,281</u>	<u>4,451,962</u>	<u>14,235</u>	<u>13,432,478</u>
Fund balances carried forward	<u><u>10,890,963</u></u>	<u><u>4,300,257</u></u>	<u><u>14,235</u></u>	<u><u>15,205,455</u></u>

21. Directors' remuneration

The directors (trustees) were not entitled to and did not receive any remuneration from the charity during the current or previous year. No expenses were reclaimed by directors during the current or previous year.

22. Tangible fixed assets

	Motor vehicles	Plant and equipment	Fixtures and fittings	Freehold properties	Leasehold properties	Total
	£	£	£	£	£	£
GROUP						
Cost:						
At 1 April 2020	267,185	1,699,301	413,459	14,359,187	1,539,823	18,278,955
Additions in year	26,495	69,781	3,453	11,651	33,693	145,073
Disposals in year	(8,996)	-	(645)	-	-	(9,641)
	<u>284,684</u>	<u>1,769,082</u>	<u>416,267</u>	<u>14,370,838</u>	<u>1,573,516</u>	<u>18,414,387</u>
At 31 March 2021						
Depreciation:						
At 1 April 2020	241,377	1,502,533	298,939	3,580,076	1,346,203	6,969,128
Provided during the year	11,658	71,368	15,126	281,806	45,961	425,919
Eliminated on disposal	(8,996)	-	(5)	-	-	(9,001)
	<u>244,039</u>	<u>1,573,901</u>	<u>314,060</u>	<u>3,861,882</u>	<u>1,392,164</u>	<u>7,386,046</u>
At 31 March 2021						
Net book value:						
At 31 March 2021	<u>40,645</u>	<u>195,181</u>	<u>102,207</u>	<u>10,508,956</u>	<u>181,352</u>	<u>11,028,341</u>
At 31 March 2020	<u>25,808</u>	<u>196,768</u>	<u>114,520</u>	<u>10,779,111</u>	<u>193,620</u>	<u>11,309,827</u>

Notes to the Financial Statements

for the year ended 31 March 2021

22. Tangible fixed assets (continued)

	Motor vehicles £	Plant and equipment £	Fixtures and fittings £	Freehold properties £	Leasehold properties £	Total £
CHARITY						
Cost:						
At 1 April 2020	267,185	1,677,624	320,819	14,359,188	1,463,149	18,087,965
Additions in year	26,495	65,348	3,453	11,651	33,693	140,640
Disposals in year	(8,996)	-	(645)	-	-	(9,641)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	284,684	1,742,972	323,627	14,370,839	1,496,842	18,218,964
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation:						
At 1 April 2020	241,377	1,488,738	283,863	3,580,076	1,344,031	6,938,085
Provided during the year	11,658	68,627	6,256	281,806	44,427	412,774
Eliminated on disposal	(8,996)	-	(5)	-	-	(9,001)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	244,039	1,557,365	290,114	3,861,882	1,388,458	7,341,858
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net book value:						
At 31 March 2021	40,645	185,607	33,513	10,508,957	103,384	10,877,106
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	25,808	188,886	36,956	10,779,112	119,118	11,149,880
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

23. Intangible fixed assets

	Goodwill £
GROUP	
Cost:	
At 1 April 2020	100,000
Additions in year	-
Disposals in year	-
	<hr/>
At 31 March 2021	100,000
	<hr/>
Amortisation:	
At 1 April 2020	28,333
Provided during the year	20,000
Eliminated on disposal	-
	<hr/>
At 31 March 2021	48,333
	<hr/>
Net book value:	
At 31 March 2021	51,667
	<hr/>
At 31 March 2020	71,667
	<hr/>

Notes to the Financial Statements

for the year ended 31 March 2021

24. Investments

GROUP	2021	2020
	£	£
Listed investments	189,820	131,344
Cash or cash equivalents	33,495	28,265
	<hr/>	<hr/>
	223,315	159,609
	<hr/>	<hr/>
Investments		
Market value at 1 April 2020	159,609	220,888
Additions	-	-
Disposals	-	-
Increase/(decrease) in value for the year	63,706	(61,279)
Less dividends	-	-
	<hr/>	<hr/>
Market value at 31 March 2021	223,315	159,609
	<hr/>	<hr/>
Historical cost at 31 March 2021	148,865	148,865
	<hr/>	<hr/>
Analysis of listed investments:		
Sterling preference shares	95	-
AIM equities	41	29
European equities	213	182
UK equities	62,280	62,747
Emerging market equities	127,191	68,386
	<hr/>	<hr/>
	189,820	131,344
	<hr/>	<hr/>
CHARITY	2021	2020
	£	£
Listed investments	189,820	131,344
Cash or cash equivalents	33,495	28,265
Investment in subsidiary	1	1
	<hr/>	<hr/>
	223,316	159,610
	<hr/>	<hr/>
Investment in subsidiary		
Dove House Trading Limited	1	1
	<hr/>	<hr/>

The investment in subsidiary represents 100% of the issued share capital of Dove House Trading Limited, a trading subsidiary which is registered in England and Wales.

At 31 March 2021 the subsidiary had aggregate capital and reserves of £13,506 (2020: £40,792) and made a profit for the year of £21,459 (2020: £187,749). £48,746 (2020: £205,163) was donated to the charity under the Gift Aid scheme resulting in a loss to reserves of £27,287 (2020: loss of £17,414).

Notes to the Financial Statements

for the year ended 31 March 2021

25. Stocks

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Purchased consumables	97,405	138,009	27,402	27,134

Unsold donated items are not included above.

26. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Amounts due within one year:				
Trade debtors	118,171	76,254	91,740	49,288
Prepayments and accrued income	147,488	103,133	147,198	103,133
Other debtors	519,320	1,292,522	519,320	1,286,724
Amounts owed by group undertaking	-	-	248,346	320,198
	784,979	1,471,909	1,006,604	1,759,343

Prepayments and accrued income include £7,569 (2020: £12,049) which is due in more than one year.

27. Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Amounts falling due within one year:				
Trade creditors	99,679	264,415	95,605	243,555
Other taxes including social security costs	91,210	98,274	78,086	83,809
Accruals	287,023	99,632	130,397	94,348
Deferred income	172,743	138,874	172,743	138,874
Bank loans and overdrafts	-	24,385	-	24,385
Amounts owed to group undertaking	-	-	28	2,483
	650,655	625,580	476,859	587,454

28. Creditors: amounts falling due after more than one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts	-	69,434	-	69,434

Notes to the Financial Statements

for the year ended 31 March 2021

29. Loans

An analysis of the maturity of loans is given below:

Amounts falling due within one year or on demand:

Bank loans

Amounts falling due between one and two years:

Bank loans

Amounts falling due between two and five years:

Bank loans

2021	2020
£	£
-	24,385
-	25,274
-	44,160

The group had a bank loan facility with HSBC totalling £93,819 which charged interest at 2.85% above the Bank of England base rate. The loan facility was fully repaid in the current financial period.

30. Called up share capital

There is no called up share capital as the company is limited by guarantee. Trustees are the only members and in the event of the company being wound up each member has undertaken to contribute to the assets of the charity such amount as may be required to discharge its debts, the amount not to exceed £10 per member. At 31 March 2021 there were 10 members (2020: 10).

31. Endowment funds

The endowment funds comprise the following permanent endowment:

Name	Balance at 1 April 2020	Incoming resources	Resources expended	Fund at 31 March 2021	Objects
	£	£	£	£	
Sutton War Memorial	12,551	-	-	12,551	Funds donated on the closure of the 'Sutton on Hull War Memorial Fund'. Income to be used for the welfare of people from Sutton.
Unrealised gain on Investments	1,684	-	-	1,684	
	14,235	-	-	14,235	

Notes to the Financial Statements

for the year ended 31 March 2021

32. Restricted funds

The restricted funds comprise the following:

Name	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Fund at 31 March 2021 £	Objects
Dove HouseProperty	1,025,946	-	(42,773)	983,173	Development of hospice and land
Bedded unit	68,707	5,094	(8,751)	65,050	Provision of facilities
Accessibility,quality and improvement	233,034	-	(2,746)	230,288	Redevelopment of reception and clinical outpatient rooms
Day therapy (Hospice)	8,557	200	(4,562)	4,195	Provision of day therapy facilities
Breast cancerrelief	7,888	-	-	7,888	Grant funding for the treatment of breast cancer sufferers
Sundry smallfunds	44,281	203,005	(178,379)	68,907	Library, finance, maintenance and staff development
Storr legacy	69,716	-	(1,922)	67,794	Write down over life of conservatories provided
New buildingfund	2,841,887	-	(64,378)	2,777,509	Development of new facilities
Support line	6,142	-	-	6,142	Development of a palliative care advice line
Physiotherapy	(5,901)	-	-	(5,901)	
NHSE award	-	1,517,329	(1,517,329)	-	Bed capacity, community support and complex care during COVID- 19 pandemic
	<u>4,300,257</u>	<u>1,725,628</u>	<u>(1,820,840)</u>	<u>4,205,045</u>	

Restricted funds are funds that can only be used for the particular restricted purpose within the objects of the fund, as stated above. Income may be restricted when specified by the donor or when funds are raised for a specific restricted purpose. Such income is allocated to a restricted fund.

Resources expended on the above funds represent expenditure incurred in fulfilling the specific objects of the fund. In the case of revenue expenditure this is charged to the fund as incurred. In the case of capital expenditure, the asset is capitalised as a fixed asset. The subsequent depreciation charge is then transferred to the particular restricted fund as to write off the asset over its useful economic life.

Notes to the Financial Statements

for the year ended 31 March 2021

33. Unrestricted funds

	Balance at 1 April 2020	Incoming resources	Resources expended	Gains/ (losses) on investments	Transfer between funds	Fund at 31 March 2021
	£	£	£	£	£	£
General fund	10,890,963	9,574,921	(7,392,443)	63,706	(2,000,000)	11,137,147
Designated fund	-	-	-	-	2,000,000	2,000,000
	<u>10,890,963</u>	<u>9,574,921</u>	<u>(7,392,443)</u>	<u>63,706</u>	<u>-</u>	<u>13,137,147</u>

The designated fund represents amount reserved for the reconfiguration of the existing hospice site.

34. Analysis of net assets between funds

Fund balances at 31 March 2021 are represented by:

	Unrestricted Funds	Designated funds	Endowment Funds	Restricted Funds	Total Funds
	£	£	£	£	£
Tangible fixed assets	6,823,296	-	-	4,205,045	11,028,341
Intangible fixed assets	51,667	-	-	-	51,667
Fixed asset investments	209,080	-	14,235	-	223,315
Net current assets	4,053,104	2,000,000	-	-	6,053,104
Total net assets	<u>11,137,147</u>	<u>2,000,000</u>	<u>14,235</u>	<u>4,205,045</u>	<u>17,356,427</u>

35. Operating lease commitments

Anticipated payments under operating leases on land and buildings for the year ended 31 March 2021 in respect of commitments that expire:

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Within one year	277,888	318,304	276,388	316,804
In the second to fifth years inclusive	299,008	553,758	296,633	548,383
Over five years	750	23,200	750	23,200
	<u>577,646</u>	<u>895,262</u>	<u>573,771</u>	<u>888,387</u>

36. Pensions

The company operates various defined contribution pension schemes for its employees. The pension cost charges represent contributions payable by the company and amounted to £399,993 (2020: £410,691). There were no contributions outstanding or prepaid at 31 March 2021 or 31 March 2020.

Extra Special Moments

The care Dove House provides is, and always will be, about going the extra mile to enable patients and their families to have the best quality of life, and to create moments that will truly matter for the people we care for. Here are some of the lovely memories we helped make:

A young patient had a girl's night in with two of her friends watching a movie and sharing a bottle of Prosecco



A mum had her bed pushed out into the garden to spend time with her husband and young sons in the sunshine



A young dad had a picnic in the garden with his wife and children

A patient with young children had a sleepover complete with pizza, popcorn, a movie and breakfast in bed the next day



A patient who had been unable to have a bath for months had a bubble bath scattered with rose petals whilst listening to their favorite music



A wedding was held for a couple who had been together for many years

“

You helped me get back on my feet. Without your amazing support I cannot imagine how I would have coped. You were there every step of the way. You have boosted my self confidence when I was at rock bottom.

”

Hospice patient



caring for people with a life limiting illness

dovehouse
hospice



Dove House Hospice, Chamberlain Road, Hull, HU8 8DH



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info@dovehouse.org.uk



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Registered with



FUNDRAISING
REGULATOR

Dove House Hospice Limited a company limited by guarantee. Registered office: Dove House Hospice, Chamberlain Road, Hull, HU8 8DH.

Registered in England and Wales Company number: 01498747 Registered Charity Number: 509551