

THE SHAKESPEARE HOSPICE

ANNUAL REPORT AND ACCOUNTS 2019/20



Company Registration No. 3291683

Charity Registration No. 1064091

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Report of the Trustees for the Year Ending 31 March 2020

The Trustees are pleased to present their annual report and audited financial statements for the year ending 31 March 2020. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

- The Charities Act 2011;
- The Companies Act 2006;
- Our Articles of Association;
- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

From the Chair

Welcome to our Annual Report for 2019 to 2020.

Whilst the Coronavirus pandemic only impacted us all towards the end of the year covered by this Report it feels appropriate to start by mentioning it. The Hospice had to very rapidly address the challenges that the virus brought to our operations including to our patients, our staff and volunteers. Every part of the work we do to provide care and support to those in our local community was impacted and the team did an amazing job of mobilising quickly to ensure that we could continue to provide care to those who needed our help the most. We launched an appeal to help support us through the challenging times and are very grateful to all those in our community who supported us. We are continuing to monitor the ongoing impact of the Coronavirus on our operations and the need for any further action to be taken by us.

During the year the Board agreed the Strategic Plan for the next three years. Whilst this will need to be reviewed in the light of the Pandemic, it provides a framework for our activities over the next period. The focus is very much on maintaining current services and exploring opportunities to expand our range of services if we can secure additional funding and on collaborative working.

It cost us £2.2 million to provide our Hospice services during the year of which 11% comprised NHS core funding. This meant that we had to generate the remaining 89% from fundraising and retail activities. Following a review of our Retail operations we implemented a new strategy and saw a successful overall growth in our retail income. We invested in a new EPOS till system during the year to improve the efficiency of our operations. Fundraising activities continued with two flagship events being delivered - our cycle ride through the Cotswolds and the Dragon Boat Race.

Looking ahead there will be challenging times for all Hospices operating up and down the country, particularly in the wake of the Pandemic. There may well be changes in the overall NHS and social care landscape. We will continue to monitor all developments carefully and look for opportunities to extend our reach. We will also continue to review our operations and ensure we are cost efficient.

Finally, I would like to thank my fellow Trustees who have continued to give their time voluntarily over the year and have helped to steer the Hospice through another challenging year. Thanks also to all the wonderful staff at the Hospice and our volunteers and supporters without whom we would not be able to offer the care and support we provide to the local community.

Fiona Murphy
Chair

Purpose

Our purpose, as set out in our Articles of Association, is:

- To help anyone with a life limiting illness to live in as fulfilled and creative way as possible;
- To offer care that is family centred;
- To enable people to die at home in dignity and comfort, if that is their wish.

In setting our strategies and plans, we have referred to the Charity Commission's guidance on public benefit, including PB2 'Public benefit: running a charity'.

The Charities Act 2011 sets out 13 aims which are recognised as charitable purposes, of which The Shakespeare Hospice meets three: the advancement of health, the relief of those in need by ill health or disability, and the advancement of education. All services provided to patients, families and carers are free of charge and available to all who meet the referral criteria.

Objects

The objects of The Shakespeare Hospice are for the public benefit: to promote the relief of sickness and the advancement of health in such ways as the charity shall from time to time think fit, in particular by:

- *Establishing, maintaining and conducting a day centre or residential home in the County of Warwickshire, for the reception and care of persons of any age and either sex, without regard to race or creed, who are suffering from any chronic or life limiting illness or from any disability or disease, and by providing medical or other treatment and attention for such persons; and by providing therapies and other services to relieve suffering of the members of the families of such persons and any who provide unpaid care to them;*
- *Conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from life limiting illness, and to disseminate the results thereof to the public;*
- *Promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine, surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services;*
- *Providing or assisting or encouraging the provision of spiritual help and guidance for any patients, their families, carers and members of staff.*

Strategies

Our strategies to achieve our purpose and objects are:

- To provide a safe space for respite, nursing care, therapy, counselling, support and friendship;
- To offer practical, experienced nursing care in the home at the end of life in collaboration with the Primary Health Care Team;
- To support the patient's whole family, and those who matter to them, throughout their journey and into bereavement;
- To seek to understand people's needs, fears and hopes in a non-judgmental way;
- To give appropriate information and support at any stage in their journey for those living with, or affected by, a serious illness;
- To work collaboratively with our partners in health and social care and refer people to other agencies and sources of help where appropriate;
- To provide bespoke facilities for our work with children and young people.

Detail on the activities carried out to implement our strategies in the year is given in the 2019/20 Achievements' section below.

Measures

To evaluate the extent to which we are achieving our purpose, we use a number of quantitative and qualitative measures, including:

- The number of new referrals, patients and carers helped, and sessions provided;
- Service user experience feedback and oversight by the Clinical Governance Committee members;
- The review of clinical outcomes;
- Internal audits;
- Audits by external organisations, including the Care Quality Commission.

Activities

Summary

Our principal activities to further our purpose are:

- To provide specialist palliative care for adults with a life limiting illness and enabling them to make choices about the care they receive and where they wish to receive it;
- To offer care that is family-centred;
- To enable people to die at home with dignity and in comfort;
- To provide supportive care for bereaved children and young carers;
- To provide respite care for 16-24 year olds with a life-limiting illness.

2019/20 Achievements

During the year:

- We have maintained all patient services and have continued to care for over 1000 patients, carers and family members.
- We are participating in a pilot to improve access to an overnight Rapid Response Hospice at Home Service across Warwickshire. We are working with South Warwickshire Foundation Trust and other palliative care providers to develop this equitable service. The review of the 12-month pilot is to take place during May 2020.

- Following a successful pilot of our rehabilitation project, which was presented at the national Hospice UK conference in November 2019, we have continued to develop our rehabilitation service and integrated it into our Day Hospice patient activities.
- We had commenced the provision of education support and training for new groups, such as pharmacists and personal care providers.
- We have agreed and commenced implementation of our new strategic plan 2020-23 which was developed in consultation with key stakeholders.
- Our new marketing strategy has been implemented as a priority

Impact of Coronavirus Pandemic

As a consequence of managing the onset of the Coronavirus pandemic during March, the Hospice had to quickly address the immediate challenges that the potential infection brought to our patients, their families, our staff and volunteers, and the following were actioned;

- The Day Hospice was closed to patients.
- Hospice at Home continued work as normal albeit preparing for an increase in referrals.
- Very rapidly, remote and virtual support for patients and their families was mobilised and all clinical services are currently operating in this way.
- All volunteers were stood down.
- Almost 50% of our staff were furloughed.
- All Hospice shops were closed by 24th March
- All fundraising events were cancelled. During 2020 a significant number of fundraising events were planned to celebrate the Hospice's 21st anniversary year, which were all cancelled. We anticipate this will have an immediate and significant impact on income generation, and therefore a local appeal was launched.

Day Hospice

During 2019/20 there have been 238 new referrals, which is 17% greater than the previous year. In total 1609 face to face contacts (attendances to the Day Hospice) have been provided. Of those attending 61% chose to undertake Diversional Therapies and 74% received Complementary Therapies during their time with Day Hospice.

Hospice at Home Service

During 2019/20 there have been 278 new referrals to Hospice at Home, representing a 10% decrease in referral volume compared to the previous year. These figures do not include those referrals received for Out of Hours care, which previous comparative figures have. During 2019/20 the collaborative overnight 'Rapid Response Hospice at Home' service launched. This service is run jointly between the local NHS provider (SWFT) and the three local hospice providers' (Myton Hospices, Shipston Home Nursing and The Shakespeare Hospice). So as not to pose unnecessary confusion and anxiety for patients, a decision was made to temporarily pause the Hospice 'in-house' traditional overnight care, whilst the Rapid Response pilot runs for the first year. This will support a full review to be performed and an objective decision regarding future service provision, in the best interests of our local communities, to be made. It is considered that this accounts for the reduced referral volume during 2019/20.

For the second year running we have continued to support 88% of all referred patients to receive care at home and to subsequently die in their preferred place.

Adult Counselling Service

136 new referrals were received during 2019/20, an increase of 8% compared to the previous year. The service runs with a small waiting list (due to demand levels versus professional availability), which despite the increasing referral volumes we have been able to reduce by almost 25% over the last year. In total our volunteer workforce provided 880 counselling 1:1 sessions during this period.

Young People's Service

Pre- and post-bereavement care for children and young people

During 2019/20 there has been a 12% growth in referrals, alongside a 17% growth in the overall average monthly caseload size. In total there were 109 new referrals to the Children's Bereavement Service during this period and 771 direct face to face contacts were made.

This year the service also piloted a new 'small group' approach for older children who wished to gain greater peer support from those experiencing similar situations to their own. These have been offered at weekends so as not to disturb education, the uptake and feedback has been very encouraging. This will become an ongoing part of the portfolio offered by the service.

Transitional Care

During 2019/20 we have provided 144 face to face contacts with our younger people, these sessions tend to be for a minimum of 4 to 5 hours each time. Overall, this is a 76% increase in activity compared to 2018/19.

We have extended our offer from 1:1 support to also small group peer support, where appropriate and with parental consent, for up to three young people with the necessary staffing numbers. The outcomes have been inspiring, and the children have been enthusiastic and motivated by spending time in the company of those experiencing similar challenges to their own. Parents/guardians have reported evident benefits and have been overwhelmed to see the interactions and enjoyment shared between their children, which they had previously not considered possible. We aim to continue small group sessions, on an ongoing basis where we have an appropriate pairing/mix of younger people. We aim to enhance this offer further and to also provide support to parents/carers in a similar group model during 2020/21.

We have had many key milestones during 2019/20, from supporting a young gentleman to become independently mobile and able to leave his home, thanks to a successful grant to purchase his own wheelchair accessible vehicle; supporting a young gentleman to experience the 'freedom' and sensation of skiing through specially adapted equipment and a specialist guide at an indoor facility and finally witnessing a young lady fulfil her dreams of marrying her partner.

Young Carers' Support

During 2019/20 we have continued to work and strengthen our partnership with Warwickshire Young Carers, providing support to those children who are caring for a loved one – often the 'cared for' is a service user known to the Hospice, although this is not always the case. On average we have supported 56 Young Carers each month, with attendances to group exceeding 900 during the year – this is almost a 10% increase in activity compared to the previous year.

Since the year end, as a result of the pandemic, Warwickshire Young Carers have initiated a review of how they operate, and this will change how we work with them in future.

Work Experience and Volunteering

47 young people were supported with work experience opportunities.

Approximately 30 new young volunteers were recruited to work with the clinical, fundraising and retail teams across the Hospice.

Voluntary Services

Our volunteers are key members of our workforce and essential in the delivery of all of our services across the organisation. A number of volunteers retired during 2019 and we currently have approximately 300 volunteers in total. Our planned 21st anniversary celebrations included a number of events specifically for our volunteers. It is anticipated we will hopefully be able to reinstate our volunteers during the following year when it is safe to do so.

Fundraising

All Hospice supporters can be assured that we are registered with the Fundraising Regulator and comply with the regulatory standards and codes of practice. We also provide guidance about the codes of practice in our event terms and conditions and fundraising materials for anyone fundraising on behalf of or in aid of the Hospice. This report covers the requirements charities must follow as set out in the Charities Act 2016.

It has cost us £2.2 million to provide our Hospice services this year. Roughly 11% of this income came from statutory funding, and 89% from income generation activities from fundraising and retail.

Our fundraising activities encourage support through gifts in kind, regular or one off donations, event participation, community and corporate in aid of fundraising, legacies, and a lottery. We do not use any external professional fundraising organisations to undertake fundraising on our behalf.

The Acceptance and Refusal of Donations Policy was implemented for two high value individual donations this year using the due diligence risk assessment procedure. Due diligence risk assessment forms are completed by the Head of Income Generation which are reviewed by the CEO, and as detailed in the Policy, escalated to trustees for approval if required. Checks are also extended to corporate partnerships, third party suppliers, or event management companies.

We carefully select third party payment providers and platforms to ensure they comply with the General Data Protection Regulation (GDPR) 2018, and where data sharing is required, a data sharing agreement is in place.

This year, we delivered two large flagship events. Our sportive cycle ride through the Cotswolds welcomed almost 400 participants raising £19,000 and the popular Dragon Boat Race, which has become an established annual event in Stratford upon Avon, was supported by 25 teams who generated £28,000. Individual donations were static and legacy income increased.

Retail

Following a review of the retail operation in 2018/19, a new strategy and structure was implemented in 2019/20 for our underperforming high street shops, and the Avenue Farm shop, a specialist furniture and homeware store and donation station.

2019/20 has been a successful year for retail. Our biggest success story has been at the Avenue Farm shop which has seen the highest increase in sales achieving an overall income growth of 25.2%. The new shop format has proved successful following adjustments to the shop staffing levels providing a more stable and consistent environment for staff and customers, re-merchandising, and improvements to the collections and delivery service which has been increased to 5 days a week.

A new three-year 2020-23 Retail and Marketing Strategy was developed to progress opportunities to strengthen our presence and brand in the community, and to become destination stores through product lines, shop events, and online shopping. We invested in a new EPOS till system in March 2020 to aid the increase of Gift Aid sign up, and improve our stock management and knowledge to help us develop a more targeted strategy for new goods and best-selling donated lines.

Although the impact of COVID-19 halted the retail operation at the end of March 2020, our aim is to continue implementing the strategy objectives in 2020/21, maintain a professional image to our supporters, and ensure we provide an improved overall customer experience.

Complaints

Our website outlines how to make a complaint for members of the public and service users. We received 10 complaints in the 2019/20 financial year; 4 related to our fundraising department and 6 related to our retail activities. All have been successfully resolved. There were no complaints received relating to data management or safeguarding.

We acknowledged all complaints within 2 days and responded with an outcome of any investigations within 14 days. Complaints are dealt with in line with our Fundraising Complaints Policy. All complaints are escalated and reviewed by our Senior Management Team (SMT) and reported to their relevant trustee sub committees monthly. SMT and trustees also review complaints at bi-monthly board meetings, and we report to the Fundraising Regulator on the totality of our complaints.

We have published our Vulnerable Person's Policy on our website and have issued training and guidance to all staff and volunteers. In addition to our Policy, we have an agreed operating procedure to protect vulnerable people and this sets out how someone can raise concerns or report incidents. Our fundraisers (staff, volunteers, and third parties) are familiar with the Policy and procedure to ensure we protect vulnerable people and the reputation of the hospice.

We are registered with the Fundraising Preference Service to enable individuals to opt out from receiving fundraising or marketing communications from us. We have no requests from this service in 2019/20. A consent statement with opt-in marketing preferences is provided where data subject information is captured on all on and off-line communications.

Plans for the Future

Our plans for 2020/21 are detailed in our strategic plan 2020-2023.

The impact of the Coronavirus Pandemic will be significant across all areas of the organisation and operational plans will be adjusted accordingly.

Financial Review

Outcome for the Year

We are pleased to report a surplus of £607k for the year, the first for several years. This is primarily as a result of a substantial £800k legacy without which we would, disappointingly, have been in a deficit position of £193k. This result reflects:

- An overall £786k increase in income: legacy income was £837k greater than in 2018/19, while donations increased by £1k, our income from charitable activities (NHS Grants, Grants for Young People's Services and training income) increased by £44k. Offsetting the increases is a £65k fall in fundraising income (primarily due to weather related cancellations of events) and an £18k reduction in retail income, reflecting the closure of our Moreton in the Marsh store in March 2019, all our stores closing in mid-March 2020 due to Covid 19, offset by a stronger performance from the stores prior to this.
- A £160k reduction in expenditure as the Hospice initiated a cost reduction programme and reduced retail operating costs through the closure of the Moreton in the Marsh store.

Staff costs represent approximately 70% of our total costs and account for the £143k of the overall reduction in expenditure as we have sought to reduce our costs.

Reserves

Trustees are required to consider on an annual basis the level of reserves the hospice needs to hold, as an important part of planning and sound financial management. In March 2020 prior to Covid 19, the Trustees reviewed and refreshed the reserve policy as set out below.

Our policy is to hold sufficient unrestricted cash reserves to safeguard our medium-term financial viability. It takes into account the nature of our income streams and forecast expenditure and the need to provide against the uncertainty of income, especially the significant variability of legacy income.

We avoid holding excessive cash reserves: if they rise too high, we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

Our policy is to hold cash reserves of between four and six months forecast annual operating costs, equivalent to £800k to £1.2m. We consider this to be consistent with Charity Commission guidance to hold a prudent, but not excessive, level of available cash reserves.

At the end of 2019/20 we held approximately seven months cash reserves, as a result of the significant legacy referred to above. We were considering options for the best use of these reserves when the Covid 19 pandemic caused major disruption. In view of the changes brought about by this crisis and the high levels of uncertainty of our income streams and how service models may develop, we consider it prudent to hold a higher level of reserves at this time.

Next Year

Prior to the year end, the Trustees approved a budget for 2020/21 which reflected continued cost savings and what was at that time seen to be a realistic level of fundraising income.

In view of the Covid 19 pandemic, and the high levels of uncertainty, we have moved away from the budget to managing the Hospice finances in a more agile way, using a twelve month rolling forecast, which is regularly updated as new information becomes available.

The latest forecast indicates that having taken steps to reduce costs, with the current level of Government support received and predicted income over the coming year, the Hospice is forecast to break-even over the period to 31 August 2021. Therefore, the Trustees believe that The Shakespeare Hospice will continue to be a going concern for the foreseeable future and have approved the accounts on this basis.

The future will remain uncertain and the situation is being closely monitored not only from a financial viewpoint but also with a view to the increased need for vigilance, the changes in working practices and the additional requirements and costs of making the sites as safe as possible for patients, staff, customers and volunteers.

Risks

Our main financial risk is an unexpected reduction in our income. This is described in the Risk Management section below.

We do not have investments that would traditionally be considered risky: our funds are all held with Barclays Bank.

Investment Policy

Our policy remains to invest cash resources in a risk-free environment while seeking to maximise the return.

Structure, Governance and Management

Constitution

The Shakespeare Hospice's governing document is its Articles of Association, which was updated in 2018. The Trustees also follow relevant legislation and guidance, including the Charity Governance Code.

The Hospice is registered as a company limited by guarantee, number 3291683. It is also registered with the Charity Commission for England and Wales, number 1064091.

Appointment of Trustees

Where vacancies arise, Trustees are recruited following an advertisement in the local press; applicants who have an existing relationship with the Hospice may also be considered. After submitting a CV, suitable applicants are interviewed by the Chair, another Trustee and the Chief Executive, following which a recommendation is made to the full Board. Upon appointment, the new Trustee undertakes an induction programme. This includes meetings with the Chair and other Trustees, and with the Chief Executive and other members of the Senior Management Team, as well as a comprehensive reading list designed to help the new Trustee learn about the Hospice and the requirements of the role as quickly as possible.

We are proud of the diversity of our Board of Trustees.

Our position as set out in the paragraphs below on Diversity in the Workplace apply to the selection and recruitment of Trustees, who are all volunteers.

As of 17th August 2020 of the 12 Trustees on the Board, the following numbers of Trustees classified themselves as follows:

6 Men
6 Women
0 BME (Black, Minority, Ethnic)

The management of the Hospice, within approved plans and budgets, is delegated by the Board to the Chief Executive. The Senior Management Team consists of the Head of Clinical Services, the Head of Income Generation, and the Head of Finance, all of whom, report directly to the Chief Executive.

Staff Remuneration

Staff remuneration, including that of the Chief Executive and senior managers, is agreed by the Board, normally as part of the annual budget exercise, taking account of NHS pay scales for clinical staff, and the local market for non-clinical staff. The non-clinical staff pay scales and incremental points have been reviewed during 2019/20.

The Hospice monitors its pay practice to ensure that it complies with equal pay for work of equal value legislation and the best principles of equity. All remuneration activity is monitored to ensure that no gender or other bias arises in practice and that a fair approach on remuneration is achieved across the organisation.

Diversity and inclusion

The Shakespeare Hospice is committed to being a diverse and inclusive charity that is accessible to all. We are working to do this in a number of important ways.

We are creating diversity and inclusion plans to deliver equality of access, quality of care and outcomes to diverse communities.

We will also be monitoring who is using our services and gathering feedback on how terminally ill people, families and carers experience our care so that we can measure the effectiveness of our diversity and inclusion initiatives.

Through this work we will ensure that everyone we support, regardless of their personal characteristics or condition, receives an equitable service in an environment that is free from discrimination of any kind.

Diversity in the workplace

We welcome a diverse workforce and value difference in our staff and volunteers:

- We recognise that a diverse workforce allows us to provide the best care for people living with a terminal illness.
- We will show respect for all our employees and volunteers, valuing each individual's contribution, regardless of their:
 - age
 - disability
 - gender reassignment
 - marriage, and civil partnership
 - pregnancy and maternity
 - race

- religion and belief
- sex
- sexual orientation
- irrelevant offending background
- responsibility for dependents
- economic status; or
- political values.
- We are committed to providing equal opportunities for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise, and ensure those employment opportunities are available to all. As a result, our workforce will be a reflection of the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training and career development are based on clear, objective criteria.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or practices. Our current policy is as follows:

- Equal Opportunity Policy – HR021- December 2017

Trustee Meetings

The Board met six times during the year. In addition, the Board had a planning day with the Senior Management Team focusing on our strategic objectives, governance issues and risk management. The Chief Executive attends all Board meetings.

Most of the detailed work of the Board is carried out by five committees; the number of meetings in the year is given in brackets:

- Chair's Committee (5)
- Finance & Audit Committee (11)
- Clinical Governance Committee (5)
- Income Strategy Committee (7)
- HR Committee (4)

Role of the Trustees

Responsibility for the charity's overall strategy, the management of risk and legal compliance rest with the Board of Trustees. Day-to-day responsibility for the running of the charity is delegated by the Board to the Chief Executive.

In particular, the Trustees consider their role to encompass:

1. Setting the strategic direction of the Hospice

This is achieved through an annual cycle of strategic discussion, which has enabled the development of a three-year plan. This leads to annual departmental objectives and implementation plans.

2. Approval of plans and budgets

An overall annual plan and budget for the forthcoming financial year is presented to the Board and approved prior to the start of each year.

3. Monitoring of performance

Quantitative and qualitative information regarding clinical activity is collected and summarised on a monthly basis and submitted to the Clinical Governance Committee and the Board at each of their meetings.

Management accounts, showing our income and expenditure and cash position against budget, are produced by the Head of Finance every month. These are reviewed at Finance & Audit Committee meetings, circulated to all directors before every board meeting, and discussed at the board meetings.

Any complaints are reviewed by the Chair's Committee.

4. Monitoring of statutory compliance

The Board receives reports of inspections, from the Clinical Governance Committee and the Care Quality Commission.

5. Risk Management

Risk Management

Our process for managing risk includes:

- Ensuring risk is considered at each meeting of the Board and its subcommittees and by the Senior Management Team;
- Quarterly review of the principal risks and uncertainties that the Hospice faces;
- The introduction or update of policies and processes to mitigate risks identified;
- Plans and processes to manage any potential impact should those risks materialise;
- The Departmental action plans, are monitored regularly by the trustee sub committees.

A comprehensive range of risks has been identified. Our key risks are considered to be:

- A significant reduction in income:

We are heavily dependent on our fundraising and retail activities, as NHS grants contribute only 11% of our total income. To mitigate this risk, both the Income Strategy Committee and the Finance and Audit Committee review actual and forecast performance against budget at their regular meetings; potential issues are identified, and plans to make good any shortfall are put in place. Our reserves policy, described in the Financial Review above, is designed, in part, to protect us against the short-term impact of an unplanned reduction in income.

- Loss of, or inability to recruit, key personnel

Within a small organisation, an unplanned vacancy or the inability to recruit key personnel can pose a significant threat to our ability to deliver services or raise funds. We developed a recruitment and retention strategy which has included a review of our volunteer workforce and future requirements.

- Safeguarding

The relevant policies and procedures (including whistleblowing) have all been reviewed and training for staff and volunteers is in place.

Trustees' Responsibilities in Relation to the Financial Statements

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

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

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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

Statement as to Disclosure to our Auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware;
- The Trustees, having made enquiries of fellow Trustees and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Reference and Administrative Details

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY Caroline Lee & Associates 11 Marchmount Road Wylde Green Sutton Coldfield B72 1EE
Auditors	H L Barnes & Sons Barclays Bank Chambers Stratford-upon-Avon Warwickshire CV37 6AH
Chief Executive	Angie Arnold

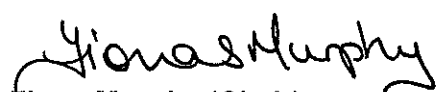
Trustees:

(from 1 April 2019 until the date of approval of the annual report, and the committees on which they serve or served)

Fiona Murphy	Chair's, Income Strategy, HR
Dr Cristina Ramos	Chair's, Clinical Governance
Gill Thomas	Income Strategy
Kathryn Williams	Clinical Governance
James Richards	Income Strategy
Charles Horton	Finance & Audit
Richard Barrett	Chair's, Finance & Audit
Debbie Smith	Clinical Governance
Elizabeth Spencer	Clinical Governance, HR
Dr Jeremy Shearman	Clinical Governance
Richard Lennon (resigned 09/09/2019)	Finance & Audit
Bill Acres	Chair's, Income Strategy
Paul Simmonds	Chair's, Finance & Audit, HR

Approval

This report was approved by the Trustees on 17th August 2020 and signed on their behalf by:


Fiona Murphy (Chair)

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SHAKESPEARE HOSPICE

Opinion

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information in the Report of the Trustees, other than the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' 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 a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably

be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Report of the Auditors to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Report of the Auditors. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Robert Bowen BA (Hons) FCA (Senior Statutory Auditor)
for and on behalf of H L Barnes and Sons, Statutory Auditors
Barclays Bank Chambers
Stratford upon Avon
Warwickshire
CV37 6AH

17 August 2020

Accounts for the Year Ended 31 March 2020

Statement of Financial Activities (incorporating an income and expenditure account) for the year ending 31 March 2020

Income:	Note	Current Year			Prior Year		
		Unrestricted £	Restricted £	Total Funds £	Unrestricted £	Restricted £	Total Funds £
Donations and Legacies	2	1,349,750	216,442	1,566,192	559,912	168,336	728,248
Income and charitable activities	3	144,989	206,962	351,951	71,983	236,268	308,251
Income and other trading activities	4	859,964	-	859,964	943,108	-	943,108
Investment income	5	-	-	-	1,290	-	1,290
Other income	6	7,863	-	7,863	19,238	-	19,238
Total Income		2,362,566	423,404	2,785,970	1,595,531	404,604	2,000,135
Expenditure:							
Costs of raising funds							
Fundraising		374,014	-	374,014	408,215	-	408,215
Retail		618,788	-	618,788	675,223	-	675,223
Total costs of raising funds	7	992,802	-	992,802	1,083,438	-	1,083,438
Expenditure on charitable activities							
Operation of a hospice	8	747,391	439,265	1,186,656	817,909	438,066	1,225,975
Total Expenditure		1,740,193	439,265	2,179,458	1,901,347	438,066	2,339,413
Net Income/(expenditure) and net movement in funds for the year		622,373	(15,861)	606,512	(305,816)	(33,462)	(339,278)
Reconciliation of funds							
Total funds brought forward		1,688,719	1,097,193	2,785,912	1,994,535	1,130,655	3,125,190
Total funds carried forward		2,311,092	1,081,332	3,392,424	1,688,719	1,097,193	2,785,912

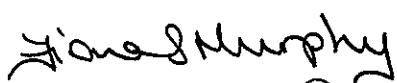
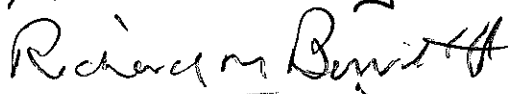
The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities

The notes on pages 22-34 form part of these accounts.

Balance Sheet at 31 March 2020

	Note	Current year £	Prior Year £
Fixed assets			
Tangible assets	13	2,151,816	2,185,070
Total fixed assets		2,151,816	2,185,070
Current assets			
Stock		7,480	3,940
Debtors	14	105,572	161,063
Cash at bank and in hand		1,354,368	587,577
		1,467,420	752,580
Liabilities			
Creditors: amounts falling due within one year	15	226,812	151,738
Net current assets		1,240,608	600,842
Total net assets		3,392,424	2,785,912
The funds of the charity			
Unrestricted funds		2,311,092	1,688,719
Restricted funds	17	1,081,332	1,097,193
Total funds	18	3,392,424	2,785,912

Approved by the trustees on 17th August 2020 and signed and authorised for issue on their behalf by:

Fiona Murphy		Director
Richard Barrett		Director

The notes on pages 22-34 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2020

	Note	Current Year	Prior Year
		£	£
Cash used in operating activities	20	<u>810,518</u>	<u>(114,691)</u>
Cash flows from investing activities			
Interest		-	1,290
Purchase of property, plant and equipment		(43,727)	(11,712)
Net cash used in investing activities		<u>(43,727)</u>	<u>(10,422)</u>
Increase/(decrease) in cash and cash equivalents in the year		<u>766,791</u>	<u>(125,113)</u>
cash and cash equivalents at start of year		587,577	712,690
Cash and cash equivalents at the end of the year	21	<u><u>1,354,368</u></u>	<u><u>587,577</u></u>

The notes on pages 22-34 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2020

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:

- Charities SORP (FRS 102), ie Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2015);
- The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- The Companies Act 2006.

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

b) Legal status

The Hospice is a company limited by guarantee and has no share capital. In the event of the Hospice being wound up, the liability in respect of the guarantee is limited to £2 per member of the Hospice.

c) Going concern

Given the Hospice's favourable fundraising record and the level of year-end reserves, the Trustees consider that the Hospice has adequate resources to continue in operation for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

d) Fund accounting

Unrestricted funds are available to spend on activities that further any of our charitable purposes. Restricted funds are donations where the donor has specified, they should only be used for certain aspects of our work. The costs of raising and administering such funds are charged against the specific fund, unless expressly forbidden by the donor. The aim and use of each material restricted fund is set out in the accounting policy notes. Investment income, gains and losses are allocated to the appropriate fund.

e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions 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 income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. If a donation is subject to fulfilling performance conditions, the income is recognised when it is probable that those conditions will be met.

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice 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.

Legacies are recognised when there is a high probability that they will be paid, and the amount can be measured with a reasonable degree of accuracy.

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 deposits is included when receivable and the amount can be measured reliably, which is normally on notification by the bank of the interest paid or payable.

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.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation and the amount can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- *Expenditure on raising funds* comprises costs incurred in seeking donations, grants and legacies, and the costs of fundraising activities including the cost of goods sold, shop costs, commercial trading and their associated support costs.
- *Expenditure on charitable activities* includes the costs of providing specialist palliative care and support, community services, and other activities to further the purposes of the Hospice, and their associated support costs.
- *Support costs* are those that are incurred in support of expenditure on the objects of the Hospice. They consist mainly of governance, the CEO, and Finance.

Governance costs are incurred in connection with the Hospice's constitutional and statutory requirements. Support costs are allocated to each activity on the basis of staff time or usage. More detail is given in the relevant note below.

- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Volunteers

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

h) Fixed assets

All assets costing more than £1,000 are capitalised at their historical cost when purchased. Assets costing less than £1,000 are capitalised when it is deemed appropriate.

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

Freehold land	Not depreciated
Freehold building and refurbishment	50 years
Leasehold building improvements	Shorter of 6 years or life of lease
Other assets	4 years

The need for 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 the carrying value against the value in use or realisable value of the asset.

i) Revaluation of tangible fixed assets

The Hospice has not revalued any of its fixed assets.

j) Investments

The Hospice's investments consist entirely of deposits with major UK banks.

k) Stock

Stock of retail goods is included at the lower of cost or net realisable value. 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 assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold and undertaking a stock take would incur undue cost which would outweigh the benefits.

l) Debtors

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

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

m) Cash at bank and in hand

Cash at bank and in hand includes cash and fixed term deposits with less than one year to maturity.

n) Creditors

Creditors are recognised where the Hospice 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.

o) Pensions

Where requested, the Hospice makes contributions toward an employee's pension fund:

- A number of employees are in the NHS Superannuation scheme. Although this is a defined benefit scheme, it is a multi-employer scheme for which the Hospice's share of the underlying assets and liabilities cannot be identified. It is therefore accounted for as a defined contribution scheme in accordance with FRS102.
- Other employees are members of a defined contribution scheme.

The Hospice's contributions to these schemes are charged to the Statement of Financial Activities when due.

p) Operating leases

Operating leases are recognised over the period in which the lease falls due.

2 Income from donations and legacies

	Current Year			Prior Year		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Donations	472,655	215,442	688,097	518,915	168,336	687,251
Legacies	877,095	1,000	878,095	40,997	-	40,997
	1,349,750	216,442	1,566,192	559,912	168,336	728,248

The charity benefits greatly from the work of its volunteers, details of which are given in our annual report. In accordance with FRS102 and the Charities SORP the economic contribution of general volunteers is not recognised in these accounts.

3 Income from Charitable Activities

	Current Year			Prior Year		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
NHS core grant	70,264	-	70,264	70,264	-	70,264
NHS Hospice at Home Grant	-	184,896	184,896	-	214,428	214,428
NHS Additional Support Grant	73,000	-	73,000	-	-	-
Grants for Young People's Service	-	22,066	22,066	-	21,840	21,840
Training income	1,725	-	1,725	1,719	-	1,719
Total	144,989	206,962	351,951	71,983	236,268	308,251

4 Income from Other Trading Activities

	Current Year			Prior Year		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Fundraising	63,147	-	63,147	127,661	-	127,661
Lottery	11,017	-	11,017	11,728	-	11,728
Retail	785,800	-	785,800	803,719	-	803,719
Total income from shops	859,964	-	859,964	943,108	-	943,108

Retail income was derived primarily from our 7 shops (prior year 8).

5 Investment Income

	Current Year			Prior Year		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Bank interest	-	-	-	1,290	-	1,290

6 Other Income

Current Year			Prior Year		
Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
£	£	£	£	£	£
7,863	-	7,863	19,238	-	19,238

The current year other income consists primarily of catering income and income derived from the sale of assets. The prior year other income consists of an adjustment for recoverable VAT in respect of prior years and catering income

7 Costs of Raising Funds

	Current Year			Prior Year		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Fundraising						
Staff	223,447	-	223,447	234,248	-	234,248
Hospice events	30,974	-	30,974	42,778	-	42,778
Promotional Costs	19,244	-	19,244	13,041	-	13,041
Support Costs	57,598	-	57,598	66,588	-	66,588
Other	42,751	-	42,751	51,560	-	51,560
Total	374,014	-	374,014	408,215	-	408,215
Retail						
Staff	283,038	-	283,038	326,161	-	326,161
Bought in Goods	20,157	-	20,157	22,942	-	22,942
Property Costs	207,394	-	207,394	190,127	-	190,127
Support Costs	38,399	-	38,399	44,392	-	44,392
Other Costs	69,800	-	69,800	91,601	-	91,601
Total	618,788	-	618,788	675,223	-	675,223
Total costs of raising funds	992,802	-	992,802	1,083,438	-	1,083,438

8 Expenditure on Charitable Activities

	Current Year			Prior Year		
	Direct Costs	Support Costs	Total	Direct Costs	Support Costs	Total
	£	£	£	£	£	£
Day Hospice	410,382	153,594	563,976	438,275	177,567	615,842
Hospice at Home	307,047	76,797	383,844	307,128	88,784	395,912
Young people's Service	181,237	57,599	238,836	177,634	66,587	244,221
Total	898,666	287,990	1,186,656	923,037	332,938	1,255,975
Of which:			£			£
Unrestricted			747,391			817,909
Restricted			439,265			438,066

9 Analysis of Support costs

	Current Year			Prior Year		
	Management and admin	Governance	Total	Management and admin	Governance	Total
	£	£	£	£	£	£
Fundraising	55,226	2,372	57,598	65,101	1,487	66,588
Retail	36,817	1,582	38,399	43,401	991	44,392
Costs of Raising Funds	92,043	3,954	95,997	108,502	2,478	110,980
Day Hospice	147,267	6,327	153,594	173,603	3,964	177,567
Hospice at Home	73,634	3,163	76,797	86,802	1,982	88,784
Young People's Service	55,226	2,373	57,599	65,101	1,486	66,587
Expenditure on Charitable Activities	276,127	11,863	287,990	325,506	7,432	332,938
Total	368,170	15,817	383,987	434,008	9,910	443,918

The majority of support costs are allocated on an estimate of management time, floorspace and use of assets.

Analysis of management and administration costs

	Current year £	Prior year £
Payroll and staff related	279,435	327,691
IT and other overheads	70,701	89,611
Share of hospice premises costs	10,810	9,333
Depreciation	7,224	7,373
Total	368,170	434,008

10 Analysis of the costs of staff, trustees and key management personnel

	Current Year £	Prior Year £
Wages and salaries	1,309,866	1,449,706
Social security costs	100,159	112,472
Pension costs	71,346	61,620
Total	1,481,371	1,623,798

No member of the Board of Trustees received any amoluments or reimbursed expenses (prior year: nil)

The average monthly head count was 73 (prior year 81)

Total remuneration paid in respect of key management personnel was £ 309,124 (2018/19: £307,137) which includes employer's National Insurance and Pension contributions. The figure for 2018/19 includes the CEO, Head of Finance, Head of Clinical Services and Head of Income Generation. The Head of Finance left at the end of 2018/19 and has been replaced by a Head of Finance and Operations.

The number of employees whose total employee benefits, excluding pension contributions, exceeded £60,000, was:

	Current Year	Prior Year
£60,000 to £69,999	1	1
£80,000 to £89,999	0	1
£90,000 to £99,999	1	0

11 Net Income

Net income is stated after
charging :

		Current Year £	Prior Year £
Operating lease rentals	Shops	148,964	140,946
	Equipment	13,880	17,166
Depreciation and loss on disposal	Owned Assets	76,981	99,428
Auditors' remuneration		<u>12,500</u>	<u>7,500</u>

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 these are applied for charitable purposes.

13 Tangible Fixed Assets

	Freehold property	Fixtures and Fittings	Medical Equipment	Other	Total
	£	£	£	£	£
Cost					
At start of year	2,858,058	273,427	38,968	45,284	3,215,737
Additions	-	27,727	-	16,000	43,727
Disposal	-	(13,214)	-	(17,018)	(30,232)
At end of year	2,858,058	287,940	38,968	44,266	3,229,232
Depreciation					
At start of year	712,124	242,516	34,040	41,987	1,030,667
Charge for the year	53,961	17,090	3,130	2,800	76,981
Eliminated on disposal	-	(13,214)	-	(17,018)	(30,232)
At end of year	766,085	246,392	37,170	27,769	1,077,416
Net book value					
At start of year	2,145,934	30,911	4,928	3,297	2,185,070
At end of year	2,091,973	41,548	1,798	16,497	2,151,816

14 Debtors

	Current year	Prior Year
	£	£
Prepayments	54,391	35,385
Accrued Income	5,489	46,372
Tax recoverable	22,942	16,052
Other Debtors	22,750	63,254
Total	105,572	161,063

15 Creditors: amounts falling due within one year

	Current Year	Prior Year
	£	£
Trade creditors	92,310	52,153
Taxation and social security	26,682	32,858
Other creditors and accruals	107,820	66,727
Total	226,812	151,738

16 Obligations Under leasing Agreements

	Current Year			Prior Year		
	Land and Buildings	Plant and Machinery	Total	Land and Buildings	Plant and Machinery	Total
	£	£	£	£	£	£
Expiring						
Within 1 year	104,687	13,880	118,567	137,644	17,166	154,810
Between 1 and 5 years	178,904	16,339	195,243	76,115	33,982	110,097
In more than 5 years	30,082	-	30,082	-	-	-
Total	313,673	30,219	343,892	213,759	51,148	264,907

17 Restricted Funds

	Current Year			Prior Year				
	Balance at start of year £	Income £	Expenditure £	balance at end of year £	Balance at start of year £	Income £	Expenditure £	balance at end of year £
Hospice at home	-	311,151	311,151	-	-	368,586	368,586	-
Hospice Counselling room	7,180	-	240	6,940	7,420	-	240	7,180
Hospice roof tiles	6,787	-	227	6,560	7,014	-	227	6,787
Security	-	12,360	350	12,010	-	-	-	-
Diversional therapy	-	500	500	-	-	567	567	-
Clinical Training	-	1,350	1,350	-	-	-	-	-
Vehicles	-	130	130	-	-	-	-	-
NHS refurbishment grant	522,773	-	13,235	509,538	536,008	-	13,235	522,773
Garden	8,472	-	210	8,262	8,682	-	210	8,472
Furniture, fittings and Equipment	869	20,000	20,553	316	1,422	-	553	869
Young people's services	427	26,657	25,940	1,144	5,241	7,961	12,775	427
Building the future	547,766	-	12,172	535,594	559,938	-	12,172	547,766
Counselling and bereavement	-	400	400	-	-	-	-	-
Children's bereavement service	-	14,013	14,013	-	-	24,640	24,640	-
Day hospice	-	12,160	12,160	-	-	850	850	-
Clinical room	2,623	-	1,655	968	4,337	-	1,714	2,623
Syringe driver	296	-	296	-	593	-	297	296
Complementary therapy	-	739	739	-	-	-	-	-
Transitional care	-	23,944	23,944	-	-	2,000	2,000	-
Total	1,097,193	423,404	439,265	1,081,332	1,130,655	404,604	438,066	1,097,193

The Hospice at Home Fund was established in 1998 to fund the Hospice at Home Service.

The Hospice Counselling Room Fund was established in 1998 to provide a counselling room within the Hospice.

The Hospice Roof Tile Fund was established in 1998 to raise money for the Hospice roof.

The Security Fund was established in 2020 to improve security at the Hospice following a break-in

The Diversional Therapy Fund was established in 2007 to assist in funding diversional therapies.

The Clinical Training Fund was set up for a specific grant for an 8 week training course for clinical staff.

The Vehicle Fund was set up in 2019 to replace a stolen catalytic converter

The NHS Refurbishment Grant Fund was established in 2008 with a grant received to refurbish the Hospice.

The Garden Fund was established in 2009 to landscape and furnish the Hospice garden.

The Furniture, Fittings and Equipment Fund was established in 2009 to purchase furniture or equipment.

The Young People's Services Fund was established in 2014 with a grant from Stratford upon Avon Town Trust to support the needs of children and young people.

The Building the Future Fund was launched in 2014 with an NHS capital grant to raise funds for capital build and young people's services.

The Children's Bereavement Service Funds was established in 2016 to provide counselling and bereavement support for children and young people.

The Friday Day Hospice fund was set up in 2017 to assist with opening on a Friday

The Clinical Room Fund was set up in 2017 to assist with funding the fitting of a clinical room.

The Syringe Driver fund was set up in 2016 to purchase a syringe driver for the day hospice.

The Day Hospice Fund was set up to support the Day Hospice

The Rehabilitation Project Fund was set up to support the funding of rehabilitation services at the Rigby Unit

18 Analysis of net assets between funds

	Current Year			Prior Year		
	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
Expiring						
Tangible fixed assets	1,083,638	1,068,178	2,151,816	1,088,117	1,096,953	2,185,070
Current assets	1,454,266	13,154	1,467,420	752,340	240	752,580
Creditors falling due in less than one year	226,812	-	226,812	151,738	-	151,738
Total	2,311,092	1,081,332	3,392,424	1,688,719	1,097,193	2,785,912

We are pleased to acknowledge the following support for the following services listed. This list does not encompass all our supporters and we wish to thank them all for their generosity without which we would be unable to continue to provide our services:

£

Stratford-upon-Avon Town Trust	Hospice at Home	33,332
BBC Children in Need	Children's Bereavement	29,421
Municipal Charities of Stratford-upon-Avon	Hospice at Home	25,000
CRASH Charity	F&F, Equipment	20,000
The James Tudor Foundation	Hospice at Home	10,000
The GJW Turner Trust	Core	10,000

19 Related party transactions

There were no related party transactions during the financial year ended 31st March 2020

In the prior year the Hospice purchased £443 of goods from Vin Neuf Ltd, a company of which James Richards, a trustee, is a director.

20 Reconciliation of net movements in funds to net cash flow from operating activities

	Current Year	Prior Year
	£	£
Net movement in funds	606,512	(339,278)
Adjustments:		
Depreciation and loss on disposal	76,981	99,428
Bank interest	-	(1,290)
(Increase)/decrease in stocks	(3,540)	5,641
(Increase)/decrease in debtors	55,491	98,703
Increase/(decrease) in creditors	75,074	22,105
Net cash used in operating activities	810,518	(114,691)

21 Analysis of cash and cash equivalents

	Current Year	Prior Year
	£	£
Cash in hand	1,354,368	587,577
	1,354,368	587,577