



Annual Report & Accounts 2020 - 2021



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Welcome to this year's annual report which we hope you will find informative.

In 2020/2021, the Hospice, along with our whole community, has faced unprecedented challenges. Despite this, it has also been an incredible year for so many reasons and we are delighted to share with you our successes and developments within this report.

This year has also been a significant year as we said farewell to our Chief Executive of ten years, Janet Cawthray. Janet retired after leading the organisation through many changes and improvements and we would like to thank her for leaving the Hospice in such a strong position for the future. We also saw the retirement of our Chair of the Board of Trustees, Sheila Dent. Sheila made a positive difference to the organisation during her time as a trustee and we would again, like to extend our warmest thanks to her.

As we have all lived through this pandemic, we are incredibly proud that the Hospice has remained open throughout, offering vital care to those in our community who needed us. This has brought many challenges to our teams and we could not be more proud of the dedication, determination, resilience and innovation that all of our staff and volunteers have shown this year.

The support we have seen from our community is nothing short of astounding. When the pandemic first began, we were incredibly concerned about the impact this would have on our financial position and these concerns only grew as our shops closed and our events were cancelled. We turned to our community for help and were overwhelmed by their response! This support, along with government grants, use of the Job Retention Scheme, tightly managing our expenditure and numerous grants from generous trusts and foundations, means that we have ended the year in a very strong financial position. This means that we are now able to restart our plans for a new Inpatient Unit and Day Hospice to ensure that our facilities are fit for purpose and fit for the future.

2021/22 is a special year for Overgate as we celebrate our 40th Anniversary. In September 1981, the nurses at the Hospice were preparing to welcome their first patient and 40 years on, we are still here, caring for Calderdale. The opening of the Hospice was only possible after the Calderdale community rallied to raise the money to open the doors and provide this haven for terminally ill local people.

It is therefore poignant that 40 years on, after the most difficult year in our history, the Hospice is still open because of you, our wonderful community. Your dedicated support never fails to overwhelm everyone at the Hospice. As we both join the team at Overgate, as the new CEO and Chair, we are incredibly proud to be part of something truly inspiring and look forward to leading this wonderful charity into the next 40 years.



Alison Harwood
Chief Executive



Catherine Riley
Chair of the Board of Trustees



Over 700 volunteers
13 retail outlets across Calderdale
Shops

Our Community

Employ 125 staff
Calendar of activity and events
Partnership & engagement
New 16 BED unit

Our Future

Develop & strengthen services
More shops

Money we raise
£2.3m
£0.7m
Income raised from our shops and lottery

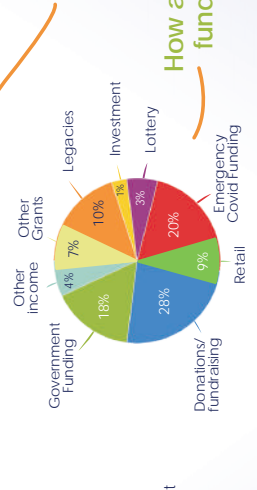
Your Kindness

How are we funded?
Total money raised (by our community)

Because you care, we can

Our value in Calderdale

Over 11,000 people and their families cared for since we opened



Because you care, we can

Registered Charity Number 511619

Our Care

Our average admission wait time is 24 hours
32% of our patients are discharged
Inpatient Unit
12 beds including 1 Respite bed
Holistic patient-centred care
We appreciate the little things that matter
Patient & Family Support Team
Social workers
Counselling
Physiotherapists
Chaplain
Complementary therapists
Occupational Therapist

Activity info

Day Hospice Health & wellbeing support
4,244 Phone call/video contacts with Day Hospice patients during the Pandemic
244 Patient admissions to the Inpatient Unit last year
Running cost
£12,300 Daily cost
£4.5m Yearly cost

Trustees Strategic Report

Our Mission

We are an independent charity that aims to improve the quality of life for adults in Calderdale with a life limiting illness.

Our Philosophy of Care

Our philosophy of care is centred on the patient. We respect individuality and each person's dignity and right to privacy. We care for the whole person – their physical, emotional, spiritual and social needs and goals. Our care includes support for their families and carers through an individual's illness and into bereavement. We care for people during the advanced stages of all life limiting conditions including cancer, heart failure, lung, kidney and neurological diseases.

We value:

- Community support
- Diversity and respect
- Innovation and improvement
- Reputation
- Compassion
- Going the extra mile
- Team work
- Every penny
- Passion and positivity



Our Strategy

This year has been significantly challenging for Overgate Hospice and the community we serve. The impact of the Covid-19 pandemic has been far-reaching, and we are only now beginning to understand its longer-term impact on our way of life, and the care we provide. Teams across Overgate had to respond quickly to the emerging situation both in how we delivered safe care and how we raised funds. Our shops were forced to close in line with the government's instructions and to ensure we safeguarded our financial position, we utilised the government's job retention scheme.

We fully expected this to have a significant impact on the progress we would make against our five-year strategic plan. However, the response of our staff and our communities was phenomenal. This means that we remain in a good position to achieve the ambitions agreed in our strategic plan.

We continue to make progress with our plans to develop and build a new Inpatient Unit. Our strategic plan recognises that regional and local changes are taking place within health and social care and we have strengthened our voice at these levels. In line with the ambitions set out by Hospice UK to transform hospice care across the country, we continue to extend our reach and respond to the needs of our diverse local communities. This is being done through partnership working with local health and social care professionals and by working directly with our communities. Our strategic aim remains to identify where our specialist skills can make a positive impact on people living with life limiting illnesses.

We know that we cannot directly provide care for all dying people in Calderdale and therefore recognise the value in sharing our expertise, knowledge and skills more widely to enable a greater number of people to benefit from hospice care in the community. Our plans include our role in influencing, training and educating local health and social care professionals to help local services meet the growing demand for end of life care in Calderdale.

How much we can deliver is very much dependent on the funding we receive and we are very aware of the potential financial risks resulting from the economic impact of the pandemic. The Board of Trustees and the Senior Leadership Team ensure that we have robust governance arrangements and strong financial management to make sure we remain sustainable and resilient for the long term. We also ensure that we share good practice and learn from others.

Each year our strategic plan is supported by a more detailed annual plan, which sets out the actions we will take in the short term to achieve the overall strategy.

The lasting impact of the pandemic means that it remains more important than ever that we keep our plans under review to ensure we respond effectively to the challenges and opportunities this presents.

Our Strategic Objectives

1

Service
Development

2

Facilities

3

Partnership &
Engagement

4

Workforce

5

Income
Generation

Service Development

Our objective is to seek and explore ways in which the Hospice and hospice care can reach more people in Calderdale.

Key Achievements in 2020/21

- Managed the impact of Covid-19 and the opportunities that arose, including direct care of patients with a Covid-19 infection
- The development of outreach and virtual services
- Creation of a dedicated Covid-19 support line in conjunction with Calderdale Clinical Commissioning Group
- Continued the development of Nurse Led Care, including outreach work
- Developed and agreed our Clinical Strategy
- Recruited an additional End of Life Educator using additional funding from Calderdale Clinical Commissioning Group

Future Plans for 2021/22

- Launch the Clinical Strategy which includes seeking funding for a Community Engagement Officer and working to further develop digitally enabled care
- Further develop our expertise to meet the needs of patients with increasingly complex medical conditions and treatments
- Expand our outreach work to enable Overgate to expand our care and influence within Calderdale
- Implement and embed a new audit tool to improve our audit and governance processes
- Develop and launch the new 5 year strategy
- Increase collaborative working with key stakeholders to provide support closer to home

Our Facilities

Our objective is to improve the experience for patients, families and their carers, staff and volunteers by developing and designing facilities fit for the future as well as ensuring they are inclusive of our diverse local population.

Key Achievements in 2020/21

- Facilitated home working for non-clinical staff where possible, in response to Covid-19
- Implemented Microsoft Office 365 across the organisation
- Reviewed estates management and decided to bring this service in-house to optimise efficiency of services and quality of care
- Implemented and maintained 'Working Safely' guidance in relation to Covid-19

Future Plans for 2021/22

- Recruit and embed a new in-house Estates Management Team
- Restart the redevelopment plans for a new Inpatient Unit and Day Hospice
- Build a dedicated meeting space in our gardens to assist with the capital appeal
- Development of 3 year IT Digital Strategy

Partnership and Engagement

Our objective is to actively seek and drive improvement in local end of life care partnerships by developing an integrated model of care.

Key Achievements in 2020/21

- Increased delivery of education to health and social care colleagues through an expanded programme of live and recorded online training
- Explored opportunities to support primary care networks
- Collaborated with the health and social care sector in response to Covid-19, helping to keep Calderdale safe by contributing staffing, resources and expertise to acute services and care homes

Future Plans for 2021/22

- Remain a key voice in Calderdale to ensure palliative and End of Life Care is a priority
- Continue to develop and expand our education programme, measuring the impact this training has on the wider sector
- Complete a survey of our stakeholders to better inform our future decisions on service development
- Ensure that patients from all communities have equal access to and are aware of the benefits of hospice care

Our Workforce

Our objective is to continually develop and inspire our staff and volunteer workforce by having an integrated approach to workforce planning.

Key Achievements in 2020/21

- Further embedded the Leadership Toolkit
- Developed a programme of activities and therapies to support the wellbeing of our staff during the pandemic
- Developed clinical staff enabling them to support patients virtually using new digital platforms
- Appointed new trustees to further strengthen the skills and experience on our Board
- Celebrated our Day Hospice volunteers being recognised on Helpforce's Wall of Fame
- Recruited a new Digital Officer to strengthen our online presence
- Supported staff and volunteers throughout the Covid-19 pandemic

Future Plans for 2021/22

- Complete a remuneration review to ensure we remain competitive in the job market
- Introduce a new Intranet
- Implement bespoke leadership training for operational line managers
- Ensure staff and volunteers have access to effective education and training that supports their development and helps them in the delivery of high-quality services
- Support a new Chief Executive and Chair of the Board of Trustees
- Recruit new trustees with key skill sets to support the development and sustainability of the Hospice
- Develop the skills of the Senior Leadership Team to further embed high quality service delivery

Income Generation

Our objective is to continue to raise enough funds to sustain our current and future services, and ensure they are spent wisely with our aims and values at the core of all expenditure decisions.

Key Achievements in 2020/21

- Delivered an overall surplus of £1.7 million
- Nominated for Best Marketing Award at the Community Foundation for Calderdale Community Spirit Awards
- Successfully partnered with our local newspaper, Halifax Courier, to raise awareness of the impact of Covid-19 on the Hospice and income generation
- Launched an emergency Sponsor a Nurse Appeal in the immediate aftermath of Covid-19
- Successfully managed the closure and safe reopening of all our charity shops in line with lockdown regulations
- Assembled a volunteer group of local businesspeople and supported them in launching a Corporate Emergency Appeal
- Developed a programme of virtual fundraising initiatives during lockdowns
- Developed a rolling programme of financial reforecasting during the pandemic to monitor our financial position
- Developed and implemented an organisational Grants Committee to increase grant funding opportunities
- Sourced retail grants/insurance payments during lockdown

Future Plans for 2021/22

- Approve and launch the Overgate Hospice Support Ltd Strategy to increase income from our trading subsidiary
- Open our first donation centre to support our 13 charity shops and increase Gift Aid
- Recruit a Development Manager to explore new income generation opportunities
- Further financial planning in response to Covid-19
- Re-establish a calendar of events following cancellation during Covid-19
- Celebrate our 40th anniversary with a programme of campaigns to raise awareness of our services and our value in the community
- Relaunch the capital appeal to raise the funds needed for our redevelopment project
- Review investment portfolio to ensure we are achieving the best financial return for the Hospice



Impact of our Services

Inpatient Unit

In 2020/21, despite the global pandemic, our Inpatient Unit continued to provide palliative care to the Calderdale community.

We have successfully adapted our care to ensure that all infection control measures were followed whilst still maintaining our exceptional level of care. Our staff and visitors have successfully adapted to the discomfort of PPE (Personal Protective Equipment) and regular Covid testing. The team has maintained the highest standards of compassionate care despite the communication barriers of PPE.

Throughout the pandemic, we have navigated the fast-changing government guidelines whilst ensuring that families could continue visiting their loved ones, doing everything we could to ensure no one died or lived their last moments alone.

We continue to provide holistic care, paying special attention to the patient's spiritual and social needs. Fulfilling patient's wishes remains a large part of the care we give and we have continued to go above and beyond for our patients during this difficult year.

We have had the privilege of organising a number of special celebrations for our patients including a lockdown birthday party for a patient's young child. We also organised a small wedding ceremony at the Hospice for a couple whose wedding had been cancelled due to the pandemic, allowing the bride's terminally ill father to fulfil his wish of walking his daughter down the aisle.

With so many of these special moments, we are so grateful to our local community who help us to make this happen.

“

The care was second to none. When my wife entered Overgate she felt safe and it was the first time for a long time that she was comfortable and pain free. My wife passed away with dignity. Everyone at Overgate made my family content in the knowledge that she left this world pain free.

”

“

I can think of no better place that my partner could have spent her final days. The care she received from the staff was wonderful, even at the end, when she was not responsive to anyone, they continued to speak to her and explain what they were doing. Utter care and respect to the very end.

”

“

Everyone at Overgate is hardworking and very caring, it must take a special kind of person to do the work you do every day. I can't praise them enough or thank them enough for the care and compassion they showed to my husband and our family.

”

“

Staff were excellent, patient, robust when they needed to be and very sympathetic. The care and affection they showed to my father truly moved me!

”

Day Hospice

In March 2020, as the effects of Coronavirus reached our community, Overgate Hospice was forced to close the doors of our Day Hospice. Our Day Hospice service is an integral part of the care we offer at Overgate. It enhances quality of life for patients by helping maximise independence through engaging activities and therapies and provides personalised care in a relaxed environment. It also offers the opportunity for patients to meet other people who are going through a similar experience enabling them to share concerns in a supportive environment.

With so many of our patients who normally attend being in the 'vulnerable' category, it was important that they shielded to keep themselves safe. In the first few weeks of lockdown, the Day Hospice team got in touch with each patient via telephone to check on their symptom control and general wellbeing. However, it soon became clear that many of these people were missing the social interaction of Day Hospice and beginning to suffer from isolation and increased anxiety about their illness.

Our Day Hospice team quickly piloted a Virtual Day Hospice service, utilising Zoom to bring our patients together in small groups to offer them a range of virtual therapies as well as improving their general wellbeing with social interaction. We know that this service has been invaluable to many of our patients and provided a vital lifeline for them during an incredibly difficult time.

As our virtual service developed throughout the course of the pandemic, we also launched an outreach programme to support the people in our community who were unable to access these digital sessions. This work has seen some of our nursing staff providing direct care and support in patient's own homes, keeping them safe.

Generous grant funding from a number of trusts and foundations have allowed us to purchase technology to support this ongoing virtual service as well as funding 'Keep Busy Boxes' for each of our patients. These boxes were personalised to each individual's interests and were filled with a variety of activities to keep them active during the long periods of lockdown.

Whilst we are incredibly proud of the innovative work we have done this year, we recognise the need to re-establish our face-to-face services as soon as it is safe to do so.



“

My mum receives so much help and support from the zoom meetings that she participates in, it's a real life line for her, which she thoroughly enjoys and I really can't thank the staff enough for their ongoing support.

”

“

I want to say a huge thank you to everyone at Overgate Day Hospice. Recently I have seen a few faces in our house, albeit under masks and visors, aprons, and gloves. I can't thank you all enough. The support from each of you is beyond words. The care, compassion, fun, and deep conversation has lifted me and given me the space to talk about everything. Thank you.

”

“

As someone who is classed as vulnerable, the Zoom meetings are invaluable. It really opens up the ability to safely interact with others.

”

Patient and Family Support Team

This year our Patient and Family Support Team have embraced new ways of working to continue to provide holistic care to both the patients in our care, as well as their loved ones. Our PFST includes a Chaplain, Social Workers, Physiotherapist, Complementary Therapists, Psychotherapists, Volunteer Counsellors and an Activities Coordinator.

During the pandemic, whilst visiting to our Inpatient Unit has been restricted, our PFST has increased their support to our patients, offering a range of vital services as well as companionship and guidance.

A number of our services quickly moved to digital platforms, including virtual counselling sessions, to ensure that those already struggling did not lose this vital support during this period of increased isolation.

As the effects of Covid-19 were felt across our entire community, Overgate worked with the Calderdale Clinical Commissioning Group to establish a temporary 'Hear for You' Covid-19 support line. This service provided telephone support seven days a week to anyone in Calderdale who was affected by the pandemic.

A number of our group support sessions were re-established virtually and continued to support patients and their families. We also launched a new virtual group session, 'Spiritual Space', to offer additional spiritual support to those who felt it may benefit them.

Our PFST has also provided essential support to our staff throughout this turbulent year.

“Now I have completed my counselling sessions, I daily think about the stories that helped me, and also the words that gave me freedom. My counsellor's voice is always with me – comforting, supporting, encouraging, and challenging me. I am forever grateful to the counselling service and our amazing hospice.”

Education & Training

We remain committed to delivering a programme of education, training and communication to all health and social care professionals across Calderdale to improve the care our community receives.

This year, the delivery of this programme of education changed dramatically as demand increased and our usual training sessions were forced to move to digital channels. We successfully launched a YouTube channel allowing health and social care professionals in Calderdale to access a suite of training videos to support the increased level of care being delivered in the community during the pandemic.

We have successfully launched a programme to train Community Equality Champions, working in collaboration with St Gemma's Hospice and Wakefield Hospice, who will help us to ensure consistent and equitable access to hospice care for all in our community.

As care homes continued to struggle with the impact of Covid-19, we were asked to share our skills and expertise and cascade our Verification of Expected Death training to registered nurses working in care homes across Calderdale. Every care home in the local area accessed this training meaning we now have over 200 registered nurses in Calderdale who can verify death. This means that these nurses can make the official confirmation that someone has died at home, without waiting for a doctor to visit, so that families can make arrangements and receive care and support in a timely way.

“Yesterday was very well received, you were awesome. Everyone deserves to have someone like you as part of their care. We all got a lot out of the session, especially the great examples of phrases and ways of starting these conversations.”

“Yesterday's training was a great success, thank you for your time and your great session.”

Volunteering

Overgate Hospice wouldn't be the same without our army of loyal volunteers and their support hasn't wavered throughout the pandemic.

As our shops were forced to close and we limited numbers of people entering the Hospice to keep our staff and patients safe, we were forced to make the difficult decision to ask most of our volunteers to stay at home and suspend their volunteering roles. We made this decision as so many fell into the vulnerable categories and we needed to keep them safe during this time, but this didn't stop our volunteers wanting to help in any way they could. Many started fundraising in a myriad of ways; running an online art auction; publishing poetry and cookery books; sewing, delivering leaflets; collecting PPE for our front-line team to wear and much more!

When the restrictions started to lift, the majority of our volunteers eagerly returned but we also continued to welcome new volunteers from the Calderdale community wanting to help their local hospice. We have been overwhelmed by the flexibility shown by our volunteers who have adapted to new roles and new ways of working to continue to support the care we provide.

We continue to celebrate the increasing diversity amongst our volunteer workforce with our youngest volunteer being 14 and our eldest being 92, as well as over 15 ethnic backgrounds being represented.

We have over 700 volunteers at Overgate and each one plays a vital role in ensuring the care we give to our community, continues. Without them this year, the Hospice has not quite been the same but we prioritised their health and safety to ensure that when our services and fundraising return to normal, they are ready to join us.



I love meeting other volunteers and different customers and hopefully helping Overgate. I feel I am making myself useful during my retirement.

Volunteering has helped me gain confidence and a sense of pride from doing a tiny bit to help out a local charity."

It is a privilege to meet patients and their families. I always receive a warm welcome from the staff in the varying departments.

What a wonderful place the Hospice is, I love every minute being a volunteer."

Raising Funds

We are very proud that all our services are provided free of charge. However they are not free of cost. Every year we need to raise £4.5million to enable us to provide care to our community. The Fundraising and Retail Teams, supported by our wonderful volunteers, are crucial in ensuring we can continue to offer care to patients and their families.

Fundraising Team

The Covid-19 pandemic had a huge impact on our fundraising campaigns and events. At the beginning of April 2020, the country was in the middle of the first lockdown and it became clear that we would need to be more innovative than ever to continue raising the money needed to keep the Hospice doors open to patients.

The community quickly responded to the crisis and threw their arms around their local hospice, coming up with new and inspiring ways to raise money and support Overgate through this tough time. We saw everything from Zoom quizzes, shaved heads, and Facebook raffles to sponsored challenges and karaoke competitions! We were overwhelmed by the outpouring of support.

Inspired by the community, the Fundraising Team launched an emergency appeal to help bridge the gap in income. As the news was filled with images of frontline staff struggling to work in difficult conditions, we asked our community to support the Hospice and donate to our Support A Nurse Appeal. An incredible £68,000 was received in donations in support of the work our nurses and wider Hospice teams provided throughout the pandemic.

As we shared stories from the Hospice about the impact the pandemic was having on our income, a group of local, like-minded businesspeople wanted to help. They came together and, working with the Income Generation Teams, launched the Emergency Corporate Appeal, asking the Calderdale business community to make a minimum donation of £1,000 to support Overgate. The support flooded in and we were overwhelmed by the response with 87 companies and businesspeople donating a staggering £238,000.

As summer approached and restrictions began to lift, we were able to hold a number of events. The Fundraising Team worked tirelessly to ensure these events were Covid-19 secure and our staff, volunteers and supporters were safe. These events included a team of 88 taking on the Yorkshire 3 Peaks and over 53 teams attending our Golf Day. It was wonderful to be back in the community, meeting the incredible people who do amazing things to support the Hospice.

As the year went on however, it became clear that our mass participation events would not be able to take place. This was a devastating blow to both the Hospice team and our supporters who join us each year to take part in our Colour Run and Midnight Walk but we were determined to ensure these supporters could join us in some way. Our Colour Run became a 'virtual event' and we were delighted to see (via Facebook) hundreds join us and get colourful for Overgate. We re-badged our Midnight Walk as September and asked our community to join us throughout the month of September and take on one (or more) of our previous midnight walk routes in their own time. The streets of Calderdale were filled with teal September t-shirts all month and you couldn't go far without bumping into someone taking on a route. These events are usually two of our biggest fundraisers of the year and whilst they didn't raise their usual amounts, our walkers and runners raised a wonderful £42,000.

Throughout the year, as so many of our usual fundraising activities were cancelled, we asked the community to become a Hospice Hero at Home, taking on their own challenge to support the Hospice. From sponsored silences and cycling challenges to marathon runs and even a paddleboarder navigating our local canals dressed as Where's Wally; you name it, our wonderful supporters did it!

Despite the challenging year for schools, we continued with our objective of engaging our local school community. Many school children sent messages of support to our team throughout the pandemic and as Christmas approached, our Community Fundraiser encouraged them to join in with our Reindeer Run. This event brought some much-needed light relief to schools and over 7,611 children took part, running around their school playgrounds in their class bubbles dressed as reindeer! 35 schools and nurseries took part and raised an incredible £73,000.

The Fundraising Team with the support of the community organised different income generation opportunities in 2020/21, and the total fundraising income raised during this year was £1.7million.

We continued to improve the supporter journey for anyone who engages with the Hospice. Improving a supporter's journey means that we ensure that any contact a supporter has with the Hospice is a positive one; this can be anything from a smile as they enter the Hospice to ensuring any thank you they receive is personal and timely. By ensuring our supporters feel valued, we hope they will continue to support the Hospice in future years and share their positive experience with friends and family.

Grant funding continues to be an important source of income generation for the Hospice, not only to support core running costs but to help us introduce new services and support more patients. Details of all the Trusts and Foundations that have supported us this year can be found on page 53.

Calderdale's Community Foundation has provided vital support to the Hospice throughout this incredibly tough year. Grants totalling £20,991 have supported the cost of providing vital PPE for visitors, meaning patients could have loved ones at their side in their final days of life. The generous funding has also supported Virtual Day Hospice activities for patients in the community who were forced to isolate to stay safe. This provided help and support that otherwise would not have been available to these people. Counselling sessions were also funded for people living with a life limiting illness, as well as bereavement counselling for grieving families. These sessions helped with practical and emotional support during a time of increased isolation.

I would just like to praise your staff and the lengths they are going to helping sufferers and their families cope with their illnesses, plus the added complications given the current pandemic. My mum receives so much help and support from the Overgate team, it's a real lifeline for her, which she thoroughly enjoys, and I really can't thank the staff enough for their ongoing support. - Relative of an Overgate Hospice Patient

The National Lottery Community Fund generously donated £30,490 to launch our Virtual Day Hospice services. This service has been invaluable to patients in our community living with life limiting illnesses. By providing a range of support sessions, activities, games, and quizzes online we have helped people feel less isolated and increased access to a range of services.

It's good to still be able to have some kind of contact, not only with staff, but also with other patients and carers. Especially with the current situation, when people can feel so alone and scared of what the future holds. I honestly feel that having virtual sessions with Day Hospice has stopped me from physically and mentally declining into a spiral of loneliness, hopelessness and isolation; it's helped – beyond words! - Virtual Day Hospice Patient

In 2019/2020 we launched our plans to raise the money needed to fund the building of a new Inpatient Unit and Day Hospice, however the uncertainty caused by the pandemic forced us to put these plans on hold. The need for this redevelopment project has only grown over the past year and due to the financial success in 2020/2021, we are delighted to be able to relaunch the appeal in the months to come. Our Volunteer Development Board, led by our Capital Appeal Team, will begin creating links with supporters and charitable organisations to raise funds for this huge project.

Legacy income decreased in 2020/21 from £853,000 in 2019/20 to £612,000. Gifts in wills are an important part of our income generation and we are very honoured when our supporters leave us a gift which helps to secure the future of our specialist care for local people for many years to come.

We continue to be inspired by the incredible support we receive from all corners of our community. It is only through their dedicated generosity that we are able to continue to care for our patients and their families. Thank you.

Our Fundraising Approach

We fundraise ethically and do not carry out telephone asks, cold calling or door to door fundraising. When we write to people, we contact those that have supported the Hospice previously and who we believe want to hear about the Hospice's key developments and future fundraising. We always give an opportunity for recipients to opt out of future contact from us and we follow the latest General Data Protection Guidelines.

We have signed up to the Fundraising Regulator and follow their guidelines throughout our fundraising practices.

Overgate Hospice Support Ltd

Overgate Hospice Support Ltd (OHS) is our retail trading 'arm' which includes all of our charity shops and our lottery. Like the whole retail sector, OHS has been severely impacted this year as a result of the pandemic and subsequent lockdowns.

All of our 13 charity shops were first forced to close at the end of March 2020 and the last year has seen a further two periods of compulsory closure.

Despite this, our Retail Teams have done everything possible to continue to support the care being provided at the Hospice. Following each of the lockdown periods, our retail staff worked tirelessly to prepare each shop for reopening, implementing a wide variety of new measures and ways of workings to ensure compliance with the fast-changing government guidelines. This included the installation of screens at tills, implementing one way systems, limiting customer numbers and wearing PPE.

Our charity shops rely on the support of a huge team of volunteers and this year has been no different. Despite these changes and the disruption to their normal ways of working, many of our volunteers returned to their roles with vigour to sort through mountains of donations and serve queues of customers. We are so grateful for their continued support during this difficult year.

Whilst our shops were closed, and the concern for the financial impact of this grew, we utilised the government's Job Retention Scheme and Covid-19 Support Grants to limit this impact. A number of our shop's landlords were able to provide us with a period of rent relief and we were very fortunate to receive £240,000 from our business loss insurance policy.

Our Retail Team also quickly got to work looking for new and innovative ways to raise money. We utilised social media to sell donations to our local customers, offering a click and collect service and developed our eBay shop for our national and global customers. We will continue to develop these new opportunities further in the years ahead as we work to diversify the way OHS raises money. We also set up donation points across Calderdale to enable our supporters to drop donations off with us safely.

The Hospice Lottery continues to provide much needed, regular income and we have worked hard to increase this during 2020/2021. As our fundraising events and campaigns were cancelled and our shops shut, our community chose to support us in a different way and the number of lottery players has increased steadily. We are grateful to each lottery member for helping to raise £157,000 This year.

Despite the significant challenges we have faced during this turbulent year, OHS has still achieved a good profit and donated a substantial £365,000 to the charitable works of the Hospice in 20/21.

We remain committed to the growth of OHS in order to support the charitable work of Overgate Hospice. As the Hospice works to expand our reach and improve access to our services in 2021/22, this will come at an increased cost. In the coming year we will launch our OHS strategy to enable us to increase our income to support this vital work.

OHS could not operate without the dedication and passion showed by the retail team, including the incredible support of our volunteers. Their commitment during this challenging year, and the support of our loyal customers, means we continued to raise fantastic levels of income from our shops to ensure the Hospice's services can continue.

Support Services

We could not run the Hospice without our support services, staff and volunteers working behind the scenes, who, as if by magic, make sure that things are in the right place at the right time.

These include:

- Finance – making sure every penny is accounted for and spent wisely
- Human resources – recruiting the best staff, and supporting ongoing training and development
- Catering – providing patients with home-cooked meals
- Housekeeping – keeping our Hospice sparkling clean and safe
- Administration – supporting all of our teams to work efficiently and effectively
- Quality and Audit – assessing our standards and continually promoting improvement in our care
- Estates - ensuring our facilities are well-maintained to optimise efficiency of services and quality of care
- Marketing & Communications – ensuring the incredible work of the Hospice is shared with our supporters and wider community



Quality Account

The aim of the Quality Account is not only to look at service developments and improvements in our care, but to review and provide evidence on the achievements we have made over the previous year. As a Hospice we are committed to ensuring our services meet the needs of our patients and their families and that we are responsive to the changing needs of the Calderdale Community

IPU	2016-17	2017-18	2018-19	2019-20	2020-21
Admissions	253	261	279	275	244
Mean length of stay (days)	12.3	12.0	11.0	12.0	11.6
% patients discharged	42%	34%	33%	34%	33%
% of patients with diagnosis of cancer vs non-cancer diagnosis	72% vs 28%	79% vs 21%	73% vs 27%	77% vs 23%	81% vs 19%

Day Hospice	2016-17	2017-18	2018-19	2019-20	2020-21
Total attendances at all services	2274	2135	2982	3875	1409
Drop-in attendances	Service not available	198 (part year only)	1120	1525	539
Breath of Fresh Air attendances	140	116	120	331	N/A
% of patients with cancer vs non-cancer diagnosis	46% vs 54%	56% vs 44%	72% vs 28%	71% vs 29%	50% vs 50%

IPU	2016-17	2017-18	2018-19	2019-20	2020-21
Number of falls Inpatient and Day Hospice	41	39	34	48	37
Number of new pressure ulcers per 1000 occupied bed days	9.5	7.1	7.4	9.1	11.1
Infections (none of which were acquired at the Hospice)	8	6 <small>(One infection became apparent after admission but was acquired before admission)</small>	3	2	4
Safeguarding Alerts to Calderdale Council	2	5	7	0	1
DoLS Authorisations	6	5	5	5	8
Medicine Incidents <small>(per 1000 occupied bed days)</small>	4.3	5.1	8	10	3
Concerns	1 Formal Complaint - Resolved	1 Formal Complaint - Resolved	0	1 Formal Complaint - Resolved	1 Formal Complaint - Resolved

Risk Report

The key strategic risks during 2020/21

The Covid-19 pandemic presented us with additional strategic risks during 2020/21. As part of our commitment to providing good quality and effective care for patients, supporting our staff and volunteers and providing a safe environment for everyone, we have robust risk management systems and processes in place to identify, mitigate and manage risks.

We recognise that it's not possible to eliminate all risk, but our aim is to minimise it wherever possible and ensure that safe, effective patient care remains paramount. We do this through a pyramid approach, where risks are managed within departments and escalated as necessary using a risk decision matrix.

The risk registers are regularly reviewed and updated at each Board, Sub-committee, Senior Leadership Team and Operational Leadership Team meetings.

Risk	Risk Mitigation
Challenges in maintaining and developing services alongside the capital appeal and redevelopment.	Five year financial plan approved and will be reviewed annually as part of the budget setting process. Additional funding secured from Calderdale CCG and NHS England. Income Generation Strategy (Income Plan) developed to explore new business opportunities to further increase our income. Agreed to appoint a Development Manager to identify new sources of income.
Insufficient funding to redevelop the Hospice site including a new Inpatient Unit.	Capital redevelopment project, including all costs approved. Capital Development Appeal Board in place. Additional staff appointed to the Capital Appeal Team. Capital Appeal Recognition Policy approved. Proportion of surplus achieved in 2020/21 agreed to be put into capital appeal fund.
The significant increase in running costs in years six and seven (once redevelopment is complete) widening the gap between income and expenditure in the financial plan.	Income Generation Strategy (Income Plan) in place. Agreed to appoint a Development Manager to identify new sources of income.
Medical recruitment will not be filled and will leave vacancies within the team.	Pay structure being reviewed for all roles across the Hospice, including benchmark data from other hospices. Approved clinical strategy and clinical development plan.
Registered nursing staff	Pay structure being reviewed for all roles across the Hospice, including benchmark data from other hospices. Approved clinical strategy and clinical development plan in place.

Risk	Risk Mitigation
Outdated IT systems may not be supported increasing our risk of cyber-attack.	Digital Strategy agreed. Funding identified to support digital development over the next 3 years.
Impact of Coronavirus on the operational running of the Hospice and income generation.	Additional infection prevention and control measures put in place including increased levels of personal protective equipment; testing; reduced levels of visiting. Held emergency fundraising appeals and paused capital appeal fundraising activity. Implemented new ways of virtual fundraising.

Overgate Hospice Support LTD.

Risk	Risk Mitigation
Challenging retail environment.	Strengthen retail infrastructure to ensure sustainability of current income levels and deliver an increase in income. New online retail opportunities online developed. Development OHS Strategy
Shop rate relief changed from mandatory to discretionary.	Increased costs included in 2020/21 and 2021/22 budget forecasts.



Statement of Trustee Responsibilities

The trustees (who are also directors of Overgate Hospice for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including FRS102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including income and expenditure, of the charitable group for that period. In preparing those 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;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

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

Approved by the Board of Trustees on 28th September 2021 and signed on its behalf by



Victoria Atkinson – Trustee & Treasurer

Structure Governance and Management

Overgate Hospice is a charitable company limited by guarantee and a registered charity in England and Wales. It was set up under a Memorandum of Association which lays out the objects and powers of the charity and it is governed by the Articles of Association.

Our governance arrangements are regularly reviewed to ensure they reflect current legislation and support the strategic ambitions for the hospice in the future.

Board of Trustees

The charity is governed by a Board of Trustees who are responsible for the strategic direction of Overgate and monitoring the performance of the Hospice to ensure the charitable funds are used appropriately. The Articles of Association allow for not less than five and up to 15 Trustees, who are also Directors under company law.

Trustees' term of office is three years and they are eligible for reappointment for up to a further two terms of three years. The Trustees do not receive any benefit from the charity and all are required to complete an annual declaration of interests, gifts and hospitality.

The Trustees who have served during the year are set out on page 26.

The Board of Trustees meet at least six times a year to review performance in line with the strategy and annual plan, review financial and non-financial management information and to approve key decisions and business cases as they arise. In addition to the Board meetings, the Board have a minimum of two Board Strategy and Development days.

The Board is supported by six sub-committees;

- **Finance and Income** which meets a minimum of six times a year
- **Clinical** which meets a minimum of four times a year
- **Human Resources** which meets a minimum of four times a year
- **Infrastructure** which meets a minimum of four times a year
- **Governance** which meets a minimum of four times a year
- **Capital Redevelopment** which meets a minimum of four times a year

The Board and each of its sub-committees have terms of reference which set out their roles and responsibilities.

Trustee Appointments and Induction

The Trustees are all volunteers with a range of skills, experience and backgrounds. When we identify a skills gap or a need for succession planning, we adopt an open recruitment process highlighting the skills we are looking for. Each new Trustee has a formal induction programme to familiarise them with all aspects of the hospice governance, strategy and operations. In addition, Trustees are required to complete relevant online mandatory training and there are formal annual review meetings with the chair or vice-chair. Trustees are also encouraged to support Overgate's internal and external activities to enable them to meet staff, volunteers and service users informally.

Senior Leadership Team

The Board delegates the operational management of Overgate Hospice and Overgate Hospice Support to the Chief Executive and the Senior Leadership Team.

A Scheme of Delegation clarifies the responsibilities reserved for the Board and those delegated to Board sub-committees and the Senior Leadership Team.



Remuneration

Ensuring that there is a fair and transparent pay structure in place is key to being able to attract, retain and support our staff. The last review of the pay structure including our approach to agreeing pay awards and our pay principles was completed and approved in May 2019.

On an annual basis the Human Resources subcommittee reviews a number of specified external factors, including benchmarking from other hospices and general economic trends, to determine an appropriate allocation of funding required for pay reviews. The Finance and Income subcommittee considers this level of funding when drafting the annual budget, with the Board having the final decision on any increased remuneration expenditure. The Human Resources subcommittee is responsible for overseeing the methodology for awarding pay increases, in line with the agreed principles.

Public Benefit

Consideration of public benefit is a key factor in Board decisions.

Overgate Hospice provides direct benefit to local patients and their families enabling them to access specialist palliative care. It also provides education and training about high quality end of life care to professionals working across Calderdale, thereby helping patients and their families indirectly. In addition, the Charity provides employment and volunteering opportunities that offer individual and wider social benefit to the Calderdale community. The Board is aware of the Charity Commission's guidance in relation to Public Benefit. This report indicates how our activities have delivered public benefit in 2020/21.

The Board, consisting of the trustees, is responsible for the management of the business of the Charity and for exercising its powers in pursuit of its charitable objects. All trustees give their time voluntarily and receive no benefit from the Charity. All trustees were required to complete and sign an annual declaration of interests and of any relevant gifts received during the year.

Statement of Disclosure

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

Reserves & Investments

Our investments are managed on a discretionary basis on behalf of the Trustees by Investec Wealth and Investment within the parameters of an agreed policy. Funds are invested with the balancing objective of providing both income and long-term growth, with provisions to allow sufficient flexibility for Overgate to effectively manage its cashflow. Investec Wealth Management and Investment understand the objectives and ethos of Overgate Hospice and the investment policy requires it to advise the charity should any potential investments be at odds with the ethos. During 2020/21 the total return on investments including dividends and interest was £40k (£42k in 19/20).

During the year the Trustees have reviewed the policy for holding reserves. Our objective was to determine the amount of reserves required to minimise risk and safeguard the long term future of the Hospice for the benefit of the patients and their families and to then ensure that any surplus reserves were designated for the strategic priorities of the Charity.

Restricted funds, endowment funds, previously designated funds and general funds held as fixed assets were excluded from the calculations.

The Trustees concluded that it is prudent to hold 12 months of charitable activity expenditure as a general reserve, at 31/3/21 this equates to £2.7 million.

We know that our financial position in 2021/22 will continue to be impacted by the Covid-19 pandemic and in particular the lockdown measures put in place to reduce the spread of the virus. This will continue to impact on our ability to generate income through our shops and fundraising events. We know a challenging year lies ahead but we are also taking prudent steps to minimise expenditure where this will not impact on our ability to deliver services and raise funds in different ways.

During the 20/21 year we undertook a review of our reserves and as a result have designated funds towards a number of key strategic objectives including a digital transformation project and our capital redevelopment. We have also designated reserves to a legacy equalisation fund which will protect the Hospice in future years should legacy income decline.

The balance of the general reserves has been designated to the Capital Redevelopment Project and adds to the brought forward designated fund of £1.0m resulting in a balance carried forward of £3.1m, of this, £1 million has been allocated to support the purchase of adjacent property and land as part of the the redevelopment.



Financial Review

We started the 2020/2021 financial year extremely concerned that the Covid-19 pandemic would have a significant adverse impact on the financial results for Overgate Hospice. It has certainly been an extraordinary year but thanks to amazing community support together with government support including the job retention scheme and Covid grants we have ended the year with a financial surplus.

We do however anticipate that the 2021/2022 year will be financially challenging, as the impact of the pandemic on our retail shops and fundraising events continues and our running costs increase as we try to reach more people that need our services in the Calderdale area.

Income

During 2020/21 our income was £6.0m compared with £5.4m for the previous year. Through the generosity of local people, we received £1.9m in legacies and donations compared with £1.7m for the previous year. There was a decrease of £241k in legacies which totalled £612k for the year. Our donations totalled £1.3m, an increase of £426k and includes the donations from our emergency appeals which were launched to combat the financial impact of the Covid-19 pandemic. We also raised £429k from fundraising activities and despite the pandemic this was a decrease of only £94k compared with the previous year.

Overgate Hospice Support Ltd, our trading arm which runs our Overgate shops, generated income of £528k compared to £1.27m in the previous year, but this was to be expected due to the shop closures during the lockdown periods in 20/21. Our lottery continued to make an important contribution to our income and generated £157k, which is an increase from the previous year's £145k.

We generated investment income of £40k (2019/20 £42k). We also received grants totalling £828k (2019/20 £323k). This includes £141k support grants for our shops to support them due to lockdown restrictions related to Covid-19 and £262k Job Retention Scheme grant income. In addition to this to support the Hospice during Covid-19 we also received £598k from government grants which were facilitated by Hospice UK. This was in recognition of the Hospices support to the NHS during the pandemic.

We continued to receive a significant contribution of £1.07m from the Calderdale Clinical Commissioning Group (CCCG) towards our running costs (2020/21 £1.07m). This equates to 18% of our overall income.

Our remaining income came from areas such as catering, VAT refunds and other miscellaneous sources.

Expenditure

Overall expenditure for Overgate and its trading subsidiary was £4.5m compared with £4.6m in 2019/20. Our expenditure on providing charitable activities was £2.87m an increase from £2.76m in 2019/20. Expenditure on raising funds decreased to £1.6m from £1.79m in 2019/20. Our fundraising expenditure consists mainly of the costs of running our retail shops and other trading activities of £980k (£1,070k in 2019/20), and raising donations and legacies of £611k (£711k in 2019/20)

Overall Position

A surplus of £1.7m (2019/20 £0.8m) was achieved for the financial year. This was predominantly as a result of the generosity of donations and legacies received in the year, together with significant increased grant income as a result of Covid-19. Costs were also carefully controlled during this period of uncertainty. This leaves the hospice in a very good financial position moving into 2021/22. During the 2020/2021 year we undertook a review of our reserves and as a result have designated funds towards a number of key strategic objectives including a digital transformation project and our capital redevelopment.

We know that our financial position in 2021/22 will continue to be impacted by the Covid-19 pandemic and in particular the lockdown measures put in place to reduce the spread of the virus. This will continue to impact on our ability to generate income through our shops and fundraising events. We have therefore designated a reserve fund to cover any budgeted deficit for 21/22. We are also taking prudent steps to minimise expenditure where this will not impact on our ability to deliver services.

However, the strong financial performance in 20/21 means that we are well placed to be able to continue to provide excellent care and support for the people of Calderdale.

OVERGATE HOSPICE

(a company limited by guarantee)

LEGAL AND ADMINISTRATIVE DETAILS

Status

Registered Charity Number 511619
Company Number 1510521

Registered Office

Overgate Hospice
30 Hullen Edge Road,
Elland,
West Yorkshire,
HX5 0QY

Patrons

K F Marshall
O J Hirst
C R Woodward
B Whitaker

Directors

V Atkinson (Treasurer)
A Bradshaw (resigned 31 August 2021)
S P Brennan (resigned 25 May 2021)
A Cawdron (appointed 1 September 2021)
N Chapman (appointed 1 September 2021)
IGL Charnock (appointed 1 September 2021)
J Crowther
S Dent (resigned 25 May 2021)
J Driscoll (appointed 1 September 2021)
C S Dunne
T J Jackson (resigned 25 May 2021)
H Marshall
V L Pickles
C Riley
SM Scott (appointed 1 September 2021)
S Uka
R R Unsworth (resigned 18 August 2020)
J Wielgus

Chief Executive Officer

A Harwood

Bankers

Lloyds Bank plc
Commercial Street
Halifax
HX1 1BB

Yorkshire Bank

16 Bradford Road
Brighouse
HD6 1RN

Auditors

Walter Dawson & Son
7 Wellington Road East
Dewsbury
WF13 1HF

Investment Brokers

Investec Wealth & Investment
Quayside House
Canal Wharf
Leeds
LS11 5PU

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OVERGATE HOSPICE

We have audited the financial statements of Overgate Hospice for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure Account, the Consolidated and Parent Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes to the financial statements on pages 31 to 49, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS102: 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 company's affairs as at 31 March 2021 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with 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 Charity'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OVERGATE HOSPICE (continued)

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 trustees' report (incorporating 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 the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (including strategic report).

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

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

Responsibility of the trustees

As explained more fully in the trustees' Responsibilities Statement set out on page 20, the trustees 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 they 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 Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OVERGATE HOSPICE (continued)

Our responsibilities for the audit of the financial statements (continued)

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and form our commercial knowledge and experience of the sector;
- we focussed on specific laws and regulations which considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

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

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 and where indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators including the Health and Safety Executive, and the company's legal advisors.

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

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

OVERGATE HOSPICE
(a company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE
MEMBERS OF OVERGATE HOSPICE (continued)**

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

Users of our report

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



Graham Atkinson FCA (Senior Statutory Auditor)
For and on behalf of Walter Dawson & Son

Chartered Accountants and Statutory Auditor
7 Wellington Road East
Dewsbury
WF13 1HF

OVERGATE HOSPICE

(a company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating a consolidated income and expenditure account and statement of total recognised gains and losses)

FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted £	Restricted £	Endowment £	Total £	2020 £
Income						
Income from donations and legacies:						
Donations	2	1,255,876	-	-	1,255,876	829,768
Legacies		612,349	-	-	612,349	852,950
Grants	3	442,647	385,214	-	827,861	322,867
		2,310,872	385,214	-	2,696,086	2,005,585
Income from other trading activities:						
Retailing	4	527,859	-	-	527,859	1,268,552
Lottery	5	157,102	-	-	157,102	145,427
Fundraising events		429,356	-	-	429,356	522,869
		1,114,317	-	-	1,114,317	1,936,848
Investment Income	6	39,651	-	-	39,651	42,117
Total income from generated funds		3,464,840	385,214	-	3,850,054	3,984,550
Income from charitable activities:	7	2,179,179	-	-	2,179,179	1,394,424
Total Income		5,644,019	385,214	-	6,029,233	5,378,974
Expenditure:						
Cost of raising funds:						
Expenditure on raising donations and legacies		611,000	(120)	-	610,880	711,384
Expenditure on other trading activities		979,971	-	-	979,971	1,070,224
Investment management costs		9,251	-	-	9,251	10,115
Total expenditure on raising funds		1,600,222	(120)	-	1,600,102	1,791,723

OVERGATE HOSPICE
(a company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating a consolidated income and expenditure account and statement of total recognised gains and losses)

FOR THE YEAR ENDED 31 MARCH 2021 (continued)

	Note	Unrestricted £	Restricted £	Endowment £	Total £	2020 £
Expenditure on charitable activities:						
Inpatient Care		2,380,984	159,393	-	2,540,377	2,460,162
Day Care		262,299	15,764	-	278,063	268,529
Bereavement and family support		45,265	-	-	45,265	26,469
Governance Costs		9,840	-	-	9,840	9,080
Total expenditure on charitable activities		2,698,388	175,157	-	2,873,545	2,764,240
Total expenditure	8	4,298,610	175,037	-	4,473,647	4,555,963
Net income for year before investment gains/(losses) and Taxation	11	1,345,409	210,177	-	1,555,586	823,011
Tax charge for the year	12	97	-	-	97	(14)
Net gains/(losses) on Investments	15	156,517	-	-	156,517	(71,385)
Net income for the year		1,502,023	210,177	-	1,712,200	751,612
Transfers Between Funds	18	(9,625)	9,625	-	-	-
Reconciliation of funds		1,492,398	219,802	-	1,712,200	751,612
Total funds brought forward		5,893,211	1,028,334	85,000	7,006,545	6,254,933
Total funds carried forward	18-22	7,385,609	1,248,136	85,000	8,718,745	7,006,545

There were no recognised gains or losses other than those shown above and there were no acquisitions or discontinued operations in either this or the preceding year.

Under the provisions of Section 408, Companies Act 2006 a separate statement of financial activities for the parent company alone is not required.

There were no movements on Endowment Funds during the year therefore no separate statutory summary income and expenditure account has been prepared.

The notes on pages 35 to 49 form part of these financial statements.

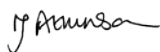
OVERGATE HOSPICE
(a company limited by guarantee)

**CONSOLIDATED AND PARENT COMPANY BALANCE SHEETS
AS AT 31 MARCH 2021**

	Note	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
Fixed assets					
Tangible	13	1,359,878	1,387,996	1,329,694	1,383,593
Investment property	14	703,610	703,610	703,610	703,610
Investments	15	1,102,557	950,774	1,102,558	950,775
		3,166,045	3,042,380	3,135,862	3,037,978
Current assets					
Debtors	16	913,102	1,300,529	1,089,145	1,570,605
Short term deposits		320,391	314,235	320,391	314,235
Cash at bank and in hand		4,827,323	3,274,449	4,608,019	2,894,355
		6,060,816	4,889,213	6,017,555	4,779,195
Creditors: amounts falling due within one year	17	(508,116)	(925,048)	(434,672)	(810,628)
Net current assets		5,552,700	3,964,165	5,582,883	3,968,567
Provision for Liabilities		-	-	-	-
Deferred Taxation					
Net assets		8,718,745	7,006,545	8,718,745	7,006,545
Represented by Funds:					
Restricted and endowment					
Restricted	18	1,248,136	1,028,334	1,248,136	1,028,334
Permanent endowment	19	85,000	85,000	85,000	85,000
		1,333,136	1,113,334	1,333,136	1,113,334
Unrestricted	20 - 21				
General funds		3,155,822	4,690,178	3,155,822	4,690,178
Designated funds		3,991,282	1,036,407	3,991,282	1,036,407
Revaluation reserve		238,505	166,626	238,505	166,626
		7,385,609	5,893,211	7,385,609	5,893,211
Total funds	22	8,718,745	7,006,545	8,718,745	7,006,545

Company Registration No. 1510521

Approved by the trustees on 28th September 2021 and signed on their behalf by:



Victoria Atkinson – Trustee and Treasurer

The notes on pages 35 to 49 form part of these financial statements.

**CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2021**

	2021		2020	
	£	£	£	£
Reconciliation of net incoming resources to operating cash flows				
Net incoming resources for the year before investment gains/(losses)		1,555,683		822,997
Investment income		(39,651)		(42,117)
Investment management charges paid		6,288		6,350
Depreciation charge		97,328		98,423
Profit on disposal of fixed asset		-		4,817
Tax charge		(97)		14
Decrease/(Increase) in debtors		387,427		(855,280)
Increase/(Decrease) in creditors		(416,835)		632,054
Net cash inflow from operating activities		1,590,143		667,258
Returns on investments				
Interest received	15,357		11,668	
Dividends received	24,294		30,449	
		39,651		42,117
Investing activities				
Payments to acquire tangible fixed assets		(69,210)		(45,336)
Payments to acquire new investment funds		(1,554)		(196)
Payments to acquire investment property		-		-
Proceeds on disposal of tangible fixed assets		-		-
Net cash inflow/(outflow) for the year		1,559,030		663,843
Analysis of change in cash during the year				
Short term deposits, cash and bank balances				
At 1 April 2020		3,588,684		2,924,841
Increase in balances		1,559,030		663,843
At 31 March 2021		5,147,714		3,588,684

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

(a) Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

(b) Legal status of the Charity

The charity is a company limited by guarantee and has no share capital. 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. At 31 March 2021 there were 13 members (2020: 13).

The articles of association were reviewed and updated in the year to 31 March 2020, included in the revision is that the Charity no longer holds external members. All members of the charity are trustees of the charity.

(c) Going concern

The trustees consider that there are no material uncertainties about Overgate Hospice's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacies receivable in these accounts. With regard the following year, the most significant areas of uncertainty of the charity are the level of donation income which needs to be raised each and every year and is covered in more detail in the performance and risk sections of the trustees' annual report.

(d) Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Overgate Hospice Support Ltd on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

(e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds are donations where the donor has specified they should only be used for particular areas of the hospice's work. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

Endowment funds arise when the donor has expressly provided that the gift is to be invested and only the income of the fund may be spent.

OVERGATE HOSPICE

(a company limited by guarantee)

NOTES TO THE ACCOUNTS

(f) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which:

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 charity 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. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. 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.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

Interest on deposit funds held is included on an accruals basis provided that the amount can be measured reliably by the charity. Dividends are recognised upon notification by our investment advisor of the dividend yield of the investment portfolio.

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

(g) Donated goods and services

Donated services or facilities are recognised 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 of the item is probable and that economic benefit can be measured reliably.

(h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis.

Expenditure on charitable activities includes the costs of providing specialist palliative care and support undertaken to further the purposes of the charity and their associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

OVERGATE HOSPICE

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NOTES TO THE ACCOUNTS

(h) Expenditure and irrecoverable VAT (continued)

Support costs are allocated to each of the activities to best allocate the costs to each attributable heading. More detail on the analysis and basis of allocation is given in note 9 to the financial statements.

(i) Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution is provided in the Trustees report.

(j) Fixed assets

Depreciation is provided to write off the cost or revalued amount, less an estimated residual value, of all fixed assets evenly over their expected economic useful lives on a straight line basis as follows:

Freehold property	2% per annum
Leasehold improvements	over term of lease
Equipment	20% per annum
Motor vehicles	25% per annum

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate

(k) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. 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.

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

(l) Stock

Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold. Stocks of bought in retail goods for resale are not included as there are no perpetual stock records and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

(m) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

(n) Short term deposits

Short term deposits are short term highly liquid investments with a maturity of three months or more from the date of acquisition or opening of the deposit or similar account.

OVERGATE HOSPICE

(a company limited by guarantee)

NOTES TO THE ACCOUNTS

(o) Cash at bank and in hand

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

(p) 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.

(q) 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

(r) Pensions

NHS Pension Scheme

Employees who join Overgate Hospice who are currently contributing to an NHS pension scheme and who are eligible to remain in their scheme as per their offer letter, are entitled to remain members of that scheme which provides benefits based on final pensionable pay. The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of Secretary of State, in England and Wales. As a consequence it is not possible to identify the Hospice's share of the underlying scheme liabilities. Therefore, the scheme is accounted for as a defined contribution scheme and the cost of the scheme is equal to the contributions payable to the scheme for the accounting period.

Employers' pension costs contributions are charged to operating expenses as and when they become due. Employer contribution rates are reviewed every four years following a scheme valuation carried out by the Government Actuary. On advice from the actuary the contribution may be varied from time to time to reflect changes in the scheme's liabilities. The last valuation on which contribution rates were based (31 March 2016) was published on 15 February 2019 and noted a notional deficiency of £19.4bn (7.0% of notional fund valuation). The recommendation of the Government Actuary was that employer contribution rates would be increased to 20.6% of pensionable pay from 1 April 2019. The next full actuarial valuation to be used for funding purposes will be as at 31 March 2020 which is expected to be completed in 2023. The charity has received confirmation that for 2021-22 the additional NHS Pension costs will continue to be applied to the pension fund centrally by NHS England. They have committed that the additional funding will recur annually until 31st March 2023 but the payment arrangements for these subsequent years is yet to be agreed.

Royal London Pension Scheme

Other employees are entitled to join a defined contribution 'money purchase' scheme. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Royal London and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as when they are eligible for a state pension. The expenses of the plan are deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

(s) Operating leases

Operating leases are recognised over the period of which the lease falls due. Any benefit receivable as an incentive to sign an operating lease is recognised on a straight line basis over the period of the lease.

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

(f) Investment property

Investment property is shown at its most recent valuation. Any aggregate surplus or deficit arising from changes in fair value is recognised in the statement of financial activities.

(u) Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. Donations

	2021 £	2020 £
General	417,208	384,982
In memoriam	211,675	202,588
Event participant sponsorship	133,141	112,562
Corporate Support	165,258	69,217
Collecting Boxes	12,761	25,299
Friends groups including choir (see analysis)	9,833	35,120
Emergency appeals	306,000	-
	1,255,876	829,768
Gift Aid included in above total donations	135,350	135,594
Friends Groups	8,833	20,620
Overgate Choir	1,000	14,500
	9,833	35,120

3. Grants received

	2021 £	2020 £
Unrestricted funds:		
General purpose grants	39,874	21,852
Local authority grants (COVID 19)	140,934	195,000
Coronavirus job retention scheme grants	261,839	-
	442,647	216,852
Restricted funds:		
Capital appeal for redevelopment	219,800	17,350
End of Life education	55,390	66,125
Staff education	5,273	5,273
Patient care	-	14,262
Other	104,751	3,005
	385,214	106,015
Total	827,861	322,867

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

4. Retailing	2021 £	2020 £
Income from sale of goods	488,494	1,191,276
Recycling credits	39,365	77,276
Total income derived from retailing	527,859	1,268,552
Direct cost of sales	19,577	42,745
Staff costs	510,295	492,346
Other staff and volunteer costs	50	1,089
Property costs	228,215	254,815
Motor running	26,340	26,062
Till and IT costs	18,168	21,955
Other costs	42,807	56,865
Total expenditure	845,452	895,877
Net profit(loss) arising from retail activities	(317,593)	372,675
Gift Aid recoverable	18,990	82,031
Grant income	288,846	195,000
Shop event income	319	18,169
Other Income	279,847	50,424
Total net income arising through retail activities	270,409	718,299
Number of shops	13	14

All shop income in both the current and previous year relates to unrestricted funds.

5. Lottery	2021 £	2020 £
Income from lottery	157,102	145,427
Prize money	(52,000)	(52,000)
Other lottery costs	(15,133)	(17,827)
Net profit arising from lottery	89,969	75,600
Donations through lottery	4,166	12,215
Total net income arising through lottery operations	94,135	87,815

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

6. Investment income	2021 £	2020 £
Income from listed investments	24,294	30,449
Bank interest	15,357	11,668
	39,651	42,117

7. Income from charitable activities	Government funding £	Other Funding £	2021 £	2020 £
Hospice funding	1,071,120	598,261	1,669,381	1,071,120
Canteen	-	18,246	18,246	48,487
VAT Refund Scheme	108,540	-	108,540	30,000
Sundry Income	-	383,012	383,012	244,817
	1,179,660	999,519	2,179,179	1,394,424

Included in other funding is £598,261 of one-off government funding distributed via Hospice UK.

Included in sundry income is £239,930 relating to a one-off claim for business loss insurance relating to COVID19 shop closures.

8. Analysis of resource expended	Direct costs £	Support costs (note 9) £	2021 £	2020 £
Cost of generating voluntary income	514,061	96,819	610,880	711,384
Fundraising trading costs	601,615	378,356	979,971	1,070,224
Investment management costs	9,251	-	9,251	10,115
Cost of generating funds	1,124,927	475,175	1,600,102	1,791,723
Inpatient care	1,996,355	544,022	2,540,377	2,460,162
Day care	223,049	55,014	278,063	268,529
Bereavement and family support	33,040	12,225	45,265	26,469
Charitable activities	2,252,444	611,261	2,863,705	2,755,160
Governance costs	-	9,840	9,840	9,080
Total	3,377,371	1,096,276	4,473,647	4,555,963

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

9. Analysis of support costs	Establishment light & heat £	Management and IT £	Other costs £	2021 £	2020 £
Cost of generating voluntary income	26,642	16,084	54,093	96,819	122,637
Fundraising trading: Costs of goods sold and other costs	228,215	18,168	131,973	378,356	453,044
Cost of generating funds	254,857	34,252	186,066	475,175	575,681
Charitable services	178,285	107,641	325,335	611,261	529,244
Governance costs	-	-	9,840	9,840	9,080
Total	433,142	141,893	521,241	1,096,276	1,114,005

10. Wages and Salaries

	2021 £	2020 £
Wages and salaries	2,800,306	2,727,420
Employer's national insurance	224,134	214,506
Pension costs	185,258	184,215
Employee costs	3,209,698	3,126,141
Other: Medical Consultant	161,275	157,732
	3,370,973	3,283,873

The average monthly head count of payroll employees (excluding temporary employed staff) in the year was 130 (2020: 129). As at 31 March 2021 there were 26 (2020: 25) bank staff being utilised.

The number of employees whose remuneration (excluding employer pension contributions) fell into the band between £60,001 and £70,000 during the year was 1 (2020: 2). Employer pension cost payments in the year in respect of employees earning above £60,000 was £10,551 (2020: £17,674).

The trustees received no remuneration or other financial benefit for their services during the year (2020: £nil). Insurance cover is provided through a trustee indemnity insurance policy.

The Hospice consider that the key group management personnel comprise the trustees and the directly employed members of the senior management team comprising the Chief Executive and 3 other employees. The total gross remuneration of those remunerated members of the senior management team was £229,206 (2020: £216,622) and the total of employer pension contributions paid was £23,145 (2020: £22,433). The total cost of those employed members of the senior management team was therefore £252,351 (2020: £239,055). A further member of the senior management team is the Medical Consultant and the costs charged to the Hospice for the services provided are shown above.

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

10. Wages and Salaries (continued)

Functional analysis of the average numbers of employees of the group:

	2021 Actual number	2021 Full time equivalent	2020 Actual number	2020 Full time equivalent
Direct charitable services	71	49	70	48
Fundraising	46	39	46	38
Governance	1	1	1	1
Administrative services	12	10	12	10
Total	130	99	129	97

11. Net incoming resources

Net incoming resources before investment gains/(losses) is stated after charging:

	2021 £	2020 £
Depreciation	97,328	98,423
Auditors remuneration: - For audit services	9,840	9,080
- For other services	-	-
Operating lease rentals – retail properties	168,455	160,490

12. Taxation

The company is a registered charity and as such is exempt from taxation on its income and 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 its income and gains are applied for charitable purposes.

The profits of the trading subsidiary are donated to the Hospice in full. Taxation has arisen due to differences in the tax and accounting treatment of assets in the subsidiary only.

Analysis of tax charge

The tax charge on the profit of the group for the year was as follows:

	2021 £	2020 £
Current tax: UK corporation tax	(97)	97
Deferred tax	-	(83)
At 31 March 2021	(97)	14

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

13. Tangible fixed assets

a) Group

	Freehold property £	Leasehold property improvements £	Medical & other equipment £	Motor vehicles £	Total £
Cost					
At 1 April 2020	2,615,289	21,263	622,326	27,900	3,286,778
Additions	-	-	51,210	18,000	69,210
Disposals	-	-	-	(14,250)	(14,250)
At 31 March 2021	2,615,289	21,263	673,536	31,650	3,341,738
Depreciation					
At 1 April 2020	1,340,144	21,263	511,631	25,744	1,898,782
Charge for the year	48,744	-	46,547	2,037	97,328
Disposals	-	-	-	(14,250)	(14,250)
At 31 March 2021	1,388,888	21,263	558,178	13,531	1,981,860
Net book value 31 March 2021	1,226,401	-	115,358	18,119	1,359,878
31 March 2020	1,275,145	-	110,695	2,156	1,387,996

b) Charity

	Freehold property £	Medical and other equipment £	Total £
Cost			
At 1 April 2020	2,615,289	613,630	3,228,919
Additions	-	37,952	37,952
Disposals	-	-	-
At 31 March 2021	2,615,289	651,582	3,266,871
Depreciation			
At 1 April 2020	1,340,144	505,182	1,845,326
Charge for the year	48,744	43,107	91,851
Disposals	-	-	-
At 31 March 2021	1,388,888	548,289	1,937,177
Net book value 31 March 2021	1,226,401	103,293	1,329,694
31 March 2020	1,275,145	108,448	1,383,593

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

14. Investment property	Group £	Charity £
Cost or valuation		
At 1 April 2020	703,610	703,610
Additions	-	-
At 31 March 2021	703,610	703,610
Net book value		
31 March 2021	703,610	703,610
31 March 2020	703,610	703,610
Valuation at 31 March 2021	703,610	703,610

The investment property is the next door property which has been purchased for the sole purpose of using the site for future redevelopment of the Hospice, to update the existing inpatient services and to continue to provide services into the 21st century.

15. Investments	Group £	Charity £
a)		
At 1 April 2020	950,774	950,775
New funds added	1,554	1,554
Withdrawal of funds	-	-
Net gains on disposals	20,397	20,397
Net gains on revaluation	136,120	136,120
Investment management charges paid	(6,288)	(6,288)
At 31 March 2021	1,102,557	1,102,558

b) Analysis of investments	2021 £	2020 £
Managed listed investments and authorised unit trusts	1,058,229	903,158
Cash held as part of the investment portfolio	44,328	47,616
Total Group	1,102,557	950,774
Investment in subsidiary	1	1
Total Charity	1,102,558	950,775

Investments in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange and are carried at fair value which is equivalent to market value using bid price.

Historical cost of the investments excluding cash and subsidiary is £819,724 (2020: £736,532).

NOTES TO THE ACCOUNTS

15. Investments (continued)

Investment risks are mitigated by retaining expert advisors and an investment policy that provides for a high degree of diversification of holdings within asset classes that are quoted on recognised stock exchanges. No use is made of derivatives and similar complex financial instruments as the view is taken that investments are held for longer term yield and historic studies of quoted financial instruments have shown that volatility in any five year period will normally be corrected.

c) Trading subsidiary

The hospice has a wholly owned subsidiary, Overgate Hospice Support Ltd, whose main purpose is to sell goods to raise funds for the charity.

The summarised accounts of the subsidiary are as follows:

Subsidiary's profit and loss account	2021 £	2020 £
Turnover	988,283	1,576,818
Cost of sales	(600,734)	(616,091)
Gross profit	387,549	960,727
Operating expenses	(311,851)	(349,613)
Grants received	288,846	195,000
Operating profit before charitable donations	364,544	806,114
Taxation	97	14
Gift Aid donation to hospice	(364,641)	(806,100)
Retained profit/(loss) for the year	-	-

Subsidiary's balance sheet	2021 £	2020 £
Fixed assets	30,184	4,403
Current assets	324,544	705,685
Current liabilities	(354,727)	(710,087)
Provision for liabilities	-	-
Total assets less (liabilities)	1	1
Represented by:		
Capital	1	1
Reserves	-	-
	1	1

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
16. Debtors				
Trade debtors	207,754	578,747	207,754	578,460
Group debtors	-	-	281,283	595,667
Group donation receivable	-	-	-	-
Other debtors	-	19,000	-	19,000
Taxation recoverable	146,199	39,100	136,626	28,086
Legacies receivable	127,500	145,000	127,500	145,000
Prepayments and other accrued income	431,649	518,682	335,982	204,392
	913,102	1,300,529	1,089,145	1,570,605

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
17. Creditors: amounts falling due within one year				
Trade creditors	93,825	143,099	78,127	77,464
Other taxation and social security	74,511	59,110	74,511	59,013
Sundry creditors and deferred income	339,780	722,839	282,034	674,151
	508,116	925,048	434,672	810,628

18. Restricted funds	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Group and Charity:					
Funding for capital asset acquisitions:					
Property redevelopment	773,225	-	(41,248)	-	731,977
DoH – holistic funding	75,888	-	(1,897)	-	73,991
Medical equipment and chairs	3,899	3,030	(2,527)	-	4,402
Kitchen	1,784	-	-	-	1,784
IT Equipment	5,457	18,560	(3,727)	-	20,290
Funding of revenue costs:					
Capital Appeal Funds	55,380	219,800	(2,843)	9,625	281,962
End of Life educator	33,390	55,390	(57,261)	(11,281)	20,238
Staff training	4,384	5,273	(3,318)	(1,935)	4,404
Patient care and others	27,578	77,091	(53,115)	-	51,554
Wish list items	47,349	6,070	(9,101)	13,216	57,534
	1,028,334	385,214	(175,037)	9,625	1,248,136

Restricted fund balance carried forward at 31 March 2021 is represented by

	£
Unexpended capital funding	832,444
Unexpended revenue funding	415,692
	1,248,136

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

19. Endowment funds

	£
At 1 April 2020 and 31 March 2021:	
1981 Property Fund	70,000
Halifax District Nursing Charity Fund	15,000
	85,000

20. Unrestricted funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Group:					
General fund	4,690,178	5,644,019	(4,141,996)	(3,036,379)	3,155,822
Designated fund	1,036,407	-	-	2,954,875	3,991,282
Revaluation reserve	166,626	-	-	71,879	238,505
	5,893,211	5,644,019	(4,141,996)	(9,625)	7,385,609
Charity:					
General fund	4,690,178	4,731,531	(3,229,508)	(3,036,379)	3,155,822
Designated fund	1,036,407	-	-	2,954,875	3,991,282
Revaluation reserve	166,626	-	-	71,879	238,505
	5,893,211	4,731,531	(3,229,508)	(9,625)	7,385,609

The remaining value in General Funds is equivalent to the value of tangible fixed assets that are not covered by a restricted fund or an endowment plus the current year value of unrestricted expenditure on charitable activities (£2,698,388)

21. Designated funds

	At 1 April 2020 £	Transfers Out £	Transfers In £	At 31 March 2021 £
Group and Charity:				
Capital Redevelopment Fund	1,036,407	(61,790)	2,116,665	3,091,282
Legacy Equalisation Account	-	-	275,000	275,000
IT & Digital Strategy Project	-	-	625,000	625,000
	1,036,407	(61,790)	3,016,665	3,991,282

1. Capital Redevelopment Fund – This is to support the start up of the Capital Redevelopment project.

2. Legacy Equalisation – Given the unpredictable nature of Legacies it is considered prudent to designate a value of £275,000 to protect against any future shortfalls.

3. IT & Digital Strategy – An estimate has been placed on the value required to address the future needs of the Hospice and be able to improve the support we provide to our patients and their families.

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

22. Net assets by funds	Unrestricted £	Restricted £	Endowment £	Total £
Investments	1,102,557	-	-	1,102,557
Investment Property	703,610	-	-	703,610
Tangible fixed assets	457,434	832,444	70,000	1,359,878
Current assets	5,630,124	415,692	15,000	6,060,816
Creditors due in less than one year	(508,116)	-	-	(508,116)
Provision for liabilities	-	-	-	-
Total at 31 March 2021	7,385,609	1,248,136	85,000	8,718,745

23. Financial performance of the Hospice

The consolidated statement of financial activities includes the results of the wholly owned trading subsidiary and no separate statement of financial activities or income and expenditure account has been shown for the Charity alone as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the Charities SORP.

The summarised results of the charity for the year are as follows:

	2021 £	2020 £
External income	4,541,927	3,645,253
Expenditure	(3,561,062)	(3,590,259)
Surplus/(deficit) before other income	980,865	54,994
Donation from trading subsidiary	364,641	806,100
Surplus for the year before investment gains and losses	1,345,506	861,094
(Loss)/profit on sale of investments	20,397	9,918
Unrealised investment gains/(losses)	136,120	(81,303)
Total increase in reserves	1,502,023	789,709

24. Operating Lease Commitments

Group annual commitments under non-cancellable operating leases are as follows:

	2021 £	2020 £
Expiry date:		
Within one year	130,026	141,279
Between two and five years	180,296	161,279
In more than five years	-	-
	310,322	302,558

25. Controlling Interest

Overgate Hospice is managed by the Board of Directors, the members of which are the trustees of the charity.

**The following pages do not form part
of the audited financial statements:**

OVERGATE HOSPICE

(a company limited by guarantee)

DETAILED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	2021			2020 Total £
	Charity £	Subsidiary £	Total £	
Income				
Legacies and bequests	612,349	-	612,349	852,950
Donations in lieu of flowers	211,675	-	211,675	202,588
Other fortuitous giving	733,842	4,166	738,008	326,758
Gift aid	116,360	18,990	135,350	135,594
Patient care	27,869	-	27,869	17,146
Fund raising, other donations and sundry income	562,178	319	562,497	635,431
Retail shop operations incl. recycling credits	-	527,859	527,859	1,268,552
Catering	18,246	-	18,246	48,487
Calderdale CCG grant	1,071,120	-	1,071,120	1,071,120
Hospice UK Grant	598,262	-	598,262	-
Restricted grants released to match costs in year	175,037	-	175,037	147,112
Other grant income	153,800	288,846	442,646	213,852
VAT refund scheme	108,540	-	108,540	30,000
Friends of Overgate and Overgate Choir	9,833	-	9,833	35,120
Overgate Hospice lottery	-	157,102	157,102	145,427
Sundry Income	103,165	279,847	383,012	244,817
	4,502,276	1,277,129	5,779,405	5,374,954
Investment portfolio income	24,294	-	24,294	30,449
Bank interest	15,357	-	15,357	11,668
	39,651	-	39,651	42,117
Income sub-total	4,541,927	1,277,129	5,819,056	5,417,071
Operating expenditure	(3,561,062)	(912,585)	(4,473,647)	(4,555,963)
Donation to Overgate Hospice	364,641	(364,641)	-	-
Net income before investment gains/(losses)	1,345,506	(97)	1,345,409	861,108
Gain/(Loss) on realised investments	20,397	-	20,397	9,918
Unrealised investment gain/(loss)	136,120	-	136,120	(81,303)
Net income for the year before taxation	1,502,023	(97)	1,501,926	789,723
Net income for the year before taxation as above	1,502,023			
Excess of restricted grant income received in the year over expenses	210,177			
Increase in Net Assets in year	1,712,200			

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DETAILED INCOME AND EXPENDITURE ACCOUNT (continued) FOR THE YEAR ENDED 31 MARCH 2021

Expenditure	2021			2020 Total £
	Charity £	Subsidiary £	Total £	
Care expenses				
Staff costs and Doctors fees	2,086,315	-	2,086,315	2,018,329
Catering	32,279	-	32,279	54,412
Sundry nursing and medical expenses	112,209	-	112,209	97,187
Travel expenses	14	-	14	28,521
Cleaning and laundry	11,571	-	11,571	13,395
Depreciation	10,056	-	10,056	14,071
	2,252,444	-	2,252,444	2,225,915
Hospice establishment expenses				
Staff costs	16,199	-	16,199	21,652
Heating and lighting	39,560	-	39,560	39,800
Council tax, water charges and insurance	43,781	-	43,781	47,325
Repairs and maintenance	56,643	-	56,643	54,083
Recruitment and training	-	-	-	-
Depreciation	48,744	-	48,744	48,744
	204,927	-	204,927	211,604
Fund raising and publicity				
Staff costs	430,046	510,295	940,341	915,044
Recruitment and training	1,752	50	1,802	4,226
Expenses, event and other costs	82,263	831	83,094	163,562
Retailing costs	-	23,306	23,306	53,270
Shop rent, rates, light, heat and Insurance	-	204,763	204,763	219,967
Shop repairs and maintenance	-	23,452	23,452	34,848
Overgate Hospice lottery	-	67,133	67,133	69,827
Cash collection handling charges	6,007	20,380	26,387	21,626
Legal	-	-	-	-
(Profit) Loss on disposal of fixed asset	-	-	-	4,817
Depreciation	-	5,476	5,476	10,631
	520,068	855,686	1,375,754	1,497,818
Administrative expenses				
Staff costs	328,118	-	328,118	328,848
General recruitment, training and staff benefits	15,833	26,340	42,173	46,605
Postage, printing and stationery	30,971	2,731	33,702	40,369
Telephone	7,955	2,179	10,134	10,033
HR, investment and legal	26,794	68	26,862	32,459
IT costs	123,725	18,168	141,893	109,513
Sundry expenses	6,015	618	6,633	9,904
Subscriptions	6,120	1,995	8,115	8,838
Accountancy charges	-	-	-	-
Auditors' remuneration	5,040	4,800	9,840	9,080
(Profit) Loss on disposal of fixed asset	-	-	-	-
Depreciation	33,052	-	33,052	24,977
	583,623	56,899	640,522	620,626
Total expenditure	3,561,062	912,585	4,473,647	4,555,963

Thank you

The Hospice is fortunate and very grateful to receive grants from the following organisations in 2020/21:

Calderdale Clinical Commissioning Group

Community Foundation For Calderdale

The Francis Winham Foundation

Neighbourly Community Found

National Lottery Community Fund

Tesco Bags of Help

MIND

The Albert Hunt Trust

The Ross Smith Foundation

St. James's Place Charitable Foundation

Bearders Charity

The Grace Trust

Lloyds Foundation

NFU Mutual

Benevity Foundation

The Kathleen Mary Lumb Charitable Trust

Masonic Charitable Foundation

Hospice Aid UK

Gay and Peter Hartley's Hillards Charitable Trust

The Hospital Saturday Fund

The Warburtons Foundation

Calderdale Council Ward Forum



Because you care, we can



Sylvia Graucob

The Hospice is continually thankful to Sylvia Graucob MBE for donating her beloved home to enable patients and their families in Calderdale to benefit from palliative care. Sylvia died in November 2017 but we continue to remember her kindness and generosity.

The Hospice as it stands today is a testament to the overwhelming support we receive from our local community.

Hospice: 01422 379151 / info@overgatehospice.nhs.uk
Fundraising: 01422 387121 / fundraising@overgatehospice.nhs.uk
Volunteering: 01422 379151 / volunteering@overgatehospice.nhs.uk

Overgate Hospice shops:

Brighthouse:

45 Bethel Street, HD6 1JR
01484 723147

Halifax:

50 Southgate, HX1 1DL
01422 366056

Boutique Shop:

49 Bethel Street, HD6 1JR
01484 723147

King Cross:

218 King Cross Road, HX1 3JP
01422 340502

Brighthouse Furniture Shop:

5A Park Street, HD6 1AD
01484 718346

Ovenden:

26 Keighley Road, HX2 8AL
01422 365650

Elland:

35 Southgate, HX5 0BW
01422 310170

Todmorden:

13 Halifax Road, OL14 5AG
01706 839555

Overgate Little Stars Elland:

54A Southgate, HX5 0DQ
01422 374253

West Vale:

5 Stainland Road, HX4 8AD
01422 377992

Illingworth:

14 Bank Edge Road, HX2 8JU
01422 246507

Hipperholme:

3 Co-operative Buildings,
Denholme Gate Rd, HX3 8LT
01422 201224

**Hebden Bridge Furniture
& Vintage:**

Valley Road, HX7 7BZ
01422 845731

Donation Centre:

Unit 1 Heathfield Industrial Estate,
Elland, HX5 9AE
01422 291940

    **@OvergateHospice**

www.overgatehospice.org.uk

Registered Charity Number 511619