

Company Registration No. 01537498 (England and Wales)

Charity Registration No. 511009

Trinity Hospice and Palliative Care Services Limited

Annual Report

**For The Year Ended
31 March 2022**

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED

CONTENTS

Reference and Administration Details	1
Report of the Trustees (including the Directors' Report and Strategic Report)	3
Structure, Governance, Management	3
Objectives and Activities	5
Strategic Report	7
Statement of Trustees' Responsibilities	16
Report of the Independent Auditors	17
Consolidated Statement of Financial Activities (including Income and Expenditure Account)	21
Consolidated Balance Sheet	22
Charity Balance Sheet	23
Consolidated Cash Flow Statements	24
Notes to the Consolidated Financial Statements	25

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REFERENCE AND ADMINISTRATION DETAILS
FOR THE YEAR ENDED 31 MARCH 2022

PRESIDENT:	Sir Bill Beaumont CBE DL
BOARD OF TRUSTEES:	
Chairman	Mr N A Law LLB (Hons)
Vice Chairman	Mr C Beverley LLB (Hons)
Members	Mr P Akroyd BSc, MSc, MBA Ms T Dewhurst MSc, MCiPR Dr Stephen Doel MB, ChB, FRCGP Mr A Farnworth ACII (appointed 02/02/2022) Dr H Grenier MB ChB, MRCGP, PGCertMed Ed Mr D Guite LLB (Hons) Ms J Hunter Ms J Huttley (appointed 02/02/2022) Ms N Walmsley Dr A Naughton MB ChB MRCGP DRCOG DFFP DCH BA Mr S Thompson BSc, CPFA, MBA
COMPANY SECRETARY	Martin Clapperton
MANAGEMENT BOARD	
Chief Executive	Mr D Houston BSc (Hons), MSc, MBA
Interim Finance Director	Martin Clapperton
Medical Director	Dr G Au BSc, MBChB, MRCGP, DRCOG BPCR
Clinical Service Director	Mr D Kay, RGN, BSc (Hons), PGCert
REGISTERED OFFICE	Trinity Hospice Low Moor Road Bispham Blackpool Lancashire FY2 0BG
COMPANY REGISTRATION NUMBER	01537498 (England and Wales)
CHARITY REGISTRATION NUMBER	511009

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REFERENCE AND ADMINISTRATION DETAILS
FOR THE YEAR ENDED 31 MARCH 2022

AUDITORS

MHA Moore and Smalley
Richard House
9 Winckley Square
Preston
PR1 3HP

BANKERS

Natwest plc
Corporation Street
Blackpool
Lancashire
FY1 1EJ

LEGAL ADVISERS

Blackhurst Budd and Co
Solicitors
22 Edward Street
Blackpool
Lancashire
FY1 1BA

INVESTMENT ADVISERS

James Brearley and Sons
7 South Preston Office Village
Cuerden Way
Bamber Bridge
Preston
PR5 6BL

Quilter Cheviot Limited
4th Floor
The Pinnacle
73 King Street
Manchester
M2 4NG

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also directors of the charity for the purposes of the Companies Act, present their report and the audited financial statements of the charity for the year ended 31 March 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) 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 the 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 accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland published in October 2019.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year end were as follows:

Mr P Akroyd BSc, MSc, MBA
Mr C Beverley LLB (Hons)
Ms T Dewhurst MSc, MCiPR
Dr Stephen Doel MB, ChB, FRCGP
Mr A Farnworth ACII (appointed 02/02/2022)
Dr H Grenier MBChB, MRCGP, PGCertMed Ed
Mr D Guite LLB (Hons)
Ms J Hunter
Ms J Huttley (appointed 02/02/2022)
Mr N A Law LLB (Hons)
Dr A Naughton MB ChB MRCGP DRCOG DFFP DCH BA
Mr S Thompson BSc, CPFA, MBA
Ms N Walmsley

STRUCTURE, GOVERNANCE AND MANAGEMENT

Mr N A Law has been in post as Chairman for his fifth financial year. No Trustees resigned during the year. The charity's constitution allows for an unlimited number of members to the Board of Trustees. For the majority of the year the number has been 11. Trustees serve for a three year period after which they may be re-elected. They meet routinely six times a year with structured agendas and at other times as required. Trustees are regularly assessed on their personal contributions to the Board.

When new Trustees are required, positions are advertised locally and a formal selection process takes place, including interview. New Trustees have an induction period, which includes visits to better understand the activities of the hospice and to meet staff and Directors. Each new Trustee is presented with a comprehensive induction pack including the Charity Commission's 'Good Governance' guide and provided with a buddy from the existing Trustees. The Chairman of Trustees also meets regularly with new Trustees and agrees with them the most appropriate standing committees to join.

The Trustees introduced a 12 year 'tenure' policy in 2018. Trustees would in normal circumstances step down after a maximum 12 years' in office. In addition to our Trustees we have also invited several non-Trustee experts to join various Committees to compliment the knowledge of the existing members.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Standing committees are in existence which meet regularly and look in depth at different aspects of the charity's activities. Details of the membership of these committees are shown in the table below.

Standing committees 2021/22

Committee	Audit	Governance	Clinical Governance	Remuneration /HR	Investment	Childrens Committee	Fundraising Committee	Trading
Mr P Akroyd	Member			Member	Chair			Member
Mr C Beverley		Member	Member	Member		Chair		
Ms T Dewhurst				Chair		Member	Member	Member
Dr Stephen Doel			Member		Member	Member	Chair	
Dr H Grenier	Member		Chair			Member		
Mr D Guite		Member			Member	Member	Member	Member
Ms J Hunter		Member		Member		Member		Member
Mr N Law		Member	Member		Member	Member	Member	Member
Ms N Walmsley	Member	Chair	Member				Member	Member
Dr A Naughton		Member	Member				Member	Member
Mr S Thompson	Chair	Member			Member			

The day to day operations of the charity are organised by the Chief Executive and his senior management team which include the Medical and Clinical Directors and the Finance, Retail and Facilities Director. This team will discuss and decide on most operational issues from the overall guidance and direction given by the Trustees, but significant matters, some regular decisions and those relating to strategy will be referred to the Trustees or the relevant sub-committee for consideration and decision.

Pay for Chief Executive and senior management team

Pay increases and other benefits for all staff are decided annually by the HR, Remuneration & Pensions Committee. All staff including the Chief Executive and senior management team receive the same annual cost of living pay increases, life insurance and other benefits of employment. All staff including the Chief Executive and senior management team are paid according to a Trinity pay scale which is periodically externally benchmarked and reviewed by the Remuneration Committee ensuring pay is fair.

Review of risks

The Board reviews any new or revised risks together with a summary of all risks at each bi-monthly Board meeting, unless the risks are deemed to be such that immediate action should be taken in which case a member of the senior management team contacts the Board forthwith. The Board re-considers all risks on the risk register annually in July together with the procedures and policies that have been introduced to mitigate the risks to an acceptable level.

The Audit Committee reviews the full risk register at each Audit Committee meeting (three times a year).

In 2019/20 the Board decided to split the risk register into 3 parts to aid review and focus. The strategic risk register has two parts – active and watching. Active risks are those deemed to require significant current focus and may be potentially more volatile than those on the watching register which are risks that are important to the organisation but at present just require regular review and consideration. The third section of the register is an operational risk register which considers day-to-day operational risks and how they are actively managed.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

OBJECTIVES AND ACTIVITIES

The charity is a charitable company limited by guarantee and was incorporated on 7 January 1981. It is governed by a memorandum and articles of association. Following a special resolution at the Annual General Meeting in October 2008, it took the name Trinity Hospice and Palliative Care Services to more clearly represent its activities and the services it provides within the community.

Objectives

The charity's objectives are defined in the memorandum and are summarised in the following extract:

Promote the relief of illness and suffering in such ways as the charity shall from time to time think fit, and, in particular, in the local government districts of Blackpool, Fylde and Wyre and adjacent areas and in particular:

- by providing palliative and supportive services;
- by conducting, promoting or encouraging research in the area of palliative supportive services and to disseminate the results;
- by promoting, providing, encouraging or assisting in the teaching and training of clinical, medical and allied services staff;
- by providing spiritual support and counselling to patients and their families.

The charity's three year business plan translates these objectives into a vision that:

In developing the Business Plan the Board of Trustees has had due regard for the Charity Commission's guidance on Public Benefit and achieve this through a comprehensive range of services.

During 2021/22, Trinity Hospice provided the following services in conjunction with Blackpool NHS Clinical Commissioning Group and Fylde and Wyre NHS Clinical Commissioning Group in the provision of specialist palliative care services:

- In-Patient Unit with 18 beds offering 24 hour care for the most complex patients and their families.
- Community Nurse Specialist Team supporting patients and their primary care teams in the community over seven days.
- Hospital Nurse Specialist Team supporting patients and colleagues within the hospital over seven days.
- We have commenced the development of a new "Living Well" service to replace our previous Day Therapy services.
- Lymphoedema service supporting patients, adults and children, with both primary and secondary lymphoedema.
- Bereavement and counselling services run from the Linden Centre supporting adults and children, individually or in groups. We also run a Schools Link Service, helping schools to support children experiencing bereavement.
- Quarterly bereavement and annual bereavement events such as "Light Up A Life".
- Specialist palliative and end of life care psychology services.
- Complementary therapy offering patients and carers a range of complementary therapies.
- Physiotherapy – supporting palliative rehabilitation, promoting independence, and improving quality of life and supporting discharge from the In-Patient Unit.
- Social worker helping patients to stay in their own homes and supporting discharge planning for the In-Patient Unit.
- Spiritual care and support by our Spiritual Co-Ordinator and chaplains.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

- Hospice at Home overnight service, seven nights a week, supporting people in their own homes, care homes and nursing homes, working with out-of-hours medical services, district nursing teams and ambulance service.
- Admiral Nursing service in partnership role with Dementia UK, providing support and assessments for those caring for loved ones with a dementia diagnosis and education and training across the health care sector of the Fylde Coast.
- Education, training, and research – a Learning and Research department that facilitates education internally and externally to the hospice. Co-ordinates educational events, supports opportunities for learners and palliative care research projects.
- Brian House Children's Hospice supporting children and young people and their families with respite and end of life care (mainly funded by our charity's monies with a small emergency grant from the Department of Health).
- Medical and nursing student training.
- A 24/7 palliative care advice helpline manned by the community and In-Patient Unit staff.
- Trinity website with an increased focus on education.
- Covid has meant that our support via the Hospice Neighbours scheme had to be suspended, but we continue to work with our trained volunteers to support patients in the community

Volunteers

Without our dedicated team of volunteers the organisation simply could not exist. They provide support across all areas of the hospice, shops and administration

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STRATEGIC REPORT

Achievements and performance

The past two years have felt a blur to many of us. They have also demonstrated only too harshly how care, dignity, and peace of mind can all be undermined when our health and social care systems are stretched beyond breaking point. Almost everywhere, colleagues have bravely battled on trying to keep the quality of their care at the standard they wish to offer. Here at Trinity, we have broadly managed to do so, despite considerable impact from Covid with staff sickness at times up to 20% of the workforce. It was a testament to the passion and commitment of our teams that our services kept going and indeed grew, for example, in the hospital.

Our efforts in the past year in keeping our services going have been praised by the outgoing Blackpool and Fylde & Wyre NHS Clinical Commissioning Groups. They noted “The high quality of service and dedication of the staff is demonstrated... and the CCGs would like to relay their gratitude for maintaining such a high level of patient safety during the challenging times of responding to the COVID-19 pandemic, and the restoration of services across the system... the response by Trinity, to this unprecedented national crisis, has been exceptional.”

2021-22 saw some notable achievements including:

Enabling compassionate care & support

- Cared for 4,304 patients across our families of services, including 155 Covid-19 positive patients
- Our hospice at home service supported 1,075 patients with end of life palliative care, ultimately supporting 847 (81%) of them to be able to die at home. During the period 1st January to 31st December 2021, our hospice at home team supported 66% of all deaths at home on the Fylde Coast. An impressive figure but also one that demonstrates the need for further investment supported by our local communities, especially as 45% of deaths during that period still occurred in hospital
- 86% of Trinity patients died in their preferred place of care with 98% dying outside of hospital, exceeding the national average
- We continued to provide a 7 day community service supporting 1,325 patients
- 374 patients were admitted to our In-Patient Unit, with visiting maintained throughout the pandemic with a 25% increase in deaths in 21/22 over 20/21 and an increase in admissions from hospital to 59% (49% previous year).
- Funded four additional Health Care Assistant posts in a pilot to work flexibly between IPU and community as part of a flexible covid-responsive service.
- Increased our community services to work over seven days with excellent collaborative working with our Fylde Coast district nursing and out of hours medical services.
- With additional funding support from our Blackpool Teaching Hospitals partners, embedded our hospital team to enable a 7 day service at Blackpool Victoria Hospital, caring for 1,463 hospital patients
- Established a permanent dedicated hospital team ‘in-reach’ service into A&E to prevent avoidable hospital admissions, and support palliative patients to return to their preferred place of care and death
- Restarted the Dementia Wellbeing Group, Widening Access including through a new “Dementia Lounge” with an ethos is to promote all opportunities for those living with dementia and their carers to remain well.
- Developed the partnership and protocols for a pilot Single Point of Access Palliative Care Coordination System (which has unfortunately been put on hold as staff focussed on the challenges of service continuity during the Covid crisis)
- Development of bereavement support training for staff from two of our Fylde Coast PCNs to help them in setting up their own community support groups
- Maintained contact and support for our DTU outpatients after the service was suspended at the start of the pandemic, including the delivery of activity packs, telephone support and face to face home visits
- Continued to provide Covid-19 palliative and end of life care symptom management and advance care planning guidance for our local community and care home staff, whilst providing compassionate palliative and end-of-life care to their residents

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2022

- Provided increased bereavement support for our local community delivered by our dedicated Linden Centre, hospital and community teams and a team of volunteer counsellors. Developed a partnership with Child Action North West to provide targeted bereavement support to children in Fylde & Wyre.
- Expanded our respite support provision for our Brian House children and families, while expanding the our overnight capacity and establishing support groups for parents, siblings and other relatives
- Programmed a new Living Well service to support patients at an earlier stage of their end-of-life journey
- Re-established a fuller program of volunteer support as the pressures of the pandemic began to ease and activities could be resumed responsibly
- Took part in a MySupport package linked to improving carers' lives and experiences
- Effective use of staff incentivisation schemes and responsive investment in our workforce to maintain service levels during periods when staff capacity was affected by Covid-19

Improving our effectiveness

- Worked collaboratively with our Fylde Coast Health and Social Care partners to ensure continuity of services including Fylde Coast Tactical Command, Daily Integrated Sitrep Triage Meetings and a specific Fylde Coast System Partners End of Life Care Group that met initially weekly and continues monthly. This integrated working delivered:
 - Clinical symptom management guidelines for community, hospital, and care homes.
 - Specific Covid advance care planning guidance for care homes.
 - Sufficient supplies of end of life care anticipatory drugs and key documentation.
 - End of life care training and support for all Fylde Coast care homes.
 - End of life care training and support for Clifton Hospital and The Harbour.
 - Commissioning of a private ambulance service to ensure timely end of life care discharges and transfers.
 - Wide promotion of the use of our 24/7 advice line to all system partners.
 - Significant amounts of training to our local health and social care partners in advance care planning, ceilings of treatment, symptom management and use of the patient Electronic Palliative Care Coordination Record (EPaCCS)
 - Daily morning palliative and end of life care "Safety Huddles".
 - Used learning from case studies to identify gaps in co-ordination or continuity of care, understand and address these collaboratively.
 - A very successful "Our Compassionate Fylde Coast Communities" launch event during national Dying Matters Week on 6 May 2022
 - Trained, supported and enabled local GP Primary Care Network staff to develop and sustain their own local community bereavement support groups.
- Continued to use virtual technology and deliver palliative and end-of-life care training virtually for our colleagues in the community and care homes
- Further development of intravenous therapy on the IPU
- Adapted and used our skilled teams flexibly across the organisation to ensure continuity of service through the challenges of the pandemic
- Revised our IPU admissions pathway to support hospital discharges for end of life care of frail elderly in particular.
- Weekend admission into IPU has become routine.
- Utilised our medical and nursing skill mix flexibly across our services to respond to where needs were greatest most effectively.
- Weekly management and leadership meetings responding to Covid, alongside the 'normal' operation and delivery of hospice services, with our Board of Trustees' involvement throughout.
- Worked with hospices across Lancashire & South Cumbria to develop a Lancashire & South Cumbria Hospices Together Collaborative which will engage with the new Lancashire & South Cumbria Integrated Care Board and System
- Worked locally to obtain Trinity seats on the Fylde Coast 'Place Based' Partnership Board and other Place-Based Bodies (note - Fylde Coast Place has now been disbanded and been replaced in July 2022 by a Blackpool 'Place' and a Coastal/North 'Place' which covers Fylde & Wyre, Lancaster and Morecambe Bay)

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Investing in our people

- Protected our patients, staff and visitors by ensuring PPE and covid-secure environments at all times, including individual risk assessments for all staff and volunteers to ensure vulnerable conditions were identified and protected
- Continued a program of Schwartz Rounds to the organisation to open up conversations with staff about the emotional impact of their work, through a mutually supportive environment.
- Continued with the development of our Advanced Clinical Practitioner roles, and also created a number of Nursing Associate roles to allow further opportunities for staff development, and to develop a workforce with an enhanced range of skills so that we can treat patients more flexibly
- Further built upon our non-medical prescribing resource, with 3 nurses qualifying/currently undertaking the training
- Continued to reflect on the lessons learned from our experience through the pandemic and shared to ensure we use these lessons to inform future service developments
- Focused on the wellbeing and resilience of our staff to ensure they stayed well themselves in order to care
- Received a positive set of staff survey results with 60% of responses being above the average UK hospice responses

Financing our future

- Continued to make appropriate use of Government grants available to the charity through the pandemic
- Monitored our cost base closely and assessed all proposed new expenditures on a case-by-case basis to ensure we were achieving best value for money
- Re-implemented a successful fundraising events program while complying with all government guidelines and regulations for safe operation during the pandemic
- Grew back our community and corporate fundraising income streams
- Opened three new shops to raise funds and awareness for Trinity Hospice and Brian House

Our approach to Fundraising:

As a local charity for Blackpool, Fylde and Wyre, we undertake fundraising through organised events, individual giving, corporate and community partnerships, legacy giving, trusts and grants and through a weekly lottery. All our activities are compliant with the Fundraising Regulator, Code of Fundraising Practice and other associated regulations for data protection, marketing and running lotteries and raffles.

In addition to our in-house Fundraising Team, we work with an external canvassing agency who promotes our weekly lottery through venue and door-to-door canvassing. We have regular contact with the agency through telephone, email and face-to-face meetings and the agency is appointed to suitably represent the charity and comply with all fundraising, canvassing and other related regulations. Canvassing activity had ceased during the pandemic but resumed in June 2021.

By both the Fundraising Team and external agency following and keeping up-to-date with new and changing regulations, having regular conversations and feedback and ensuring a strong level of common sense we are able to protect those in our community who are, or potentially are, vulnerable. All our canvassing activities are kept to specific times and areas considered vulnerable, for example assisted living accommodation, are not approached. We have not received any complaints with regard to this in 2021-22 or in 2020-21.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Financial Review 2021/22

The Statement of Financial Activities for the year is set out on page 19. A summary of the financial results and the work of the Charity is detailed below. The group's results show a net surplus (before investment gains) of £562,103 for the year after a surplus of £1,702,021 in the year to 31 March 2021. The surpluses achieved in the last two financial years are largely the result of a time-limited restricted fund income stream that the Charity received for making capacity available for the treatment of covid-positive patients. This income stream ceased at the end of the financial year, and no further income of this nature is available.

As well as benefiting from this covid-related income stream, the Charity also benefited from the resumption of a fundraising events program which, although not at pre-pandemic levels, nonetheless represented the majority of the normal program and which made a valuable contribution to income. Support from individual donors remained strong and income from both corporate and community supporters grew significantly in the year. The contribution from the Charity's trading subsidiary exceeded expectations as its chain of shops re-opened in April 2021 to strong demand. Income from charitable activities also grew as a result of the Charity's provision of a seven day service to Blackpool Victoria Hospital

The Charity's investments made significant overall gains in the first part of the financial year as markets continued to perform strongly. However, a combination of global economic factors and the invasion of Ukraine meant that the last part of the year saw a significant element of these gains reversed. Nonetheless, the Charity's investment portfolio still achieved gains of £843,931, as well as generating the vast majority of the Charity's £365,422 investment income.

The group had originally budgeted for a £474,000 deficit for the year. The surplus that was ultimately generated was the result of the additional covid-related income stream made available during the year, the strong performance of the group's fundraising and retail activities, along with responsible cost control which saw the group's costs contained at anticipated levels.

Income generation and fundraising

The Charity's total income from all sources, excluding investment gains, decreased by £964,918 (8.4%) from £11,475,948 to £10,511,030.

In the year ended March 2022, income from donations including gift aid increased by £0.54m, and legacy income decreased by £0.46m. Income from charitable activities decreased by £1.46m. This decrease was due to special covid-related funding from the NHSE (to allow the hospice to make available bed capacity and community support to patients in the context of the covid-19 situation) only being available for the last 3.5 months of the financial year in 2021/2022, whereas it was made available for 9 months in the previous year. During the year we did receive local authority covid-related grants to support our shops and continued initially to make use of the government's furlough scheme. However, funds received from these sources were greatly reduced, compared to the prior year, as our shops re-opened for business in April 2021 and our use of the furlough scheme came to an end in the summer of 2021.

Trinity Hospice Trading sales income increased by £949,302. This was largely the result of being able to trade for nearly the entire period, compared to the previous year when successive lockdowns had seriously curtailed the level of activity. However, the sales growth also resulted from the opening of three new shops, and strong demand generally. In addition to their own reported revenue, the shops generated £418,628 (2021: £168,270) of retail gift aid donations (excluding gift aid recovered) for the charity which is included within income from donations. The total sales income including retail gift aid sales, but excluding the gift aid recovered on these, from Trinity Trading was £1,874,435 (2021: £674,775), an increase of £1,199,660.

Lottery income decreased by 10.2% during the year. This decline resulted from the cessation of all canvassing activity in the 2020-2021 financial year. While canvassing activity resumed in June 2021 and player numbers began to increase again, the full final effect of this resumption will only be seen in the next financial year. The number of players at the year-end was 9,016, down from 9,500 at the same time last year. The profit for the year from the lottery was £304,532 compared with £444,350 in 2020/2021.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Funding from statutory bodies and other funding

The core income from the NHS Clinical Commissioning Groups (CCGs) to support ongoing services increased by £113,574. This increase actually reflected an increase in the core provision of £90,996, which was largely to support rising costs of employment. Brian House receives only a very small sum from the local CCGs and costs over £1.2 million a year to run. The NHS England emergency grant awarded to Brian House Children's Hospice increased by 3.0% to £225,976 and was used as a contribution to the general running costs of the Children's Hospice. Other funding is received both from the CCGs and other bodies and relates to the provision of specific services such as, the provision of 7-day-a-week care at Blackpool Victoria Hospital, speciality GP services, teaching, and funding to support internal training and development.

Investment objectives and returns

The responsibility for investment matters has been delegated by the Board of Trustees to the Investment Committee. The Committee seeks to achieve a greater return on the capital within the charity than offered by deposit accounts, and our investments act both as a diversified income stream and reserves. The investment portfolio increased in value by 5.9% during the year (2021: 28.8%). This overall increase represented very strong gains in the first nine months of the financial year, partially offset by a sharp fall in the last quarter as a result of global economic pressures and geopolitical events.

The Committee's general strategy, in terms of cash deposits, is to look to invest all funds over and above those required for operational purposes on term deposits. Quarterly meetings provide an opportunity to review the funds and performance.

We retain two firms of Investment Managers who advise the Investment Committee directly on investment strategy. These managers have total control over a discretionary fund of investments and cash to be managed within guidelines agreed with the Investment Committee. The Investment Managers provide the Committee with a quarterly asset allocation statement. This is submitted along with summaries to highlight the performance of the portfolio, relative to agreed industry recognised benchmarks. Both Fund Managers benchmark performance against the Wealth Managers Association indices as specified by the Investment Committee and their performance was acceptable during the year. Based on our Investment Strategy a full external 3rd party review is required at least once every 10 years – the last was in October 2013.

During the year the committee received independent portfolio peer reviews presented quarterly from ARC (Asset Risk Consultants) of both fund managers.

Resources expended

Total expenditure increased by £175,000 (1.8%). This overall net increase was the result of an decrease in expenditure on charitable activities of £260,708 and an increase in expenditure on raising funds of £435,708.

- Expenditure on charitable activities includes expenditure associated with the operation of the hospice and ancillary services and includes both the direct and support costs relating to those activities. These costs decreased in the year by 3.4% mainly as a result of the 2021-2022 financial year's expenditure figures benefiting from a full year's worth of cost savings achieved by reductions of activity during the previous financial year in areas of our operation where it was no longer appropriate to continue operations in the pandemic environment.
- Expenditure on raising funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds. These costs increased by 20.2% in the year. This was largely the result of the resumption of some of our fundraising activities, such as fundraising events and lottery canvassing, and also the expansion of our retail operation, which saw three new shops opened in the year.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Reserves

The Trustees recognise their responsibility as temporary custodians of the assets of the charity and the need to administer these assets in a responsible manner, to ensure that they fulfil their legal duty to guarantee the availability of services to all whom might have a reasonable expectation to receive them. All circumstances surrounding the identification and application of reserves are periodically reviewed in the light of statutory requirements, guidance from the Charity Commission and the demands of the service.

It is recognised that, in raising funds to enable the charity to meet its aims and objectives, there may arise circumstances whereby a surplus of funds over and above that required for operational activities is accumulated. In 2016/17 the Trustees changed the reserves policy which had been held at 2 years for a considerable amount of time so:

- That a minimum of the equivalent of 1.75 years' (21 months) total running costs and a maximum of 2 years' total running costs be held in reserve.
- That in the event of reserves reaching the minimum of 1.75 years, the Board would work urgently with the senior officers to identify plans to return to break even or be in surplus in a timely fashion.

At 2021-22 cost levels, 1.75 years' running costs would be £17,410,622. Free reserves at 31 March 2022 were £25,216,965 equating to 30.4 months' running costs. The equivalent free reserves at 31 March 2021 equated to 28.9 months' running costs.

The Trustees recognise that the current surplus level of reserves cover is a result of a unique set of financial circumstances that have prevailed in the last two financial years as a result of the pandemic. That is to say:

- The time-limited, one-off income stream that was made available by NHS England in return for bed capacity and community contact activity to assist with covid-19 pressures, and
- The exceptional level of value growth achieved by the Charity's investment portfolio

The Trustees remained mindful of the fact that the Charity's policy for reserves levels to be held represents a relatively narrow window, and that uncertainties surrounding future financial outturns and, in particular, the performance of the financial markets, could mean that the level of reserves cover could fall significantly in a relatively short space of time. Recent global economic pressures and geo-political events serve to underline this fact.

The Trustees, therefore, propose to continue to monitor the levels of reserves as the Charity continues to invest responsibly in the services which it provides. The reserves policy will be reviewed if developments in the economic or strategic environment require it.

Before any surplus reserves are committed to projects to increase the number of patients cared for, each project will be supported by a full Business Case which will be considered by the Board.

Plans for the future

Our five-year plan and strategy was due for a more fundamental review during 2020-21. However, given the impact of Covid-19 on our work, the Board of Trustees agreed to postpone the review. As such, whilst our priorities were much affected by our need to support the joint efforts locally around Covid, the Board still believed that the broad thrust of our five-year plan remained valid. These prioritised areas for investment and growth to enable us to provide palliative care for increasing numbers of people needing us on the Fylde Coast. During the year it became apparent that the commissioning landscape would change significantly and that the CCG's would be disbanded and replaced by Integrated Care Boards (ICBs) overseeing commissioning within redrawn boundaries aligned to those of local authorities. The year also saw work continue on the Fylde Coast End of Life Strategy which will be finalised in late 2022 and will inform the priorities and roles of all partners involved in end of life care in the area.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Plans for the future (continued)

This changing landscape meant that it was not possible for us to develop our own strategy in isolation. However, there were a number of initiatives which we determined to pursue and areas which we targeted for future development.

Areas in which we are looking to invest in are:

- Sustaining the Covid-EOL response including:
 - Furthering our ability to respond flexibly within our inpatient unit and continuing to provide Covid pathway support across our services freeing up much needed hospital beds
 - Further developments in bereavement partnership support during Covid
 - Improved support for Care Homes
 - Developing a 24/7 service at Brian House which will allow us to help more children at end of life; and also expanding the Brian House range of services to provide a greater range of respite facilities and more support to the family members of children with life-limiting conditions
- Hospice at Home enhanced support
- Further investment in the community Clinical Nurse Specialist seven-day service
- Further enhancement and development of the Hospital seven-day service
- Improved pathway coordination across the whole palliative care system
- Piloting a 'Single Point of Access' Palliative Care Model which simplifies patients' abilities to get the right care when they need it, and investigating the possibility of a wider project
- Investigating and assessing our options to further develop our site to allow us to further develop and expand our services if financially justifiable
- Implementing and expanding our new 'Living Well' Service
- Embedding Covid-enlightened 'innovations' especially accelerated use of 'virtual' technology
- Encouraging all staff to further embed 'flexibility', 'adaptability' and 'responsiveness' to Covid-organisational needs
- Further integrating our community teams within the new GP Primary Care Network Neighbourhood teams
- Effective partnerships with the new Fylde Coast Integrated Care Partnership leadership and the Lancashire & South Cumbrian Integrated Care System-wide Electronic Palliative Care Patient Record and 'compassionate community' projects
- The potential to work with other hospices around our Learning & Research provision
- Ensuring support for colleagues especially around resilience and wellbeing
- Further steps in our Organisational Development Plan developing a future workforce with the skills, behaviours and culture for an entrepreneurial, flexible & creative 'hospice without walls' flexing to where the need is
- The continued development of our clinical staff, with a particular focus on the opportunity to train as Advance Care Practitioners and Nursing Associates.
- Enhancing clinical skills around frailty & dementia
- Continuing to reconnect with existing volunteers and 'building back' with new recruitment programme

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Plans for the future (continued)

- Considering areas for potential future investment, utilising our reserves to further our core mission in a financially sustainable manner
- Everyone playing their part with a 'money & mission' partnership culture
- Moving forward with only essential capital expenditure
- Continuing to grow our fundraising and retail revenues
- Beginning development of new 2022 – 2025 strategy from November 2022 working with our local partners

We will continue to promote excellence in palliative care, further broadening the numbers of non-cancer patients with access to our services, running 7 day a week services in the community and hospital. We will also consider the growing challenge from increasing numbers of patients with dementia.

Internally we need to continue to ensure both our long term sustainability and our ability to compete in the new health economy. We will need to regularly forecast our reserves position in order for us to adhere to our policy. We are continuing to look for efficiencies in our processes and procurement to enable us to use each pound we raise in the best possible way and will consider sharing services where it makes sense to do so.

We continue to replace essential capital items such as beds and hoists as needed. Projects such as investing in our buildings and security systems for the benefit of our staff and patients are considered on an individual basis and external funding will be sought.

We will be working towards maintaining our Investors in People gold award and our CQC 'Outstanding' rating.

We are continuing to measure ourselves against the objectives in four key areas:

Enabling compassionate care and support - working with our partners to increase patient satisfaction, episodes of care and % deaths in preferred place.

Financing our future - growing our income and increasing our active donors, whilst ensuring we are efficient and effective in our expenditure and adhere to our reserves policy

Improving our effectiveness - complying with all quality standards whilst maintaining high occupancy levels at the right average cost per patient day.

Investing in our people - encouraging our staff to exceed competency standards and volunteers to participate in our activities whilst retaining a high level of staff/volunteer satisfaction and engagement.

Principal risks and uncertainties

The Trustees have put in place various systems of internal control to provide reasonable assurance against loss and continue to manage identified risks, properly undertaking their governance role without stepping into the role of management. These systems are also periodically reviewed to ensure they reflect Charity Commission good practice. The controls include:

- Strategic plans and business plans approved by the Trustees.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Principal risks and uncertainties (continued)

- Regular consideration by Trustees of financial outcomes, variance to budgets and benchmarking.
- Consideration of reports from statutory and regulatory bodies (e.g. Care Quality Commission, Charity Commission) following inspection.
- Policies, Procedures notes, delegation of authority and segregation of duties.
- Identification and management of risk including a Trinity-wide risk register.
- Various sub-committees including one established to oversee Clinical Governance.
- Regular internal audit reports through Mersey Internal Audit Agency (MIAA).
- Provider-visits by Trustees to take an 'arms-length' view of the quality of service provision
- Formal selection and induction of new trustees consistent with Charity Commission good practice

The top 5 current risks expected to present ongoing challenges are:

- Covid-19 and the associated health, social and economic impacts continuing to influence short term operational and strategic choices of the Charity and the trading company. In particular, the pressures created by staff sickness and self-isolation due to Covid-19, on both Trinity and its partners, can create major capacity constraints at times of severe need.
- Increases in patient numbers
- The recruitment and retention of staff at all levels
- Failure to achieve our key service provision targets as a result of the above factors
- Delivering long term financial sustainability and, in particular, future levels of fundraising income in a rapidly changing economy

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Trinity Hospice and Palliative Care Services Ltd for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the group and charitable company 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 group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the group for the 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to auditors

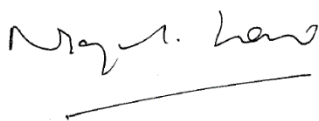
In so far as the Trustees are aware:

- 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.

In approving the Trustees' Report, we also approve the Strategic Report included therein, in our capacity as company directors.

This report was approved by the Board on 11 October 2022



Mr N A Law LLB (Hons)
Chairman of Trustees

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED

Opinion

We have audited the financial statements of Trinity Hospice and Palliative Care Services Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities (incorporating an income and expenditure account), the Group and the Parent Charitable Company Balance Sheet, the Group Charitable Company Cash Flow Statement and the related notes. 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 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 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 group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (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 strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and sufficient 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; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

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

- Enquiry of management, those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business'.

We identified the following areas as those most likely to have a material impact on the financial statements: Health and Safety; employment law (including the Working Time Directive); anti-bribery and corruption; and compliance with the UK Companies Act.

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>

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 and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola Mason (Senior Statutory Auditor)

For and on behalf of MHA Moore and Smalley, Statutory Auditor

Richard House
Winckley Square
Preston
PR1 3HP

Date 11 October 2022

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income and endowments from:					
Donations and legacies	4	2,605,410	779,534	3,384,944	3,303,582
Charitable activities	5	3,738,591	737,384	4,475,975	5,943,990
Other trading activities	6	2,201,150	-	2,201,150	1,261,676
Investments	7	365,422	-	365,422	305,436
Other income	8	83,539	-	83,539	661,264
Total income and endowments		8,994,112	1,516,918	10,511,030	11,475,948
Expenditure on:					
Raising funds	9	2,592,950	-	2,592,950	2,157,242
Charitable activities	10	5,608,931	1,747,046	7,355,977	7,616,685
Total expenditure		8,201,881	1,747,046	9,948,927	9,773,927
Net incoming/(outgoing) resources before gains/(losses) and transfers	12	792,231	(230,128)	562,103	1,702,021
Net gains/(losses) on investments	19	843,931	-	843,931	4,025,823
Net income/(expenditure)		1,636,162	(230,128)	1,406,034	5,727,844
Transfer between funds		(77,974)	77,974	-	-
Tax on activities	16	(32,363)	-	(32,363)	52,044
Net movement in funds		1,525,825	(152,154)	1,373,671	5,779,888
Reconciliation of funds					
Total funds b/fwd		26,228,430	1,999,802	28,228,232	22,448,344
Total funds c/fwd	26	27,754,255	1,847,648	29,601,903	28,228,232

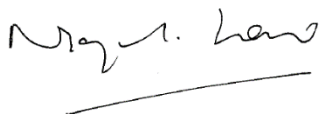
All of the above results are derived from continuing activities.

All gains and losses recognised in the year are included above.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
CONSOLIDATED BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Fixed assets					
Tangible assets	17	2,502,744	1,842,794	4,345,538	4,603,747
Intangible assets	18	34,546	-	34,546	67,127
Investments	19	19,163,103	-	19,163,103	18,093,809
Total fixed assets		21,700,393	1,842,794	23,543,187	22,764,683
Current assets					
Debtors	21	1,098,701	-	1,098,701	1,202,423
Cash at bank and in hand		5,954,314	4,854	5,959,168	5,439,024
Total current assets		7,053,015	4,854	7,057,869	6,641,447
Creditors: Amounts falling due within one year	22	(999,153)	-	(999,153)	(1,206,255)
Net current assets		6,053,862	4,854	6,058,716	5,435,192
Total assets less current liabilities		27,754,255	1,847,648	29,601,903	28,199,875
Provisions for liabilities	25	-	-	-	28,357
Net assets		27,754,255	1,847,648	29,601,903	28,228,232
Funds					
General fund		27,905,910	-	27,905,910	26,459,819
Non-charitable trading funds		(151,655)	-	(151,655)	(231,389)
Restricted funds		-	1,847,648	1,847,648	1,999,802
Total funds	26	27,754,255	1,847,648	29,601,903	22,228,232

These financial statements were approved and authorised for issue by the board of trustees on and signed on its behalf by:



Mr N A Law LLB (Hons)
Chair of Trustees

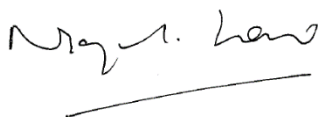
11 October 2022

Company number: 01537498

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
CHARITY BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Fixed assets					
Tangible assets	17	2,400,512	1,842,794	4,243,306	4,490,447
Intangible assets	18	23,388	-	23,388	48,934
Investments	19	19,163,203	-	19,163,203	18,093,909
Total fixed assets		21,587,103	1,842,794	23,429,897	22,633,290
Current assets					
Debtors	21	1,554,873	-	1,554,873	1,677,983
Cash at bank and in hand		5,669,472	4,854	5,674,326	5,208,766
Total current assets		7,224,345	4,854	7,229,199	6,886,749
Creditors: Amounts falling due within one year	22	(905,538)	-	(905,538)	(1,060,418)
Net current assets		6,318,807	4,854	6,323,661	5,826,331
Net assets		27,905,910	1,847,648	29,753,558	28,459,621
Charity Funds					
General fund		27,905,910	-	27,905,910	26,459,819
Restricted funds		-	1,847,648	1,847,647	1,999,802
Total charity funds	26	27,905,910	1,847,648	29,753,558	28,459,621

These financial statements were approved and authorised for issue by the board of trustees on and signed on its behalf by:



Mr N A Law LLB (Hons)

Chair of Trustees

11 October 2022

Company number: 01537498

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2022 £	2021 £	2021 £
Cash inflows from operating activities:				
Net income/(expenditure) for the year		1,373,671		5,779,888
<i>Adjustments for:</i>				
Depreciation charges		342,172		329,142
Amortisation		32,581		31,141
Loss/(profit) from disposal of fixed assets		-		6,450
Dividends and interest from investments		(365,422)		(305,436)
(Gains)/Losses on investments		(843,931)		(4,025,823)
(Increase)/decrease in debtors		103,722		(230,507)
Increase/(decrease) in creditors		(178,745)		(43,158)
Net cash provided by / (used in) operating activities		464,048		1,541,697
Cash flows from investing activities:				
Dividends, interest and rents from investments	365,422	-	305,439	-
Purchase of property, plant and equipment	(83,963)	-	(215,601)	-
Purchase of intangible assets	-	-	(10,800)	-
Proceeds from sale of investments	4,636,634	-	5,175,241	-
Purchase of investments	(4,861,997)		(5,191,874)	
Net cash provided by / (used in) investing activities		56,096		62,405
Change in cash and cash equivalents		520,144		1,604,102
Cash and cash equivalents b/fwd		5,439,024		3,834,922
Cash and cash equivalents c/fwd		5,959,168		5,439,024
Analysis of cash and cash equivalents				
Cash in hand		1,539		1,505
Current account		5,398,754		3,326,379
Capital cash deposits		558,875		2,111,140
		5,959,168		5,439,024

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Basis of preparation

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 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.

Going concern

The Trustees are required to assess whether the use of going concern is appropriate ie whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to operate as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation of accounts.

The 2021-2022 financial year was one in which the pressures of the pandemic initially eased, allowing Trinity to re-open its shops and put in place a significant program of fundraising events. However, towards the end of the year, increasing national covid infection rates took their toll and the service was put under increased pressure as demand for services rose. As a result of this, the exceptional funding stream, from which the charity had benefited in the 2020-2021 financial year, was re-opened in December 2021 and remained open until 31 March 2022. This income stream, combined with positive effects of a successful year of retail trading and increased returns from fundraising campaigns, again allowed the Trinity to return a surplus.

Looking forward, the exceptional income stream from which we benefitted in the two financial years to March 2022 will not be available in 2022/23 and, while levels of uncertainty may not be as great as at the start of the pandemic, the charity is subject to the cost inflation pressures that are currently nationally prevalent. As a result of this, and to ensure service resilience in a time of national economic and financial pressure, the decision has been taken to bolster staffing levels and also to award staff a pay rise that reflected cost of living increases and would help aid staff retention. The financial budget for 2022-2023, therefore, is for a deficit of just under £0.9m. However, the charity still holds significant reserves and these provide substantial assurance in terms of its ability to continue to operate as a going concern.

At 31st March 2022 the group balance sheet had a combined reserves figure of £29,601,903 and the group held cash and investment balances totalling £25,122,271.

As the charity has no loan debt and no significant committed capital expenditure projects, there is limited risk that the charity's cash position should follow a significantly lower trajectory than the projected operating position, unless as a result of planned programs of investment or expenditure.

In reviewing whether the use of going concern is appropriate, the Trustees have considered the worst case scenario where there is a further economic lockdown but with no government support. The charity already has a reserves policy designed to ensure that reserves do not fall below the equivalent of 21 months of total running costs.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

Going concern

When it is further considered that, in the worst case scenario envisaged above, cessation of government support would be unlikely to mean cessation of all fundraising support from the public, and that the potential to make cost savings would also exist, there are clearly additional significant contingencies built into the reserves cover calculation which provide additional assurance in relation to going concern.

In summary, although the 2022/23 projections show the charity operating at an underlying deficit of £0.9m, this assumes the bolstering of the cost base to meet current needs and absorb inflationary effects, and contains an element of contingency to ensure all services are able to maintain activities in difficult financial conditions. The strong financial performance of the two financial years to 31 March 2022 has significantly improved the charity's already sound financial position and extended the duration of its reserves cover. The charity has no long term debt, enough cash reserves to meet its financial obligations as they fall due and a substantial investment portfolio that can be quickly used to support the cash position should the need arise. In view of these factors the Trustees are of the view that the going concern basis is appropriate for the 2021/2022 accounts.

Group financial statements

The statement of financial activities and the balance sheet consolidate the financials of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. The charity has adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 408 of the Companies Act 2006 and paragraph 367 of the SORP. The financial performance of the parent company is shown in note 3.

Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 27).

Grants are recognised in the SOFA when receivable. When donors specify that grants given to the charity must be used in the future financial years, the income is deferred until that year. Assets and investments donated to the charity are included as donation income at market value at the time of the receipt.

Items donated for resale are included as income when they are sold. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), no amounts are included in the financial statements for services donated by volunteers.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements are recognised as goods or services are supplied. Other payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

Expenditure on raising funds include the costs incurred in attracting voluntary income and those incurred in trading activities that raise funds. Charitable activities expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Governance costs are those incurred in the operation of procedures and associated with the decisions making, performance and control of the organisation, with providing structures to give it overall direction to the organisation and to satisfy the expectations of accountability to those outside it. Also included are costs with meeting the constitutional and statutory requirements and inspection. Support costs are those costs which enable fund generating and charitable activities to be undertaken.

Where expenditure relates to more than one cost category it is apportioned. The methods of apportionment include staff salaries, patient activity and area and the most appropriate basis is used in each case. The irrecoverable element of VAT is included with the item of expenditure to which it relates.

Stocks

Stock is included at the lower of cost and net realisable value. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed, on the basis that it is considered impractical to measure the fair value of goods donated for resale, and the costs of valuation outweigh the benefit to users of the accounts and the charity of this information.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

Tangible fixed assets

Tangible assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Depreciation is provided at the following annual return rates in order to write off each asset over its estimated useful life.

Freehold land	- nil
Freehold buildings	- 2% on cost
Refurbishment of freehold buildings	- 5% on cost
Professional fees relating to freehold refurbishment	- 20% on cost
Improvements to leased property	- Length of the initial lease term
Equipment, fixtures and fittings	- 10% - 20% on cost
Motor vehicles	- 20% on cost
Computer equipment	- 33% on cost

Intangible assets – other

Intangible assets are amortised on a straight line basis over their useful lives. The useful lives of intangible assets are as follows:

Intangible type	Useful life
Computer software	5 years
Website	5 years

Provision is made for any impairment.

Investments

Investments are initially recognised at their transaction value and subsequently measured at their market value as at the balance sheet date. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Debtors

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

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies (continued)

Creditors

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

Financial instruments

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Deferred tax in the trading subsidiary is provided in full on timing differences which represent a liability at the balance sheet date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the included of items of income and expenditure in taxation computations in periods difference from those in which they are included in financial statements. Deferred tax is measured on a non-discounted basis.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

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

The cost of raising and administering such funds are charged against the specific fund. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charity operates defined contribution pension schemes for employees. The assets of the scheme are held separately from those of the company. The annual contributions payable are charged to the SOFA.

Operating leases

Rentals paid under the operating leases are charged to the SOFA on a straight line basis over the period of the lease.

Judgements and key sources of estimation uncertainty

There have been no significant judgements (apart from those involving estimates) made in the process of preparing the financial statements.

There have been no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2 Legal status of the charity

Trinity Hospice and Palliative Care Services Limited is a charitable company limited by guarantee registered in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are detailed on page 5 of these financial statements.

3 Financial performance of the charity

	2022	2021
	£	£
Income	8,988,251	10,606,466
Donation from subsidiary company	-	242,138
	8,988,251	10,848,604
Expenditure on raising funds	1,182,268	1,004,327
Expenditure on charitable activities	7,355,977	7,616,685
Expenditure on charitable activities	8,538,245	8,621,012
Net incoming/(outgoing) resources before gains/(losses)	450,006	2,227,592
Net gains/(losses) on investments	843,931	4,025,823
Net income/(expenditure)	1,293,937	6,253,415
Total funds b/fwd	28,459,621	22,206,206
Total funds /fwd	29,753,558	28,459,621
Represented by:		
Restricted income funds	1,847,648	1,999,802
Unrestricted income funds	27,905,910	26,459,819
	29,753,558	28,459,621

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Donations and gifts	1,849,644	404,416	2,254,060
Legacies	755,766	375,118	1,130,884
Total for the year ended 31 March 2022	2,605,410	779,534	3,384,944
	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Donations and gifts	1,024,134	686,159	1,710,293
Legacies	1,593,289	-	1,593,289
<i>Total for the year ended 31 March 2021</i>	<i>2,617,423</i>	<i>686,159</i>	<i>3,303,582</i>

5 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Service level agreements	3,280,099	-	3,280,099
NHS England	-	731,693	731,693
Other funding	458,492	5,691	464,183
Total for the year ended 31 March 2022	3,738,591	737,384	4,475,975
	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Service level agreements	3,149,525	17,000	3,166,525
NHS England	-	2,230,838	2,230,838
Other funding	375,647	170,980	546,627
<i>Total for the year ended 31 March 2021</i>	<i>3,525,172</i>	<i>2,418,818</i>	<i>5,943,990</i>

The NHSE awarded funding to allow the hospice to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6 Income from trading activities

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Shops income (note 20)	1,455,807	-	1,455,807
Lottery	522,463	-	522,463
Other income	222,880	-	222,880
Total for the year ended 31 March 2022	2,201,150	-	2,201,150
	Unrestricted funds £	Restricted Funds £	Total funds 2021 £
Shops income (note 20)	506,505	-	506,505
Lottery	581,749	-	581,749
Other income	173,422	-	173,422
<i>Total for the year ended 31 March 2021</i>	<i>1,261,676</i>	<i>-</i>	<i>1,261,676</i>

7 Income from investments

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Income from investment portfolio	357,146	-	357,146
Bank interest	8,276	-	8,276
Total for the year ended 31 March 2022	365,422	-	365,422
	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Income from investment portfolio	304,853	-	304,853
Bank interest	583	-	583
<i>Total for the year ended 31 March 2021</i>	<i>305,436</i>	<i>-</i>	<i>305,436</i>

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

8 Other income

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
Coronavirus job retention scheme grants	24,615	-	24,615
Coronavirus retail grants	58,924	-	58,924
Total for the year ended 31 March 2022	83,539	-	83,539
	Unrestricted funds £	Restricted funds £	Total funds 2021 £
Coronavirus job retention scheme grants	479,045	-	479,045
Coronavirus retail grants	182,219	-	182,219
<i>Total for the year ended 31 March 2021</i>	<i>661,264</i>	<i>-</i>	<i>661,264</i>

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9 Expenditure on raising funds

	Unrestricted funds £	Restricted funds £	Total funds 2022 £
<i>Fundraising trading: cost of goods sold and other costs</i>			
Shop staff costs (note 20)	748,286	-	748,286
Other shop costs (note 20)	662,396	-	662,396
Goods for resale	9,774	-	9,774
Lottery prize monies	83,631	-	83,631
Lottery expenses	134,300	-	134,300
	1,638,387	-	1,638,387
<i>Cost of generating voluntary income</i>			
Staff costs	399,190	-	399,190
Service costs	16,769	-	16,769
Cost of events	150,650	-	150,650
Staff related costs	17,467	-	17,467
Communication costs	133,330	-	133,330
Establishment costs	21,375	-	21,375
Depreciation	33,480	-	33,480
Support costs (note 11)	54,945	-	54,945
Governance costs (note 11)	6,557	-	6,557
	833,763	-	833,763
<i>Investment management costs</i>	120,800	-	120,800
Total for the year ended 31 March 2022	2,592,950	-	2,592,950

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9 Expenditure on raising funds (continued)

	Unrestricted funds £	Restricted funds £	Total funds 2021 £
<i>Fundraising trading: cost of goods sold and other costs</i>			
Shop staff costs (note 20)	644,011	-	644,011
Other shop costs (note 20)	508,904	-	508,904
Goods for resale	6,729	-	6,729
Lottery prize monies	83,161	-	83,161
Lottery expenses	54,238	-	54,238
	1,297,043	-	1,297,043
<i>Cost of generating voluntary income</i>			
Staff costs	411,383	-	411,383
Service costs	7,690	-	7,690
Cost of events	92,240	-	92,240
Staff related costs	9,231	-	9,231
Communication costs	123,489	-	123,489
Establishment costs	25,196	-	25,196
Depreciation	31,999	-	31,999
Support costs (note 11)	49,822	-	49,822
Governance costs (note 11)	6,857	-	6,857
	757,907	-	757,907
<i>Investment management costs</i>	102,292	-	102,292
<i>Total for the year ended 31 March 2021</i>	2,157,242	-	2,157,242

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10 Expenditure on charitable activities

	Adult inpatient £	Day therapy unit £	Brian House inpatient and day care £	Hospice @ home £	Lymphoedema £	Counselling and information services £	Learning and research £	Trinity clinical nurse specialist team £	Schools link £	Total 2022 £
Staff costs	2,098,480	54,421	858,043	393,190	119,952	142,757	40,307	1,764,860	39,476	5,511,486
Services costs	223,018	4,363	13,641	1,020	2,171	879	2,472	1,256	-	248,820
Staff related costs	23,096	268	9,752	19,420	142	1,519	7,348	24,647	901	87,093
Communication costs	7,665	490	4,585	574	192	674	325	4,815	285	19,605
Establishment costs	82,949	23,530	47,697	-	1,599	31,194	21,220	21,918	-	230,107
Depreciation	100,437	33,480	66,959	-	-	33,480	33,480	33,480	-	301,316
Support costs (note 11)	350,723	43,840	175,359	-	43,840	43,840	-	175,359	-	832,961
Governance costs (note 11)	52,460	6,557	26,229	-	6,557	6,557	-	26,229	-	124,589
	2,938,828	166,949	1,202,265	414,204	174,453	260,900	105,152	2,052,564	40,662	7,355,977
Unrestricted funds	2,808,251	166,949	-	-	174,453	260,900	105,152	2,052,564	40,662	5,608,931
Restricted funds	130,577	-	1,202,265	414,204	-	-	-	-	-	1,747,046
Total for the year ended 31 March 2022	2,938,828	166,949	1,202,265	414,204	174,453	260,900	105,152	2,052,564	40,662	7,355,977

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10 Expenditure on charitable activities (continued)

	<i>Adult inpatient £</i>	<i>Day therapy unit £</i>	<i>Brian House inpatient and day care £</i>	<i>Hospice @ home £</i>	<i>Lymphoedema £</i>	<i>Counselling and information services £</i>	<i>Learning and research £</i>	<i>Trinity clinical nurse specialist team £</i>	<i>Schools link £</i>	<i>Total 2021 £</i>
Staff costs	2,151,337	137,791	1,095,034	364,320	144,939	162,634	81,408	1,624,331	38,705	5,800,499
Services costs	237,701	4,102	13,923	718	200	76	-	2,136	-	258,856
Staff related costs	28,649	470	7,186	10,522	183	1,065	2,563	16,251	857	67,746
Communication costs	7,611	929	3,217	613	61	842	1,215	3,837	139	18,464
Establishment costs	75,590	25,196	54,508	-	-	33,615	25,196	25,196	-	239,301
Depreciation	95,994	31,999	63,997	-	-	31,999	31,999	31,999	-	287,987
Support costs (note 11)	342,548	42,819	171,274	-	42,819	42,819	-	171,274	-	813,553
Governance costs (note 11)	54,854	6,857	27,427	-	6,857	6,857	-	27,427	-	130,279
	<u>2,994,284</u>	<u>250,163</u>	<u>1,436,566</u>	<u>376,173</u>	<u>195,059</u>	<u>279,907</u>	<u>142,381</u>	<u>1,902,451</u>	<u>39,701</u>	<u>7,616,685</u>
Unrestricted funds	1,750,475	244,554	-	222,027	195,059	274,298	136,772	1,117,265	39,701	3,980,151
Restricted funds	1,243,809	5,609	1,436,566	154,146	-	5,609	5,609	785,186	-	3,636,534
Total for the year ended 31 March 2021	<u>2,994,284</u>	<u>250,163</u>	<u>1,436,566</u>	<u>376,173</u>	<u>195,059</u>	<u>279,907</u>	<u>142,381</u>	<u>1,902,451</u>	<u>39,701</u>	<u>7,616,685</u>

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11 Analysis of governance and support costs

	Basis of apportionment	General support	Governance function	Total funds 2022
		£	£	£
Staff costs	Time spent	484,922	111,980	596,902
Service costs	General support	4,547	-	4,547
Staff related costs	General support	39,517	-	39,517
Communication costs	General support	214,623	-	214,623
Establishment costs	General support	89,310	-	89,310
Legal and professional fees	General support	54,987	-	54,987
Internal audit	Governance	-	10,221	10,221
Auditors' remuneration	Governance	-	8,945	8,945
		887,906	131,146	1,019,052
	Basis of apportionment	General support	Governance function	Total funds 2021
		£	£	£
Staff costs	Time spent	504,712	117,970	622,682
Service costs	General support	496	-	496
Staff related costs	General support	21,149	-	21,149
Communication costs	General support	206,051	-	206,051
Establishment costs	General support	74,179	-	74,179
Legal and professional fees	General support	56,788	-	56,788
Internal audit	Governance	-	10,221	10,221
Auditors' remuneration	Governance	-	8,945	8,945
		863,375	137,136	1,000,511
		Operation of hospice and ancillary services	Costs of generating voluntary income	Total funds 2022
		£	£	£
General support		832,961	54,945	887,906
Governance costs		124,589	6,557	131,146
		957,550	61,502	1,019,052

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11 Analysis of governance and support costs (continued)

	Operation of hospice and ancillary services	Costs of generating voluntary income	Total funds 2021
	£	£	£
General support	813,553	49,822	863,375
Governance costs	130,279	6,857	137,136
	943,832	56,679	1,000,511

The group allocates its support costs as shown in the table above and then further apportions those costs relating to the operation of the hospice and ancillary services between the charitable activities undertaken (see note 10).

12 Net income/(expenditure) for the year

This is stated after charging:

	2022	2021
	£	£
Auditors' remuneration	8,945	8,945
Auditors' remuneration for audit of subsidiary	4,950	4,515
Depreciation - owned assets	342,172	329,142
Loss on sale of tangible fixed assets	-	6,450
Operating lease rentals	239,429	238,919

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel

	2022	2021
	£	£
Directly employed staff		
Salaries	5,621,525	5,899,937
Social security costs	471,629	503,040
Pension costs	744,830	726,680
	6,837,984	7,129,657
Medical consultants, agency and other staff costs	417,880	348,918
	7,255,864	7,478,575

The number of staff whose emoluments fell within the following bands are:

	2022	2021
	No	No
£60,000 - £69,999	2	1
£70,000 - £79,999	-	1
£80,000 - £89,999	1	1

Along with a standard defined contribution scheme, the company operates an exempt approved defined contribution scheme, namely the National Health Superannuation Scheme. The assets of this scheme are held separately and contributions to the scheme are charged to the profit and loss account so as to spread the cost of pensions over employees working lives with the company. This scheme does not have a real pension fund, but as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members and employers. As a result of the nature of the scheme there are no separately identifiable assets and liabilities which can be identified as relating to Trinity Hospice and Palliative Care Services Limited therefore, as permitted by FRS102, the scheme has been accounted for as a defined contribution scheme.

At the year-end there was £67,707 owed in respect of contributions (2021: £66,226).

The charity trustees were not paid nor received any other benefits from employment with the charity or its subsidiary in the year (2021: £nil). Neither were they reimbursed expenses during the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

The key management personnel of the parent charity and the group comprise the trustees, the Chief Executive Officer, the Medical Director, the Clinical Resource Director and the Finance, Retail and Fundraising Director. The total cost of key management personnel of the charity including pension and national insurance contributions was therefore £413,350 (2021: £377,877). The increase in costs is largely due to the Medical Director being in employment for the whole of 2020/21, compared to only six months in the prior year, and also an increase in her number of working days during certain periods of the covid crisis. An interim Finance Director was also engaged throughout the year.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13 Analysis of staff costs, trustee remuneration and expenses and the cost of key management personnel (continued)

The average monthly head count was 252 (2021: 256 staff) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year were as follows:

	2022	2021
	No	No
Management	4	4
Medical directorate	10	11
Clinical directorate	111	115
Resources directorate	59	54
Fundraising directorate	13	10
	<u>197</u>	<u>194</u>

14 Related party transactions

There were no related party transactions during the current or prior year, apart from any disclosed above relating to the trustees.

15 Government grants

Income from government grants comprises contracted amounts from Clinical Commissioning Groups for the provision of palliative care.

16 Corporate Taxation

The charity is exempt from income on gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

The tax charge as per the Statement of Financial Activities relates to the trading subsidiary and is made up as follows:

	2022	2021
	£	£
UK corporation tax on profits for the current period	-	(4,006)
Deferred tax - origination and reversal of timing differences	-	(48,038)
	-	(52,044)
UK corporation tax – prior period adjustments	4,006	-
Deferred tax – prior period adjustments	28,357	-
	<u>32,363</u>	<u>(52,044)</u>

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

17 Tangible fixed assets

Group	Freehold property	Property alterations	Fixtures, fittings & equipment	Motor vehicles	Computer equipment	Group Total
Cost	£	£	£	£	£	£
<i>At 1 April 2021</i>	<i>7,624,004</i>	<i>297,030</i>	<i>1,887,821</i>	<i>69,331</i>	<i>372,208</i>	<i>10,250,394</i>
Additions	28,370	-	28,150	8,300	19,143	83,963
Disposals	-	-	-	-	-	-
At 31 March 2022	7,652,374	297,030	1,915,971	77,631	391,351	10,334,357
Depreciation						
<i>At 1 April 2021</i>	<i>3,476,898</i>	<i>236,338</i>	<i>1,618,459</i>	<i>50,251</i>	<i>264,701</i>	<i>5,646,647</i>
Charge for year	187,634	13,933	85,867	8,211	46,527	342,172
Eliminated on disposal	-	-	-	-	-	-
At 31 March 2022	3,664,532	250,271	1,704,326	58,462	311,228	5,988,819
Net Book Value						
At 31 March 2022	3,987,842	46,759	211,645	19,169	80,123	4,345,538
<i>At 31 March 2021</i>	<i>4,147,106</i>	<i>60,692</i>	<i>269,362</i>	<i>19,080</i>	<i>107,507</i>	<i>4,603,747</i>
Charity	Freehold property	Fixtures, fittings & equipment	Motor vehicles	Computer equipment	Charity Total	
Cost	£	£	£	£	£	
<i>At 1 April 2021</i>	<i>7,624,004</i>	<i>1,834,980</i>	<i>28,966</i>	<i>333,747</i>	<i>9,821,697</i>	
Additions	28,370	26,067	-	7,672	62,109	
Disposals	-	-	-	-	-	
At 31 March 2022	7,652,374	1,861,047	28,966	341,419	9,883,806	
Depreciation						
<i>At 1 April 2021</i>	<i>3,476,898</i>	<i>1,579,739</i>	<i>28,966</i>	<i>245,647</i>	<i>5,331,250</i>	
Charge for year	187,634	82,198	-	39,418	309,250	
Eliminated on disposal	-	-	-	-	-	
At 31 March 2022	3,664,532	1,661,937	28,966	285,065	5,640,500	
Net Book Value						
At 31 March 2022	3,987,842	199,110	-	56,354	4,243,306	
<i>At 31 March 2021</i>	<i>4,147,106</i>	<i>255,241</i>	<i>-</i>	<i>88,100</i>	<i>4,490,447</i>	

Freehold property includes land at a cost of £271,869 (2021: £271,869) which has not been depreciated. At the year end there were capital commitments of £nil (2021: £nil).

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

18 Intangible assets

Group

	Website design £	Software £	Group Total £
Cost			
<i>At 1 April 2021</i>	59,178	103,725	162,903
Additions	-	-	-
Disposals	-	-	-
	59,178	103,725	162,903
Depreciation			
<i>At 1 April 2021</i>	39,188	56,588	95,776
Charge for year	11,836	20,745	32,581
Eliminated on disposal	-	-	-
	51,024	77,333	128,358
Net Book Value			
<i>At 31 March 2022</i>	8,154	26,392	34,546
<i>At 31 March 2021</i>	19,990	47,137	67,127

Charity

	Website design £	Software £	Charity Total £
Cost			
<i>At 1 April 2021</i>	59,178	68,548	127,726
Additions	-	-	-
Disposals	-	-	-
	59,178	68,548	127,726
Depreciation			
<i>At 1 April 2021</i>	39,188	39,604	78,792
Charge for year	11,836	13,710	25,546
Eliminated on disposal	-	-	-
	51,024	53,314	104,338
Net Book Value			
<i>At 31 March 2022</i>	8,154	15,234	23,388
<i>At 31 March 2021</i>	19,990	28,944	48,934

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19 Fixed asset investments

Movement in fixed asset listed investments

	2022	2021
	£	£
Market value at 1 April 2021	18,093,809	14,051,353
Additions	4,861,997	5,191,874
Disposal proceeds	(4,636,634)	(5,175,241)
Net investment (losses)/gains	843,931	4,025,823
	<hr/>	<hr/>
Market value at 31 March 2022	19,163,103	18,093,809
	<hr/>	<hr/>
Historical cost at 31 March 2022	16,555,984	15,408,697
	<hr/>	<hr/>
	2022	2021
	£	£
Investments at fair value comprised:		
Equities	8,842,855	10,102,106
Bonds and Gilts	1,618,594	2,347,040
Infrastructure	616,435	444,884
Multi Asset	-	440,698
Hedge Fund	3,782,895	3,388,739
Property Fund	663,626	469,613
Other	3,638,698	900,729
	<hr/>	<hr/>
	19,163,103	18,093,809
	<hr/>	<hr/>

Investments held by the charity also include an additional £100 (2021: £100) investment in the subsidiary (see note 20).

The charity has retained the services of two firms of investment managers who advise the investment committee on investment strategy. Commission on the sale and purchase of investments in the year amounted to £nil (2021: £nil).

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

20 Fixed asset investment in subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Trinity Hospice Trading Limited, a company incorporated in the United Kingdom (company number 02090725). The subsidiary is used for non-primary purpose trading, namely the sale of donated goods through its shops. All activities have been consolidated on a line by line basis in the SOFA. The subsidiary donates its taxable profits to the charity each year by gift aid.

In the opinion of the trustees the investment in the charity's subsidiary undertaking is worth the amount at which it is stated in the balance sheet of £100.

A summary of the results of the subsidiary is shown below:

Summary profit and loss

	2022	2021
	£	£
Turnover	1,455,807	506,505
Cost of sales	(7,077)	(6,087)
Gross profit	1,448,730	500,418
Administrative expenses	(1,403,605)	(1,146,828)
Other operating income	66,972	362,977
Tax	(32,363)	52,044
Retained profit for the financial year	79,734	(231,389)
Donation distributed to parent charity	-	242,138

Balance sheet as at 31 March 2022

	2022	2021
	£	£
Intangible fixed assets	11,158	18,193
Tangible fixed assets	102,232	113,300
Current assets	353,037	305,451
Creditors: Amounts falling due within one year	(617,982)	(696,590)
Creditors: Amounts falling due in more than one year	-	-
Provision for liabilities	-	28,357
Total net assets	(151,555)	(231,289)
Share capital	100	100
Reserves	(151,655)	(231,389)
Total equity	(151,555)	(231,289)

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

21 Debtors

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	260,960	63,106	366,013	151,870
Amounts owed by group undertakings	-	-	418,629	461,989
Corporation tax repayable	-	4,006	-	-
Other debtors	158,092	105,786	154,841	104,203
VAT	47,906	33,566	33,750	23,344
Prepayments	101,532	117,038	51,429	67,377
Accrued income	530,211	878,921	530,211	869,200
	1,098,701	1,202,423	1,554,873	1,677,983

22 Creditors – amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	207,953	326,288	157,698	283,449
Taxation	118,943	158,772	118,943	158,772
Other creditors	11,135	10,971	11,135	10,971
Accrued expenses	417,677	468,483	374,317	365,485
Deferred income (note 23)	243,445	241,741	243,445	241,741
	999,153	1,206,255	905,538	1,060,418

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

23 Deferred income

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Lottery income received in advance	154,840	133,986	154,840	133,986
Income specified to be used in future years	88,605	107,755	88,605	107,755
	243,445	241,741	243,445	241,741
		Group		Charity
		£		£
<i>Balance at 1 April 2021</i>		241,741		241,741
Amounts deferred in the year		243,445		243,445
Amounts released to incoming resources		(241,741)		(241,741)
Balance at 31 March 2022		243,445		243,445

Deferred income comprises lottery income received in advance for lottery draws, income relating to various events due to take place after the year end and government funding related to activities in the following year.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24 Operating lease commitments

	Land and buildings Group		Land and buildings Charity	
	2022	2021	2022	2021
	£	£	£	£
Expiring				
Within one year	258,750	193,750	-	-
Between one and five years	865,895	605,187	-	-
In more than five years	132,500	110,708	-	-
	1,257,145	909,645	-	-
	Other Group		Other Charity	
	2022	2021	2022	2021
	£	£	£	£
Expiring				
Within one year	30,656	45,679	30,656	45,679
Between one and five years	67,859	69,327	67,859	69,327
In more than five years	-	-	-	-
	98,515	115,006	98,515	115,006

25 Provisions for liabilities

	Group	
	2022	2021
	£	£
Deferred tax:		
Losses	-	(44,749)
Accelerated capital allowances	-	16,392
(Asset) / liability	-	(28,357)

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

26 Movement in funds

	At 1 April 2021	Incoming resources	Resources expended	Gains and losses	Transfers	At 31 March 2022
	£	£	£	£	£	£
Unrestricted funds						
General fund	26,459,819	7,471,333	(6,791,199)	843,931	(77,974)	27,905,910
Total unrestricted	26,459,819	7,471,333	(6,791,199)	843,931	(77,974)	27,905,910
Restricted funds						
Brian House	387,349	1,011,306	(1,202,265)	-	349,843	546,233
Millennium fund	1,607,692	-	(39,262)	-	(271,869)	1,296,561
Syringe drivers	1,035	-	-	-	-	1,035
Hospice UK	-	501,014	(501,014)	-	-	-
Other funds	3,726	4,598	(4,505)	-	-	3,819
Total restricted	1,999,802	1,516,918	(1,747,046)	-	77,974	1,847,648
Charity total funds						
Trinity Hospice Trading Limited	28,459,621	8,988,251	(8,538,245)	843,931	-	29,753,558
	(231,389)	1,522,779	(1,443,045)	-	-	(151,655)
Group total funds	28,228,232	10,511,030	(9,981,290)	843,931	-	29,601,903

Total funds represent the assets and liabilities of the charity and the group. Within total funds are restricted funds where money has been raised for specific purposes including the acquisition of fixed assets which are used by the charity in its day to day work. An analysis of group net assets is included on the balance sheet. The analysis of prior year is included below.

The Brian House Restricted Fund was established during the year ended 31 March 1996 to provide for the building and running of a special wing to house both profoundly handicapped and terminally ill children on a residential and "day care" basis. The balance at 31 March 2022 relates to the net book value of assets purchased using restricted funds.

The Millennium Fund was created to expand the services offered by the charity through a research, education and development programme, into the new millennium. In order to achieve these objectives the charity authorised and contracted for the construction of an extension to the children's wing and further capital development of the site to include new outpatient facilities, the construction of which was completed in 2005.

In January 2020 Trinity received funding from the NHS to replace syringe drivers which are becoming obsolete. The majority was spent during the year.

Hospice UK Covid Response funds were received and spent in the year.

Other funds were from various sources and used for purchases of chairs, flooring, mattress and salaries.

Transfers between funds have been made to show the gifting of profits from the trading subsidiary and for the Brian House costs paid from the general fund.

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

26 Movement in funds (continued)

<i>Prior year</i>	<i>At 1 April 2020</i>	<i>Incoming resources</i>	<i>Resources expended</i>	<i>Gains and losses</i>	<i>Transfers</i>	<i>At 31 March 2021</i>
	£	£	£	£	£	£
Unrestricted funds						
<i>General fund</i>	19,955,082	7,501,489	(4,984,478)	4,025,823	(38,097)	26,459,819
Total unrestricted	19,955,082	7,501,489	(4,984,478)	4,025,823	(38,097)	26,459,819
Restricted funds						
<i>Brian House</i>	429,451	1,032,398	(1,436,566)	-	362,066	387,349
<i>Millennium fund</i>	1,646,954	-	(39,262)	-	-	1,607,692
<i>Syringe drivers</i>	174,719	-	(134,579)	-	(39,105)	1,035
<i>Hospice UK</i>	-	2,011,444	(2,011,444)	-	-	-
<i>Other funds</i>	-	61,135	(14,683)	-	(42,726)	3,726
Total restricted	2,251,124	3,104,977	(3,636,534)	-	280,235	1,999,802
Charity total funds						
<i>Trinity Hospice</i>	22,206,206	10,606,466	(8,621,012)	4,025,823	242,138	28,459,621
<i>Trading Limited</i>	242,138	869,482	(1,100,871)	-	(242,138)	(231,389)
Group total funds	22,448,344	11,475,948	(9,721,883)	4,025,823	-	28,228,232

Analysis of group assets

Fund balances for the prior year are represented by:

	Unrestricted funds	Restricted funds	2021 Total
	£	£	£
<i>Tangible fixed assets</i>	2,608,706	1,995,041	4,603,747
<i>Intangible assets</i>	67,127	-	67,127
<i>Investments</i>	18,093,809	-	18,093,809
<i>Current assets</i>	6,636,686	4,761	6,641,447
<i>Current liabilities</i>	(1,206,255)	-	(1,206,255)
<i>Provisions for liabilities</i>	28,357	-	28,357
	26,228,430	1,999,802	28,228,232

TRINITY HOSPICE AND PALLIATIVE CARE SERVICES LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

27 Contingent assets

As in previous years, the Hospice was bequeathed a share in a number of death estates during the year. It is the Hospice policy to recognise the income once the amounts can be accurately quantified. All assets quantified have been included in the accounts.

At the year end there were a number of donations in wills still pending and due to the uncertainty of the amounts, the income will be recognised in the year in which the donations are either received or the amounts can be determined with reasonable certainty. The approximate value of such donations in wills to which the Hospice can put a value is £1,672,309 (2021: £737,222).