



Annual Report & Accounts 2021 - 2022



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

In 2021/22, the Hospice, along with our entire community, has continued to face the challenges presented by the ongoing pandemic. Despite this, Overgate has had another incredible year for so many reasons and we are delighted to share with you our successes and developments within this report.

We are incredibly proud that the Hospice has remained open throughout this year, offering vital care to those in our community who needed us. We could not be prouder of the dedication, determination, resilience, and innovation that all our staff and volunteers have continued to show through another difficult year.

This year we have also celebrated our 40th anniversary of caring for the Calderdale community. This has provided the perfect opportunity to reflect on the Hospice's strong history of providing exceptional care and celebrate the wide range of people who, together, have played a part in making the Hospice the special place it is today, 40 years on.

We also recognised the unwavering support that has kept the Hospice open for the last four decades. Overgate continues to be at the very heart of the community and this is evident in the incredible support we receive. We have been overwhelmed by this generous support meaning that, despite a challenging economic climate, we have ended another year in a strong financial position. This has allowed us to make a significant investment in our ambitious redevelopment plans which will act as a perfect springboard to kick-start the capital appeal to fund this exciting project.

As our 40th anniversary draws to a close, we are now looking to the future and the next 40 years. The support of you, our wonderful community, will continue to be vital as we embark on the next phase of Overgate's legacy and work towards ensuring that the very best care is available to everyone in Calderdale at the end of their lives.

Because you care, we can.



Alison Harwood
Chief Executive



Catherine Riley
Chair of the Board of Trustees

Our Value in Calderdale

34% of our patients are discharged

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



Inpatient Unit
12 beds including 1 respite bed

Holistic patient-centred care



We appreciate the little things that matter

Our Care

Patient & Family Support Team

Social Workers
Counselling
Physiotherapists
Chaplain

Complementary Therapists
Occupational Therapist

Day Hospice health & wellbeing support

Activity info

2,120 Attendances at Day Hospice services

258 Patient admissions to the Inpatient Unit last year

Running cost

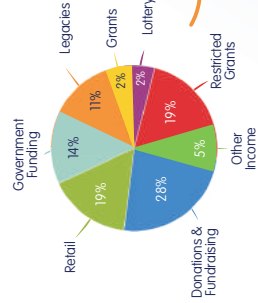
£14,000 Daily cost

£5.1m Yearly cost



Calderdale's only hospice caring for adults living with life-limiting illnesses

Your Kindness



How are we funded?

£2.9m Total money raised (by our community)

Money we raise

£1.6m Income raised from our shops and lottery



Our Future

Partnership & engagement

New

16 BED unit

Calendar of activity and events



Employ **125** staff

Our Community



14 retail outlets across Calderdale

Over **700** volunteers

More shops



Develop & strengthen services



Because you care, we can

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

Over the last two years we have experienced significant challenges in both our provision of care and our fundraising activities. The impact of the Covid-19 pandemic, on both Overgate and the communities we serve, has been significant and we have had to adapt to each wave and the changes in guidance throughout. We responded quickly to the emerging situation, in all areas of the Hospice; in how we delivered safe care, how we ran our retail outlets and how we raised funds. Some of the changes we made have helped us to test out how we might provide more accessible care moving forward, such as virtual day hospice services, and have also informed the things we might need to consider as we plan our redevelopment project.

Despite the challenges presented by the pandemic, we have made real progress against our five-year strategic plan and will be meeting this year to develop our plans for the next five years, building on these strong foundations.

We continue to make progress with our plans to redevelop the Hospice's facilities, including the building of a brand-new Inpatient Unit. The health and social care environment around us has also changed quite significantly with the creation of new NHS decision-making organisations both at a West Yorkshire level and in Calderdale. We have ensured that we have a seat at the table in these new arrangements so that hospice care and the contribution we make to caring for people across Calderdale is recognised. We have developed strong relationships with our local partners in the hospital, within primary care and with other community and voluntary organisations. One of our key objectives, in line with the ambitions set out by Hospice UK to transform hospice care across the country, is to work with our health and social care partners and local people to make hospice care accessible to all communities. This remains a challenge and will continue to be our focus in 2022/23.

Our strategic aim remains to identify where our specialist skills can make a positive impact on people living with life limiting illnesses, through direct care provision or through sharing our expertise, knowledge, and skills more widely, so that the greatest number of people possible can benefit from hospice care and knowledge. We will continue to influence, train and educate other local health and social care professionals to support the growing demand for end-of-life care in Calderdale. As a hospice we receive only a small amount of central funding. The care we provide is very much dependent on the generosity of local people and businesses that raise and donate funds to us every day. We have robust governance arrangements and strong financial management in place to make sure we remain sustainable and resilient for the long term. 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. In 2022/23 we will be refreshing our five-year strategy to reflect the learning from the pandemic, the current and future economic challenges, and the future care and support needs of people with a life limiting illness or at the end of life. Our strong relationships and reputation for high quality, compassionate care provide us with real opportunities for the future.

Our Strategic Objectives



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 2021/22

- Continued to manage the impact of Covid-19 and the opportunities that arose
- Working with key stakeholders, launched our first Overgate Community Hub to provide care in accessible hubs across the region
- Recruited an Occupational Therapist to provide further support to our patients
- Recruited a new Ward Manager to our Inpatient Unit
- Recruited a new Sister to our Day Hospice
- Recruited a Trainee Advanced Clinical Practitioner to provide further support to our Inpatient Unit

Future Plans for 2022/23

- Analyse the results of our stakeholder survey to inform our new Clinical Strategy, and then launch this strategy
- 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
- Expand our Community Hubs to cover all five localities within Calderdale
- Recruit an Associate Specialist Doctor to support quality assurance, and service improvement & development in the medical team.

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 2021/22

- Recruited an in-house Estates Management Team
- Built a dedicated meeting space in our gardens to assist with the Capital Appeal
- Recruited a Project Manager to oversee the redevelopment project

Future Plans for 2022/23

- Recruit a dedicated Head of Information Management and Technology Services to lead our Digital Transformation Project
- Continuing to work closely with the appointed architect in preparation for the technical design phase of the redevelopment project
- Implementation of an improved routine maintenance schedule to ensure our facilities remain safe for all patients and staff
- Implement the Vantage platform to enable a robust and responsive approach to incident reporting, policy development and estates management

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 2021/22

- Increased delivery of education to health and social care colleagues through an expanded programme of live and recorded online training
- Launched a stakeholder survey to gather feedback from service users, professionals and the general public
- Secured funding to recruit a Community Engagement Team to ensure that patients from all communities have equal access to, and are aware of the benefits of, hospice care
- Continued to work closely with multi-faith leaders within our community, including arranging staff visits to a local mosque
- Strengthened partnership working with other West Yorkshire hospices and the NHS West Yorkshire Integrated Care System

Future Plans for 2022/23

- Remain a key voice in Calderdale to ensure palliative and end-of-life care is a priority
- Recruit and embed a Community Engagement Team to increase the reach of hospice services to groups who are currently underrepresented
- Expansion of our Education provision to offer further training to support advance care planning within care homes in Calderdale with the aim of reducing unnecessary hospital admissions at the end of life
- Support the development of a Yorkshire Hospices Alliance to strengthen the voice of regional hospices on a national level
- Further development of annual clinical activity reporting with the aim of identifying health inequalities, to inform a plan to address these
- Involve local multi-faith leaders in our capital redevelopment plans

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 2021/22

- Developed a programme of activities and therapies to support the wellbeing of our staff during the pandemic
- Appointed new trustees to further strengthen the skills and experience on our Board
- Developed and launched a new Intranet to streamline internal communications
- Welcomed a new Chief Executive and Chair of the Board of Trustees
- Completed a remuneration review to ensure we recruit and retain the best staff
- Implemented bespoke leadership training for operational line managers

Future Plans for 2022/23

- Formally gather feedback from our staff to inform our workforce planning
- Implement bespoke public speaking training to build staff's confidence in this area following the pandemic
- Establish a calendar of staff engagement events to improve staff wellbeing and collaborative working across the organisation

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 2021/22

- Delivered an overall surplus of £1.4 million despite mandatory shop closures and fundraising event cancellations
- Nominated for Best Marketing Award at the Community Foundation for Calderdale Community Spirit Awards
- Shortlisted for Best Marketing, Best Fundraising Campaign and Volunteer of the Year Awards at the Community Foundation for Calderdale Community Spirit Awards
- Successfully reopened all our charity shops in line with lockdown regulations
- Developed an increasingly active grants committee to maximise opportunities for grant funding
- Opened our first donation centre to support our 13 charity shops and increase Gift Aid
- Approved and launched the Overgate Hospice Support Ltd Strategy to increase income from our trading subsidiary
- Relunched the private phase of the capital appeal to raise the funds needed for our redevelopment project
- Launched the '40 Faces of Overgate' campaign to celebrate our 40th anniversary of caring for our community

Future Plans for 2022/23

- Open our 14th charity shop, expanding our specialist children's shop concept into its second location
- Explore grant funding opportunities to fund the purchase of electric vans to improve sustainability and lower fuel costs
- Launch a retail survey to gather feedback from our customers and supporters to inform future service improvements
- Re-establish a full calendar of events following cancellations during Covid-19
- Review our investment portfolio to ensure we are achieving the best financial return for the Hospice



Impact of our Services

Inpatient Unit

In 2021/22, despite the continuation of Covid-19 restrictions, our Inpatient Unit continued to provide palliative and end-of-life care to the community of Calderdale.

As restrictions eased, we continued to adapt our care to ensure that all infection control measures were followed whilst maintaining our exceptional level of care. This included our commitment to ensure that visiting for all patients continued.

This year we have welcomed a new Ward Manager to our Inpatient Unit who will continue to build and develop our nursing team and the care they provide. Following this appointment, the clinical teams have been working on how we can improve the experience of our patients and those closest to them. We know the care we provide is exceptional, but we also know that we must continually strive for improvement. As part of this review, we have changed the way we work on the Inpatient Unit so that each patient is assigned a specific nurse on each shift, rather than all nurses caring for all patients. This means much better continuity of care for the patient and a more personal approach, but it also makes it easier for the family to understand and be kept up to date with the care of their loved one.

We continued to further develop our expertise to meet the needs of patients with increasingly complex medical conditions. This included specialist training on caring for patients with a tracheotomy which allowed us to admit a number of patients who we previously wouldn't have been able to care for.

We have had the privilege of organising a number of special celebrations for our patients during this year including birthdays and wedding anniversaries.

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



“

As soon as I walked into the room that I would stay in for 13 nights I started to relax; the worries, stresses, anxiety and pressures to keep going, just melted away. I was allowed to be independent but cared for also. The best bits were the little extra touches like fluffy towels, cakes left for after my dialysis, chats with staff, cups of hot tea and lovely toasted sandwiches.

”

“

My husband spent his last few days at Overgate. He could not have been better looked after, all the staff were angels.

”

“

At a time of utter chaos you cared for us all. Thank you.

”

“

My father was only there a few days, but from the moment he arrived it felt like all the worry and stress over his care just vanished.

”

Day Hospice

Throughout 2021/22, our Day Hospice continued to provide vital support and advice to our community.

Despite the easing of Covid-19 restrictions, the extreme vulnerability of many of our patients continued to drive innovation in the way in which we continued to provide the care and support they needed whilst keeping their safety at the core of all decisions.

The virtual sessions that were established in the immediate aftermath of the first lockdown, have continued this year. This has allowed us to maintain vital contact with our patients whilst we work to re-establish face-to-face services when it is safe to do so. Our Nursing Assistants have also continued home visits to support patients less confident with this way of communicating, ensuring they can still benefit from these sessions.

For patients who do not want to access these virtual sessions, we established a telephone support service, with our nursing team providing support, advice and signposting to other services where needed.

As we continued to see the effects of shielding on some of our vulnerable patients, we were able to offer social support visits. These visits provided vital social contact, alleviating isolation, as well as therapeutic touch to aid relaxation and help to reduce anxiety.

We were delighted to restart our Carers' Group in person in June 2021. This was the first step to welcoming service users back into our Day Hospice. Prior to the pandemic, this service was a lifeline for carers, providing a crucial break from their role caring for a loved one. Whilst we had been able to continue these sessions virtually, the reintroduction of face-to-face sessions was enthusiastically welcomed by the group.

Prior to the closure of Day Hospice in March 2020, we would offer patients the opportunity to look around the whole Hospice, including our Inpatient Unit. This helped to dispel common myths about hospice care and alleviate fears that people may have about accessing this care. Whilst we are incredibly proud of our innovative approach to offering our Day Hospice services virtually, these visits to the Hospice and a friendly welcome from the team were missed. In response to this, we developed a new referral group, giving new patients the opportunity to visit the Hospice, look around the Inpatient Unit and have a face-to-face consultation with one of our nurses. For patients who are unable to come in to the Hospice, our Outreach service has enabled nurse-led home visits for their initial assessment.



Launching the new Outreach programme has been made possible thanks to the generous support of Calderdale Clinical Commissioning Group, The Garfield Weston Foundation, Sir George Martin Trust, The South West Yorkshire Partnership Fund and The Community Foundation for Calderdale.

"We are proud to support Overgate Hospice's new outreach programme, which will provide specialist care and support to those suffering from a life-limiting illness in Calderdale, as well as their carers, by bringing hospice care closer to their homes," says Community Foundation for Calderdale's Chief Executive, Steve Duncan.

In January 2022, the fall in Covid-19 cases meant that, after a thorough risk assessment and with safety measures in place, we were able to restart our Breath of Fresh Air service. These sessions provide education and advice to help local people living with a chronic lung condition, helping them to manage their illness more effectively. Due to the nature of these sessions, they had been unable to take place virtually so we were incredibly pleased to re-establish this vital service.

As we continue to learn from lessons from the Covid-19 pandemic, we understand the need to make our care more equitable and accessible. We have seen the benefits of extending our care outside of the Hospice building and want to continue to build on this work. Working in collaboration with Calderdale's Primary Care Network, we have been working on a plan to establish a pilot HUB service, providing hospice care within a hub in the community. The pilot began in March 2022 in the Upper Valley district of Calderdale. If successful, we aim to establish an Overgate HUB in each of the 5 districts in Calderdale, providing care, advice and support to everyone in our community who needs it.

“The support from Overgate Hospice is amazing! Since the support started from the lovely nurses that visit me at home, my confidence has come back.”

“I found Overgate wonderful at a point where things were dark – I joined their Zoom support group weekly where I was welcomed into the family which has changed my outlook massively. I now look forward to seeing all their faces every Tuesday.”

“Coming here means I know I am not alone. It is a happy place and a comfort blanket where there is no judgement.”

“At Carers' Group I am with people who understand what I am going through.”

Patient and Family Support Team

This year our Patient and Family Support Team (PFST) have continued to provide holistic care to both our patients and their loved ones. Our PFST includes a Chaplain, Social Workers, Physiotherapist, Complementary Therapists, Psychotherapists, Volunteer Counsellors, Occupational Therapists 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 have continued on digital platforms, including virtual counselling sessions. However we have also been able to slowly reintroduce some face-to-face sessions.

As part of the Day Hospice Outreach programme, we have also been able to provide specialist support to patients within their own homes, helping them to maintain their independence and dignity.

To support our patients and families further, this year we have recruited an Occupational Therapist, promoting health and wellbeing through everyday activities, improving patients' quality of life and supporting independent living.

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



“
For me bereavement is like the sea, one moment paddling, another time a small wave and then crash of big waves! I find the What Happens Next group really helpful and so supportive.
”

“
I just had to phone to say how grateful I am for the over bed table delivered for my husband. Something so simple has made such a big difference to our daily lives, especially mealtimes. I just had to call to say thank you & express my gratitude for everything you do.
”

“
The massage is the one thing that makes a difference to my painful back. The relief lasts for about 5 days and it makes such a difference to have better freedom of movement for that time.
”

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 we secured funding to recruit an additional Educator to our team to expand this work. This new role will focus specifically on providing education to care homes in Calderdale to ensure their residents receive the very best care, even at the end of life.

The pandemic allowed us to review the way we deliver our education to health and social care professionals. The move to virtual delivery made our training more accessible to a larger audience, widening the positive impact on our community. As restrictions have eased, we have been able to re-establish some face-to-face education sessions. However, we have continued to provide some sessions virtually. We have also continued to develop our YouTube channel, adding training videos here for professionals to access at a suitable time for them.

We have continued to work collaboratively with Wakefield Hospice and St. Gemma's Hospice to train Community Equality Champions. We have developed a programme of education on Advance Care Planning and Bereavement Support to enable these champions to support those in their community. We have also begun to develop a resource library of literature and videos to support people with additional communication needs such as people with hearing loss, people with a learning disability or where English isn't their first language.

This year we have also developed a programme of education on medicines used in palliative care. This has been cascaded to every community nurse in Calderdale and a workbook has been produced to consolidate this learning.



“
Wonderful. Passionate professional & thought-provoking session.
”

“
This training has encouraged me to reflect on my own practice and highlighted alternative ways to approach situations.
”

“
Well-grounded lecture and delivered with a passion for care.
”

Volunteering

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

After we were forced to make the difficult decision to ask most of our volunteers to stay at home and suspend their roles at the height of the pandemic, this year we were delighted to be able to welcome them back with open arms.

As for many of us, the pandemic prompted a change in the way we live our lives and this was no different for our volunteers. Due to this, a number of our volunteers made the decision not to return to their volunteering roles. This left a significant shortfall in our volunteering workforce and we have been faced with the challenge of attracting a large number of new volunteers.

However, as always, our community never fails to amaze us with their dedication and generosity and we have been delighted to welcome 151 new volunteers to the team during 2021/22. Many of these volunteers are supporting our new Donation Centre as well as a variety of other areas across the organisation.

The Hospice is fortunate to have almost 700 registered volunteers who give their time, experience and expertise to benefit the patients and families in our care. We continue to celebrate the increasing diversity amongst our volunteer workforce with our youngest volunteer being 14 and our eldest being 89, as well as over 13 ethnic backgrounds being represented.



“

I enjoy the ethos of Overgate Hospice and feel like I am part of team making a real difference to people.

”

“

I enjoy doing something completely different and have gained an appreciation of how hard you all work.

”

“

Volunteering has helped me feel valued in retirement.

”

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 £5.1 million 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

In April 2021, as we entered our 40th year of caring for our community, the nation was still under tight restrictions and the Covid-19 pandemic continued to have a significant impact on our fundraising activities. With local and national cases of Covid-19 still high, it looked unlikely that we would be able to invite our supporters to any of our events for a second year running.

Our fundraising income predictions for the year reflected the cancelling of our events, and the financial difficulties many of our supporters were facing. Because of this, we predicted a deficit by the end of the financial year.

However, the support of local people continued throughout, shielding us from the worst of the pandemic. Our community remained as dedicated as ever to raise the funds we needed to care for our patients and their loved ones.

As the year unfolded and more restrictions were lifted, we became more optimistic about our fundraising activities and were able to reintroduce some of the events that had previously been cancelled. The first of these events was the Yorkshire 3 Peaks Challenge, where 38 of our supporters put their mettle to the test and took on three of the biggest peaks in the Yorkshire Dales. To see the smiling faces of our supporters again after such a difficult year was incredible and set the tone for the rest of the year's events.

In July 2021, we were able to host our first Ladies' Night. 250 attendees danced the night away to a Gary Barlow tribute act in support of the Hospice. This was the first indoor event since the start of the pandemic and the atmosphere was truly electric. The Fundraising Team ensured all our staff, volunteers and supporters were as protected as possible so they could focus on enjoying a fantastic night of fundraising.

One of the biggest highlights of our year was the return of our Midnight Walk. In September 2021, over 800 supporters took to the moonlit streets of Calderdale, raising an incredible £60,000. This was our first mass participation event since the pandemic began and it was truly humbling to see so many of our supporters in one place, all with the same goal of raising as much as possible for the Hospice.

In October 2021, we launched our 40 Faces of Overgate campaign in celebration of our 40th anniversary. The campaign was centered around a collection of unique stories from 40 people who have helped to shape Overgate's 40-year history of providing exceptional care to the people of Calderdale. Each story is a captured moment of history, care, community spirit or simple comradeship that together encapsulate just a little of what Overgate means to us and to the Calderdale community. Alongside this campaign, we also launched a 40th anniversary appeal, asking our supporters to help us to continue to care for years to come.

As Christmas approached, we reached out to local schools and nurseries to ask them to take part in our Reindeer Run campaign. Once again, thousands of wonderful students from across Calderdale donned their red noses and danced, pranced and ran to raise as much sponsorship as possible. The campaign raised a staggering £67,000 which made all the difference during Christmas at the Hospice, helping us to make it magical for our patients and their loved ones.

The Fundraising Team, with the support of our dedicated community who continued to rally round the Hospice during another difficult year, raised £2.1 million in total in 2021/22.

Grant funding continues to be an important source of income generation for the Hospice, not only to support care 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 54.

We are very grateful to the Sovereign Health Care Community Programme, The Hospital Saturday Fund and The Leo Group who collectively donated funds to purchase the Hospice's first clinical 'Cuddle Bed' for patients staying in the Inpatient Unit. The Cuddle Bed has the same footprint as a standard hospital bed, but at the touch of a button, it can widen to a double bed. The new and innovative bed is fully certified for two people and fully equipped to meet the needs of care in a clinical setting: giving patients and carers peace of mind that not only is it helping to provide care safely, but that they can hold each other close at a time when families need it the most.

Russ Piper, Chief Executive of Sovereign Health Care says "We are delighted to help Overgate Hospice with their vision to enable people living with a life-limiting illness to be together at the most difficult of times. The new cuddle bed helps people to be close to their loved ones, surrounded by love whilst receiving expert care. It really is the best gift that we can give to our local community."



We continue to drive forward our supporter journey approach, to improve this year on year so that our community feel appreciated for the love and dedication they show their Hospice. The Fundraising Team, along with all staff in and out of the Hospice, continue to make each interaction with our donors a positive, inclusive, and welcoming one, ensuring we thank people for each donation properly and personally. As part of this, in 2021/22 the Fundraising Team have started a 'thank-a-thon' initiative, calling as many supporters as possible to thank them for their kindness and generosity. These calls were warmly welcomed by our supporters and were a fantastic way to keep in touch.

In 2021/22, our legacy income grew from £612,000 to £784,000. We are always humbled when a supporter remembers the Hospice in their will and leaves us a gift to secure the future of our specialist services for many years to come. Legacies are a vital source of income for the Hospice and we feel very honoured to receive these gifts.

As part of our strategic objective to improve our facilities through a major redevelopment project, we finalised our plans to launch a capital appeal in 2019/20 to fund this exciting project. However, these plans were forced to be put on hold during the pandemic as the Hospice focused on limiting the impact of Covid-19 on our day-to-day services and the income needed to provide these. In 2021/22 we have been delighted to be able to reinstate our plans, launching the private phase of our capital appeal branded 'The Overgate Hospice Big Build Appeal'. We have begun to engage privately with some of our supporters as well as grant funders to support the initial stages of this appeal. We will engage publicly with our community at a later stage in the appeal to ensure that efforts are not taken away from our existing fundraising.



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.

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 by the pandemic and subsequent lockdowns. After starting the financial year in the midst of a lockdown and enforced shop closures, we were delighted to be able to reopen all 13 of our charity shops on 12th April 2021.

Despite concerns that our shoppers may be apprehensive to return to the high street, we were overwhelmed as our customers came out in their droves to support our shops reopening. Our retail staff and their teams of volunteers implemented extensive infection control measures to ensure the safety of our staff, volunteers and customers.

This year we aimed to address the need for increased storage for donations to allow for better stock rotation of seasonal items and additional sorting space. In April 2021, we identified a suitable unit in Elland and were thrilled to open our very first Donation Centre in July 2021. The Donation Centre is open seven days a week to accept donations of items for our charity shops, and offers a more accessible place for our supporters to drop off items with ample car parking right outside. The response to this new facility has been incredible and regularly receives close to 1,000 bags of donations each week! We are now able to sort stock in a larger space, with capacity for a larger volunteer team, speeding up this process, and then get items out to the shops that need them. This ultimately ensures that all shop stock levels are better managed, resulting in more funds being raised for the Hospice.

As many shoppers turned to online shopping during the pandemic, we increased our focus on our online retail activities, expanding our eBay shop and identifying new markets to explore. Our very first online-only shop, OH Interiors, launched in November 2021 selling brand-new, carefully chosen interior accessories. This new venture utilises social media to draw in a new national audience and customer base, widening our reach. We hope to develop and grow our online offering to maximise on the shift to online shopping.

The Hospice Lottery continues to provide much needed income and during 2021/22 this was no different. We have seen an increase in supporters buying lottery vouchers as gifts for family and friends which helped the lottery raise a significant £172,000 in 2021/22.

This year we have developed and launched our OHS strategy with the overarching vision to grow OHS to secure more income to support the increasing charitable expenditure of Overgate Hospice, ensuring its future sustainability. In order to do this, our strategy details four core priorities:

1. Maximise Sale of Goods
2. Implement Efficiencies
3. Increase Lottery Income
4. Develop New Enterprises

This five-year strategic plan for OHS will build on the learning from the last year and set an ambition to not only increase the income generated from our existing channels, but also look at where we can expand to generate new income channels, whilst also continually reviewing and identifying efficiencies.

The income raised from our charity shops is vital to the continuation of care at the Hospice and the financial impact of the pandemic and lockdowns were a huge concern. However, a greater number of shoppers have returned than anticipated and we were very fortunate to receive further Covid-19 grants for our retail outlets, totaling £101,000. This means that OHS achieved a good profit and donated a substantial £681,000 to the charitable works of the Hospice in 2021/22.

OHS could not operate without the dedication and passion showed by the retail team, including the incredible support of our volunteers. Their commitment, 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	2021-22	2020-21	2019-20	2018-19	2017-18
Admissions	258	244	275	279	261
Mean length of stay (days)	10.6	11.6	12.0	11.0	12.0
% patients discharged	34%	33%	34%	33%	34%
% of patients with diagnosis of cancer vs non-cancer diagnosis	76% vs 24%	81% vs 19%	77% vs 23%	73% vs 27%	79% vs 21%

Day Hospice	2021-22	2020-21	2019-20	2018-19	2017-18
Total attendances at all services	2120	1409	3875	2982	2135
Drop-in attendances	598	539	1525	1120	198 (part year only)
Breath of Fresh Air attendances	13 (only just restarted)	N/A	331	120	116
% of patients with cancer vs non-cancer diagnosis	72% vs 28%	50% vs 50%	71% vs 29%	72% vs 28%	56% vs 44%

IPU	2021-22	2020-21	2019-20	2018-19	2017-18
Number of falls (per 1000 occupied bed days)	16	13	14	11	12
Number of new pressure ulcers (per 1000 occupied bed days)	8	11.1	9.1	7.4	7.1
Infections (none of which were acquired at the Hospice)	11	4	2	3	6 (One infection became apparent after admission but was acquired before admission)
Safeguarding Alerts to Calderdale Council	4	1	0	7	5
DoLS Authorisations	3	8	5	5	5
Medicine Incidents (per 1000 occupied bed days)	5	3	10	8	5.1
Concerns	1 Formal Complaint - Resolved	1 Formal Complaint - Resolved	1 Formal Complaint - Resolved	0	1 Formal Complaint - Resolved

Risk Report

The key strategic risks during 2021/22

The ongoing Covid-19 pandemic presented us with additional strategic risks during 2021/22. 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 is reviewed annually as part of the budget setting process. Additional non-recurrent funding secured from Calderdale CCG and NHS England. Income Generation Strategy (Income Plan) developed to explore new business opportunities to further increase our income.
Insufficient funding to redevelop the Hospice site including a new Inpatient Unit.	Capital redevelopment project, including all costs, approved. Capital Appeal Development Board in place. Additional staff appointed to the Capital Appeal Team. Capital Appeal Recognition Policy approved. Proportion of surplus achieved in 2020/21 and 2021/22 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. Further work being undertaken to consider funding models and additional sources of funding. Will continue to consider strategic options through Board and Senior Leadership Team development sessions.
Medical recruitment will not be filled and will leave vacancies within the team.	Pay structure reviewed and implemented for all roles across the Hospice, including benchmark data from other hospices. Approved clinical strategy and clinical development plan.
Registered nursing staff vacancies will not be filled.	Pay structure 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. Agreement to recruit to a Head of Information Management and Technology Services.
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 and reduced levels of visiting. Ongoing development of the Donation Centre and identifying new retail opportunities both in-store and online. Implemented new ways of virtual fundraising. Ambitious plans for fundraising activities for both ongoing running costs and capital appeal.

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 developed. Development of OHS Strategy.
Shop rate relief changed from mandatory to discretionary.	Increased costs included in 2021/22 and 2022/23 budget forecasts.



Orygale
Santé

Dr. [Name]

Orygale
Santé

[Name]

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 27th September 2022 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.

Each Trustee's 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 of Trustees have a minimum of two Board Strategy and Development days per year.

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's 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, service users and their families informally.

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 reviewed and updated in January 2022.

On an annual basis the Human Resources sub-committee 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 sub-committee considers this level of funding when drafting the annual budget, with the Board of Trustees having the final decision on any increased remuneration expenditure. The Human Resources sub-committee is responsible for overseeing the methodology for awarding pay increases, in line with the agreed principles.

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.



Alison Harwood
Chief Executive



Rachel Shiels
Medical Director



Tracey Wilcocks
Director of Clinical
Services



Karen Crowther
Director of Finance
and Support Services



Laura Golding
Director of Income
Generation

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 2021/22.

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

During the year ending 31st March 2022, our investments were 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 balanced 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 2021-22 the total return on investments including dividends and interest was £29k (2021 : £40k). Our investment portfolio ended the financial year with a valuation of £1.14m (2021 : £1.10m) and includes an unrealised gain on revaluation in the year of £40k (2021 : £136k).

Since the year-end, the Trustees have completed a tender process for these investment services and have agreed that CCLA Investment Management will be appointed for a 5 year period commencing August 2022.

During the 2021-22 year, the Trustees have once again 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, and general funds held as fixed assets were excluded from the surplus reserves calculation. The Trustees concluded that it is prudent to hold 12 months of unrestricted charitable activity expenditure as a general reserve. At 31st March 2022 this equates to £2.65 million.

We are currently in the process of completing our 5 year strategic and financial plan. The Trustees recognise that the next 5 years will be financially challenging as we endeavour to achieve a model of financial sustainability that ensures that income generation is sufficient to cover increasing costs. Investment will be required to fund the strategic priorities of Overgate and consequently a designated fund totalling £250k has been set up for this purpose.

The balance of the surplus funds totalling £1.29m have been designated to the Capital Redevelopment Project, these funds have been added to the brought forward designated fund balance of £3.09m and after expenditure in the year of £0.1m results in a balance carried forward of £4.28m.



Financial Review

We started the 2021-22 financial year still with a great deal of uncertainty about the impact that the continuing pandemic might have on the financial results. It has been another extraordinary year and thanks to continuing community support together with additional government funding we have ended the year with a financial surplus.

Income

During 2021-22 our income was £7.48m compared with £6.03m for the previous year. Through the generosity of local people, we received £2.34m in legacies and donations compared with £1.87m for the previous year. There was an increase of £172k in legacy income which totalled £784k for the year. Our donations totalled £1.56m, an increase of £302k. We also raised £535k from fundraising events an increase of £106k compared with the previous year.

Overgate Hospice Support Ltd, our trading arm which runs our Overgate shops, generated shop income of £1.43m compared to £0.53m 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 £172k, which is an increase from the previous year's £157k.

We generated investment income and interest of £29k (2021 : £40k). We also received grants totalling £1.57m (2021 : £0.83m). A breakdown of the grants received is shown in note 3 of the accounts and includes £1.42m ringfenced for restricted purposes.

We continued to receive a significant contribution of £1.07m from the Calderdale Clinical Commissioning Group (CCCG) towards our running costs (2021 : £1.07m). This equates to 14.3% 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 £5.11m compared with £4.47m in 2020-21. Our expenditure on providing charitable activities was £3.01m an increase of £136k compared to £2.87m in 2020-21. Expenditure on raising funds was £2.10m compared to £1.60m in 2020-21. Our fundraising expenditure consists mainly of the costs of running our retail shops and other trading activity £1.28m (2021 : £0.98m) and raising of donations and legacies £810k (2021 : £611k).

Overall Position

An overall surplus of £2.42m (2021 : £1.71m) was achieved for the financial year. The unrestricted income surplus totalled £1.36m which included a net gain on investments of £43.6k (2021 : £156.5k) and the restricted income surplus totalled £1.06m.

This leaves the hospice in a very good financial position moving into 2022-23 and means that we are well placed to be able 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 2022 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 50, 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 2022 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 21, 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.

**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

27th September 2022

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 2022

	Note	Unrestricted £	Restricted £	Endowment £	Total £	2021 £
Income						
Income from donations and legacies:						
Donations	2	1,557,472	-	-	1,557,472	1,255,876
Legacies		784,443	-	-	784,443	612,349
Grants	3	150,370	1,419,076	-	1,569,446	827,861
		2,492,285	1,419,076	-	3,911,361	2,696,086
Income from other trading activities:						
Retailing	4	1,435,477	-	-	1,435,477	527,859
Lottery	5	171,796	-	-	171,796	157,102
Fundraising events		535,332	-	-	535,332	429,356
		2,142,605	-	-	2,142,605	1,114,317
Investment Income	6	29,052	-	-	29,052	39,651
Total income from generated funds		4,663,942	1,419,076	-	6,083,018	3,850,054
Income from charitable activities:	7	1,400,114	-	-	1,400,114	2,179,179
Total Income		6,064,056	1,419,076	-	7,483,132	6,029,233
Expenditure:						
Cost of raising funds:						
Expenditure on raising donations and legacies		808,238	2,000	-	810,238	610,880
Expenditure on other trading activities		1,278,557	-	-	1,278,557	979,971
Investment management costs		9,382	-	-	9,382	9,251
Total expenditure on raising funds		2,096,177	2,000	-	2,098,177	1,600,102

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 2022 (continued)

	Note	Unrestricted £	Restricted £	Endowment £	Total £	2021 £
Expenditure on charitable activities:						
Inpatient Care		2,394,076	342,141	-	2,736,217	2,540,377
Day Care		217,018	16,569	-	233,587	278,063
Bereavement and family support		31,961	-	-	31,961	45,265
Governance Costs		8,240	-	-	8,240	9,840
Total expenditure on charitable activities		2,651,295	358,710	-	3,010,005	2,873,545
Total expenditure	8	4,747,472	360,710	-	5,108,182	4,473,647
Net income for year before investment gains/(losses) and Taxation	11	1,316,584	1,058,366	-	2,374,950	1,555,586
Tax charge for the year	12	-	-	-	-	97
Net gains/(losses) on Investments	15	43,628	-	-	43,628	156,517
Net income for the year		1,360,212	1,058,366	-	2,418,578	1,712,200
Transfers Between Funds	18	-	-	-	-	0
Reconciliation of funds		1,360,212	1,058,366	-	2,418,578	1,712,200
Total funds brought forward		7,385,609	1,248,136	85,000	8,718,745	7,006,545
Total funds carried forward	18-22	8,745,821	2,306,502	85,000	11,137,323	8,718,745

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 50 form part of these financial statements.

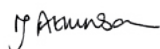
OVERGATE HOSPICE
(a company limited by guarantee)

**CONSOLIDATED AND PARENT COMPANY BALANCE SHEETS
AS AT 31 MARCH 2022**

	Note	Group		Charity	
		2022 £	2021 £	2022 £	2021 £
Fixed assets					
Tangible	13	1,447,749	1,359,878	1,417,996	1,329,694
Investment property	14	703,610	703,610	703,610	703,610
Investments	15	1,139,058	1,102,557	1,139,059	1,102,558
		3,290,417	3,166,045	3,260,665	3,135,862
Current assets					
Debtors	16	1,442,194	913,102	1,607,540	1,089,145
Short term deposits		328,862	320,391	328,862	320,391
Cash at bank and in hand		6,492,060	4,827,323	6,256,891	4,608,019
		8,263,116	6,060,816	8,193,293	6,017,555
Creditors: amounts falling due within one year	17	(416,210)	(508,116)	(316,635)	(434,672)
Net current assets		7,846,906	5,552,700	7,876,658	5,582,883
Provision for Liabilities		-	-	-	-
Deferred Taxation					
Net assets		11,137,323	8,718,745	11,137,323	8,718,745
Represented by Funds:					
Restricted and endowment					
Restricted	18	2,306,502	1,248,136	2,306,502	1,248,136
Permanent endowment	19	85,000	85,000	85,000	85,000
		2,391,502	1,333,136	2,391,502	1,333,136
Unrestricted	20 - 21				
General funds		3,052,874	3,155,822	4,345,967	3,155,822
Designated funds		5,425,732	3,991,282	4,132,639	3,991,282
Revaluation reserve		276,215	238,505	267,215	238,505
		8,745,821	7,385,609	8,745,821	7,385,609
Total funds	22	11,137,323	8,718,745	11,137,323	8,718,745

Company Registration No. 1510521

Approved by the trustees on 27th September 2022 and signed on their behalf by:



Victoria Atkinson – Trustee and Treasurer

The notes on pages 35 to 50 form part of these financial statements.

**CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2022**

	2022		2021	
	£	£	£	£
Reconciliation of net incoming resources to operating cash flows				
Net incoming resources for the year before investment gains/(losses)		2,374,950		1,555,683
Investment income		(29,052)		(39,651)
Investment management charges paid		7,184		6,288
Depreciation charge		99,088		97,328
Profit on disposal of fixed asset		-		-
Tax charge		-		(97)
Decrease/(Increase) in debtors		(529,092)		387,427
Increase/(Decrease) in creditors		(91,906)		(416,835)
Net cash inflow from operating activities		1,831,172		1,590,143
Returns on investments				
Interest received	6,657		15,357	
Dividends received	22,395		24,294	
		29,052		39,651
Investing activities				
Payments to acquire tangible fixed assets		(186,959)		(69,210)
Payments to acquire new investment funds		(57)		(1,554)
Payments to acquire investment property		-		-
Proceeds on disposal of tangible fixed assets		-		-
Net cash inflow/(outflow) for the year		1,673,208		1,559,030
Analysis of change in cash during the year				
Short term deposits, cash and bank balances				
At 1 April 2021		5,147,714		3,588,684
Increase in balances		1,673,208		1,559,030
At 31 March 2022		6,820,922		5,147,714

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 2022 there were 13 members (2021: 13).

(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.

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.

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	10% and 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.

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.

NOTES TO THE ACCOUNTS

(t) 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

	2022 £	2021 £
General	1,113,694	417,208
In memoriam	186,273	211,675
Event participant sponsorship	92,418	133,141
Corporate Support	117,367	165,258
Collecting Boxes	19,936	12,761
Friends groups including choir (see analysis)	27,784	9,833
Emergency appeals	-	306,000
	1,557,472	1,255,876
Gift Aid included in above total donations	158,159	135,350
Friends Groups	24,660	8,833
Overgate Choir	3,124	1,000
	27,784	9,833

3. Grants received

	2022 £	2021 £
Unrestricted funds:		
General purpose grants	34,178	39,874
Local authority grants (COVID 19)	101,406	140,934
Coronavirus job retention scheme grants	14,786	261,839
	150,370	442,647
Restricted funds:		
Capital appeal for redevelopment	403,209	219,800
End of Life education	81,116	55,390
Staff education	5,273	5,273
Property development	98,858	-
Winter pressures	151,602	-
Staff salaries	275,000	-
Education programme	134,145	-
Community engagement programme	45,456	-
Outreach programme	96,301	-

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

	2022 £	2021 £
Medical equipment	82,062	-
Other	46,054	104,751
	1,419,076	385,214
Total	1,569,446	827,861

4. Retailing	2022 £	2021 £
Income from sale of goods	1,347,980	488,494
Recycling credits	87,497	39,365
Total income derived from retailing	1,435,477	527,859
Direct cost of sales	45,038	19,577
Staff costs	669,387	510,295
Other staff and volunteer costs	993	50
Property costs	270,293	228,215
Motor running	34,300	26,340
Till and IT costs	21,284	18,168
Other costs	59,960	42,807
Total expenditure	1,101,255	845,452
Net profit(loss) arising from retail activities	334,222	(317,593)
Gift Aid recoverable	78,816	18,990
Grant income	107,406	288,846
Shop event income	4,173	319
Other Income	57,258	279,847
Total net income arising through retail activities	581,875	270,409
Number of shops	14	13

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

5. Lottery	2022 £	2021 £
Income from lottery	171,796	157,102
Prize money	(52,000)	(52,000)
Other lottery costs	(20,219)	(15,133)
Net profit arising from lottery	99,577	89,969
Donations through lottery	21	4,166
Total net income arising through lottery operations	99,598	94,135

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

6. Investment income	2022 £	2021 £
Income from listed investments	22,395	24,294
Bank interest	6,657	15,357
	29,052	39,651

7. Income from charitable activities	Government funding £	Other Funding £	2022 £	2021 £
Hospice funding	1,071,120	8,781	1,079,901	1,669,381
Canteen	-	30,201	30,201	18,246
VAT Refund Scheme	76,992	-	76,992	108,540
Sundry Income	-	213,020	213,020	383,012
	1,148,112	252,002	1,400,114	2,179,179

Included in hospice funding in 2021 is £598,261 of one-off government funding received via Hospice UK.

Included in sundry income in 2021 was £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) £	2022 £	2021 £
Cost of generating voluntary income	693,426	116,812	810,238	610,880
Fundraising trading costs	787,727	490,830	1,278,557	979,971
Investment management costs	9,382	-	9,382	9,251
Cost of generating funds	1,490,535	607,642	2,098,177	1,600,102
Inpatient care	2,119,871	616,346	2,736,217	2,540,377
Day care	179,403	54,184	233,587	278,063
Bereavement and family support	25,186	6,775	31,961	45,265
Charitable activities	2,324,460	677,305	3,001,765	2,863,705
Governance costs	-	8,240	8,240	9,840
Total	3,814,995	1,293,187	5,108,182	4,473,647

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

9. Analysis of support costs	Establishment light & heat £	Management and IT £	Other costs £	2022 £	2021 £
Cost of generating voluntary income	39,337	16,472	61,003	116,812	96,819
Fundraising trading: Costs of goods sold and other costs	270,293	21,284	199,253	490,830	378,356
Cost of generating funds	309,630	37,756	260,256	607,642	475,175
Charitable services	241,646	101,182	334,477	677,305	611,261
Governance costs	-	-	8,240	8,240	9,840
Total	551,276	138,938	602,973	1,293,187	1,096,276

10. Wages and Salaries

	2022 £	2021 £
Wages and salaries	3,181,974	2,800,306
Employer's national insurance	245,775	224,134
Pension costs	195,849	185,258
Employee costs	3,623,598	3,209,698
Other: Medical Consultant	119,223	161,275
	3,742,821	3,370,973

The average monthly head count of payroll employees (excluding temporary employed staff) in the year was 147 (2021: 130). As at 31 March 2022 there were 25 (2021: 26) bank staff being utilised.

The number of employees whose remuneration exceeded £60,000 (excluding employer pension contributions and employers national insurance) and fell into the band between £70,000 and £79,999 during the year was 1 (2021: 1). Employer pension cost payments in the year in respect of employees earning above £60,000 was £10,509 (2021: £10,551).

The trustees received no remuneration or other financial benefit for their services during the year (2021: £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 (2021: 3). The total gross remuneration of those remunerated members of the senior management team was £281,601 (2021: £255,986) and the total of employer pension contributions paid was £25,876 (2021: £23,144). The total cost of those employed members of the senior management team was therefore £307,477 (2021: £279,130). 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:

	2022 Actual number	2022 Full time equivalent	2021 Actual number	2021 Full time equivalent
Direct charitable services	74	50	71	49
Fundraising	59	48	46	39
Governance	1	1	1	1
Administrative services	14	11	12	10
Total	148	110	130	99

11. Net incoming resources

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

	2022 £	2021 £
Depreciation	99,088	97,328
Auditors remuneration: - For audit services	8,240	9,840
- For other services	-	-
Operating lease rentals – retail properties	165,271	168,455

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:

	2022 £	2021 £
Current tax: UK corporation tax	-	(97)
Deferred tax	-	-
At 31 March 2022	-	(97)

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 2021	2,615,289	21,263	673,536	31,650	3,341,738
Additions	90,880	-	96,079	-	186,959
Disposals	-	-	-	(9,900)	(9,900)
At 31 March 2022	2,706,169	21,263	769,615	21,750	3,518,797
Depreciation					
At 1 April 2021	1,388,888	21,263	558,178	13,531	1,981,860
Charge for the year	48,895	-	45,199	4,994	99,088
Disposals	-	-	-	(9,900)	(9,900)
At 31 March 2022	1,437,783	21,263	603,377	8,625	2,071,048
Net book value 31 March 2022	1,268,386	-	116,238	13,125	1,447,749
31 March 2021	1,226,401	-	115,358	18,119	1,359,878

b) Charity

	Freehold property £	Medical and other equipment £	Total £
Cost			
At 1 April 2021	2,615,289	651,582	3,266,871
Additions	90,880	87,041	177,921
Disposals	-	-	-
At 31 March 2022	2,706,169	738,623	3,444,792
Depreciation			
At 1 April 2021	1,388,888	548,289	1,937,177
Charge for the year	48,895	40,724	89,619
Disposals	-	-	-
At 31 March 2022	1,437,783	589,013	2,026,796
Net book value 31 March 2022	1,268,386	149,610	1,417,996
31 March 2021	1,226,401	103,293	1,329,694

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

14. Investment property	Group £	Charity £
Cost or valuation		
At 1 April 2021	703,610	703,610
Additions	-	-
At 31 March 2022	703,610	703,610
Net book value		
31 March 2022	703,610	703,610
31 March 2021	703,610	703,610
Valuation at 31 March 2022	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 2021	1,102,557	1,102,558
New funds added	57	57
Withdrawal of funds	-	-
Net gains on disposals	3,233	3,233
Net gains on revaluation	40,395	40,395
Investment management charges paid	(7,184)	(7,184)
At 31 March 2022	1,139,058	1,139,059

b) Analysis of investments	2022 £	2021 £
Managed listed investments and authorised unit trusts	1,073,596	1,058,229
Cash held as part of the investment portfolio	65,462	44,328
Total Group	1,139,058	1,102,557
Investment in subsidiary	1	1
Total Charity	1,139,059	1,102,558

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 £871,843 (2021: £819,724).

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	2022 £	2021 £
Turnover	1,747,541	988,283
Cost of sales	(786,644)	(600,734)
Gross profit	960,897	387,549
Operating expenses	(386,830)	(311,851)
Grants received	107,406	288,846
Operating profit before charitable donations	681,473	364,544
Taxation	-	97
Gift Aid donation to hospice	(681,473)	(364,641)
Retained profit/(loss) for the year	-	

Subsidiary's balance sheet	2022 £	2021 £
Fixed assets	29,753	30,184
Current assets	321,387	324,544
Current liabilities	(351,139)	(354,727)
Provision for liabilities	-	-
Total assets less (liabilities)	1	1
Represented by:		
Capital	1	1
Reserves	-	-
	1	1

OVERGATE HOSPICE
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NOTES TO THE ACCOUNTS

16. Debtors	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	843,121	207,754	843,121	207,754
Group debtors	-	-	251,564	281,283
Group donation receivable	-	-	-	-
Other debtors	-	-	-	-
Taxation recoverable	93,296	146,199	85,848	136,626
Legacies receivable	46,000	127,500	46,000	127,500
Prepayments and other accrued income	459,777	431,649	381,007	335,982
	1,442,194	913,102	1,607,540	1,089,145

17. Creditors: amounts falling due within one year	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	111,882	93,825	67,533	78,127
Other taxation and social security	64,992	74,511	64,992	74,511
Sundry creditors and deferred income	239,336	339,780	184,110	282,034
	416,210	508,116	316,635	434,672

18. Restricted funds	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Group and Charity:					
Funding for capital asset acquisitions:					
Property redevelopment	731,977	-	(37,836)	-	694,141
DoH – holistic funding	73,991	-	(1,897)	-	72,094
Medical equipment and chairs	4,402	82,062	(4,814)	-	81,650
Kitchen	1,784	-	(1,529)	-	255
IT Equipment	20,290	4,349	(6,664)	-	17,975
Staff portacabin	-	-	-	11,482	11,482
Big Build Hub	-	98,858	(285)	-	98,573
Funding of revenue costs:					
Capital Appeal Funds	281,962	403,209	(5,094)	-	680,077
End of Life educator	20,238	81,116	(74,321)	(9,344)	17,689
Staff training	4,404	5,273	(3,398)	(1,852)	4,427
Patient care and others	51,554	40,971	(40,685)	(11,482)	40,358
Wish list items	57,534	734	(32,585)	11,196	36,879
Winter pressures	-	151,602	(151,602)	-	-
Staff costs 22-23	-	275,000	-	-	275,000
Community engagement project	-	45,456	-	-	45,456
Community hub project	-	96,301	-	-	96,301
Education programme	-	134,145	-	-	134,145
	1,248,136	1,419,076	(360,710)	-	2,306,502

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NOTES TO THE ACCOUNTS

Restricted fund balance carried forward at 31 March 2022 is represented by

	£
Unexpended capital funding	976,170
Unexpended revenue funding	1,330,332
	2,306,502

19. Endowment funds

	£
At 1 April 2021 and 31 March 2022	
1981 Property Fund	70,000
Halifax District Nursing Charity Fund	15,000
	85,000

20. Unrestricted funds

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Group:					
General fund	3,155,822	6,064,056	(4,595,201)	(1,571,803)	3,052,874
Designated fund	3,991,282	-	(108,643)	1,543,093	5,425,732
Revaluation reserve	238,505	-	-	28,710	267,215
	7,385,609	6,064,056	(4,703,844)	-	8,745,821
Charity:					
General fund	3,155,822	4,890,582	(3,421,727)	(1,571,803)	3,052,874
Designated fund	3,991,282	-	(108,643)	1,543,093	5,425,732
Revaluation reserve	238,505	-	-	28,710	267,215
	7,385,609	4,890,582	(3,530,370)	-	8,745,821

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 (2022: £2,651,295 and 2021: £2,698,388)

21. Designated funds

	At 1 April 2021 £	Designation	Expenditure £	Transfers £	At 31 March 2022 £
Group and Charity:					
Funding of capital asset acquisitions:					
Capital Redevelopment Fund	3,091,282	1,293,093	(906)	(104,270)	4,279,199
IT & Digital Strategy Project	-	40,592	(3,467)	-	37,125
Funding of revenue items:					
Capital Redevelopment Fund	-	-	(104,270)	104,270	-
Legacy Equalisation Account	275,000	-	-	-	275,000
IT & Digital Strategy Project	625,000	(40,592)	-	-	584,408
5 Year Strategic Investment Fund	-	250,000	-	-	250,000
	3,991,282	1,543,093	(108,643)	-	5,425,732

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NOTES TO THE ACCOUNTS

- 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
- 4. 5 Year Strategic Investment Fund** – This is a support additional costs associated with the implementation of the 5 year strategic plan

22. Net assets by funds	Unrestricted £	Restricted £	Endowment £	Total £
Investments	1,139,058	-	-	1,139,058
Investment Property	703,610	-	-	703,610
Tangible fixed assets	401,579	976,170	70,000	1,447,749
Current assets	6,917,784	1,330,332	15,000	8,263,116
Creditors due in less than one year	(416,210)	-	-	(416,210)
Provision for liabilities	-	-	-	-
Total at 31 March 2022	8,745,821	2,306,502	85,000	11,137,323

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:

	2022 £	2021 £
External income	4,418,217	4,541,927
Expenditure	(3,934,708)	(3,561,062)
Surplus/(deficit) before other income	483,509	980,865
Donation from trading subsidiary	681,473	364,641
Surplus for the year before investment gains and losses	1,164,982	1,345,506
(Loss)/profit on sale of investments	3,233	20,397
Unrealised investment gains/(losses)	40,395	136,120
Total increase in reserves	1,208,610	1,502,023

OVERGATE HOSPICE
(a company limited by guarantee)

NOTES TO THE ACCOUNTS

24. Operating Lease Commitments

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

	2022 £	2021 £
Expiry date:	145,807	130,026
Within one year	173,442	180,296
Between two and five years	-	-
In more than five years	319,249	310,322

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 2022

	2022			2021 Total £
	Charity £	Subsidiary £	Total £	
Income				
Legacies and bequests	784,443	-	784,443	612,349
Donations in lieu of flowers	186,273	-	186,273	211,675
Other fortuitous giving	1,092,817	21	1,092,838	738,008
Gift aid	79,343	78,816	158,159	135,350
Patient care	14,592	-	14,592	27,869
Fund raising, other donations and sundry income	623,577	4,173	627,750	562,497
Retail shop operations incl. recycling credits	-	1,435,477	1,435,477	527,859
Catering	30,201	-	30,201	18,246
Calderdale CCG grant	1,071,120	-	1,071,120	1,071,120
Hospice UK Grant	8,781	-	8,781	598,262
Restricted grants released to match costs in year	209,108	-	209,108	175,037
Other grant income	42,964	107,406	150,370	442,646
VAT refund scheme	76,992	-	76,992	108,540
Friends of Overgate and Overgate Choir	27,784	-	27,784	9,833
Overgate Hospice lottery	-	171,796	171,796	157,102
Sundry Income	141,170	57,258	198,428	383,012
	4,389,165	1,854,947	6,244,112	5,779,405
Investment portfolio income	22,395	-	22,395	24,294
Bank interest	6,657	-	6,657	15,357
	29,052	-	29,052	39,651
Income sub-total	4,418,217	1,854,947	6,273,164	5,819,056
Operating expenditure	(3,934,708)	(1,173,474)	(5,108,182)	(4,473,647)
Donation to Overgate Hospice	681,473	(681,473)	-	-
Net income before investment gains/(losses)	1,164,982	-	1,164,982	1,345,409
Gain/(Loss) on realised investments	3,233	-	3,233	20,397
Unrealised investment gain/(loss)	40,395	-	40,395	136,120
Net income for the year before taxation	1,208,610	-	1,208,610	1,501,926
Net income for the year before taxation as above	1,208,610			
Excess of restricted grant income received in the year over expenses	1,209,968			
Increase in Net Assets in year	2,418,578			

OVERGATE HOSPICE
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DETAILED INCOME AND EXPENDITURE ACCOUNT (continued) FOR THE YEAR ENDED 31 MARCH 2022

	2022			2021 Total £
	Charity £	Subsidiary £	Total £	
Expenditure				
Care expenses				
Staff costs and Doctors fees	2,127,847	-	2,127,847	2,086,315
Catering	44,073	-	44,073	32,279
Sundry nursing and medical expenses	126,478	-	126,478	112,209
Travel expenses	-	-	-	14
Cleaning and laundry	13,070	-	13,070	11,571
Depreciation	12,992	-	12,992	10,056
	2,324,460	-	2,324,460	2,252,444
Hospice establishment expenses				
Staff costs	65,881	-	65,881	16,199
Heating and lighting	40,428	-	40,428	39,560
Council tax, water charges and insurance	36,532	-	36,532	43,781
Repairs and maintenance	89,248	-	89,248	56,643
Recruitment and training	-	-	-	-
Depreciation	48,894	-	48,895	48,744
	280,983	-	280,983	204,927
Fund raising and publicity				
Staff costs	518,764	669,387	1,188,151	940,341
Recruitment and training	2,375	993	3,368	1,802
Expenses, event and other costs	172,287	90	172,377	83,094
Retailing costs	-	45,038	45,038	23,306
Shop rent, rates, light, heat and Insurance	-	213,404	213,404	204,763
Shop repairs and maintenance	-	54,904	54,904	23,452
Overgate Hospice lottery	-	72,219	72,219	67,133
Cash collection handling charges	5,714	29,428	35,142	26,387
Legal	-	-	-	-
(Profit) Loss on disposal of fixed asset	-	-	-	-
Depreciation	-	9,469	9,469	5,476
	699,140	1,094,932	1,794,072	1,375,754
Administrative expenses				
Staff costs	360,942	-	360,942	328,118
General recruitment, training and staff benefits	38,417	38,419	76,836	42,173
Postage, printing and stationery	30,402	7,383	37,785	33,702
Telephone	7,561	2,666	10,227	10,134
HR, investment and legal	26,329	668	26,997	26,862
IT costs	117,654	23,269	140,923	141,893
Sundry expenses	7,926	947	8,873	6,633
Subscriptions	8,122	1,990	10,112	8,115
Accountancy charges	-	-	-	-
Auditors' remuneration	5,040	3,200	8,240	9,840
(Profit) Loss on disposal of fixed asset	-	-	-	-
Depreciation	27,732	-	27,732	33,052
	630,125	78,542	708,667	640,522
Total expenditure	3,934,708	1,173,474	5,108,182	4,473,647

Thank you

The Hospice is fortunate and very grateful to receive grants from the following organisations in 2021/22:

Sovereign Healthcare Community Programme

The Screwfix Foundation Bearders Charity

Green Hall Foundation **Leeds City Enterprise Partnership**

The National Lottery Community Fund The Albert Hunt Trust

Ross Smith Foundation **W.G. Edwards Charitable Foundation**

The Sir Jules Thorn Charitable Trust The February Foundation

The Francis Winham Foundation **Calderdale Cares 4 U**

The Mark Benevolent Fund Arnold Clark Community Fund

Sir George Martin Trust **Community Foundation for Calderdale**

The Masonic Charitable Foundation Benevity Causes

Garfield Weston Foundation **Calderdale Council**

Gay and Peter Hartley's Hillards Charitable Trust

Tesco Community Grants **Hospice Aid UK**

The Hospital Saturday Fund



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

King Cross:

218 King Cross Road, HX1 3JP
01422 340502

Boutique Shop:

49 Bethel Street, HD6 1JR
01484 723147

Ovenden:

26 Keighley Road, HX2 8AL
01422 365650

Brighthouse Furniture Shop:

5A Park Street, HD6 1AD
01484 718346

Todmorden:

13 Halifax Road, OL14 5AG
01706 839555

Elland:

35 Southgate, HX5 0BW
01422 310170

West Vale:

5 Stainland Road, HX4 8AD
01422 377992

Overgate Little Stars Elland:

54A Southgate, HX5 0DQ
01422 374253

Hipperholme:

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

Illingworth:

14 Bank Edge Road, HX2 8JU
01422 246507

Donation Centre:

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

**Hebden Bridge
Furniture & Vintage:**

Valley Road, HX7 7BZ
01422 845731

**Overgate Little
Stars Brighthouse:**

4 Bethel Street,
Brighthouse, HD6 1JJ
01484 713399

Halifax:

50 Southgate, HX1 1DL
01422 366056

    **@OvergateHospice**

www.overgatehospice.org.uk

Registered Charity Number: 511619