

EAST CHESHIRE HOSPICE
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

Registered company number 01807691 (England and Wales)
Registered Charity number 515104

EAST CHESHIRE HOSPICE
REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
For the year ended 31 March 2020

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EAST CHESHIRE HOSPICE

LEGAL AND ADMINISTRATIVE INFORMATION
For the year ended 31 March 2020

Registered Company Number	01807691 (England and Wales)
Registered Charity Number	515104
Constitution	Company limited by guarantee
Principle and Registered Office	Millbank Drive Macclesfield Cheshire SK10 3DR
Auditors	Heywood Shepherd Chartered Accountants & Registered Auditors 1 Park Street Macclesfield Cheshire SK11 6SR
Bankers	Royal Bank of Scotland PLC 52 Chestergate Macclesfield Cheshire SK11 6BU
Investment Advisors	Quilter Cheviot One Kingsway London WC2B 6AN

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The Trustees (who are also the directors of the charity for the purposes of the Companies Act 2006) who served during the year were:

Mr S W Spinks	Chair
Mr R Barrow DL	
Mr P G Morrissey	Vice Chair (retired September 2019)
Mr J Lovett	Vice Chair
Dr J Beck	Vice Chair
Mrs A Ratcliffe	(previously Challinor)
Dr L Hastings	
Mr A C Kennedy	
Mr N McArthur	(appointed September 2019)
Mrs J Stephens	
Dr A Wills	

All trustees are members of the Company and have no beneficial interest in it. Unless indicated above, they were all trustees at the time that this Report and the attached Financial Statements were approved.

Patron: Charlie Lawson
Nick Robinson
Alistair Burns

President: Mr David Briggs K.St.J

Vice Presidents:	Mr P Bianchi	Mrs J C Legh
	Mr N Bianchi	Miss E McVey MP
	Mrs F Brereton	Mr P Morrissey
	Mrs F Bruce MP	Rt Hon G Osborne
	Mrs J Clowes	Mr D Pollock DL
	Mr H G Fielding	Mr M H Rains (deceased)
	Mrs C Hayward DL	Mr R Raymond
	Mr S Hayward	Mr D Rutley MP
	Mrs J Hilditch	Dr R Stead
	Mr M Jones	Lady A Winterton
	Mr P E Jones	Sir N Winterton

Management Team:

Mrs K Johnston	Chief Executive
Dr D Alexander	Medical Director
Mrs R Allcock	Income Generation Director
Mrs S Dale	Director of Quality, Innovation & Collaboration
Ms S Jones	Clinical Director – Hospice Services
Mrs S Seabourne	Finance Director

2019/20 A year in the life of East Cheshire Hospice

215

hours of childhood
bereavement support were
provided to local children &
their families



1322 visits made by our Hospice
@Home service, enabling
patients to access our specialist care
in their own homes

2329

supporters
took part in
fundraising
events

£343k

income raised
by our weekly
Lottery draw

£1.2m

of our costs
were covered
by gifts made
in Wills

3309

days of patient care were
delivered by the specialist
nurses and doctors on our
in-patient unit

122

patients living with Dementia &
their carers were helped by our
specialist Dementia services

1116

complementary
therapy
sessions were
given

£4.80

Raised by our inhouse
Fundraising team for every £1
invested into fundraising costs



7156

Trees recycled
in our annual
Christmas
Tree Collection

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In submitting their Annual Report together with the consolidated financial statements of East Cheshire Hospice and its subsidiary for the year ended 31 March 2020, the Trustees have ensured that all financial statements comply with the Charity Act 2011, the Companies Act 2006, and Accounting & 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, effective 1 January 2019).

CHARITABLE PURPOSE

The objects and principal activities of East Cheshire Hospice are to provide palliative care and support to people with life limiting illnesses within the communities of Buxton, Congleton, Handforth, High Legh, High Peak, Knutsford, Macclesfield, Poynton, Wilmslow and the 72 villages and hamlets in between, serving a total population of c.200,000. It does this by:

- operating a residential hospice
- operating a daycare wellbeing centre
- operating a range of outpatient clinics
- providing care to end-of-life patients in their own home
- providing social, psychological and spiritual support services for patients and carers.

Our mission is to provide the highest quality care and support to the people we serve. Our values and principles can be summarised by the acronym CARE – compassion, association, resourcefulness and excellence.

- **Compassion:** We ensure we put our patients, their families and carers at the centre of everything we do, and we always act with care and compassion
- **Association:** We work in partnership and collaboration, forming productive alliances in the interests of our patients
- **Resourcefulness:** We make the best use of our resources, ensuring that income from our communities is directly channeled into the care and support for patients and their families
- **Excellence:** We will act with integrity and treat patients, families, colleagues, collaborators and supporters with respect at all times. We will invest in learning and development for our staff and volunteers – striving for excellence in all we do.

Our Vision

Our vision is that within the next decade, East Cheshire Hospice will be at the centre of a whole-system solution delivering or facilitating high quality, seamless, co-ordinated end of life care to people affected by life limiting illness ensuring they are prepared, supported and cared for in a place of their choosing and with the minimum of stress and anxiety.

ACTIVITIES

East Cheshire Hospice provides palliative care and support to adults who are facing life-limiting illnesses, as well as supportive services for their families, carers and loved ones. Our comprehensive range of services are available free of charge to all groups living in the communities we serve.

Our part of north east Cheshire has a population of 200,000 living in largely rural locations with a higher than the national average of older people aged 65+. Pockets of extreme deprivation are masked by neighbouring affluent areas, resulting in low levels of inward investment. The area does not attract major NHS per capita funding, therefore the grant awarded to East Cheshire Hospice by local Clinical Commissioning Groups (CCGs) equates to 18% of our annual running costs, the remaining 82% raised from voluntary contributions from the communities we serve and, to a lesser extent, our commercial activity. The disparate and rural nature of our area of benefit restricts communication channels and makes awareness-raising of our services more challenging.

Our services are adapting to meet an increased need for the largely neglected patient group of elderly frail and those living with or caring for someone with dementia. More patients are accessing multiple treatments for longer across the disease spectrum and that means they are presenting to our services with more complex needs and co-morbidities.

Our main services are outlined below. Many of activities of the Hospice have been impacted by the Covid-19 crisis this year, as described:

- **A purpose-built inpatient unit**, appropriately staffed by a consultant-led team of highly trained clinical palliative care specialists. This facility has remained open throughout the first wave of the pandemic, with increased capacity from 15 to 19 beds in order to alleviate NHS pressures.
- **Sunflower Wellbeing Centre Day Hospice**, providing nurse-led clinics and therapeutic interventions for all disease types and conditions, as well as disease specific support such as for Dementia and MND. Services offered include a living well programme, breathlessness clinic, creative and craft activities, complementary therapies and counselling for patients and carers, and guidance on advanced care planning. There is a specific emphasis on specialist Dementia services, including carers' support, Community Dementia Companions service and 'Singing with Dementia' sessions. The Sunflower Centre was forced to close to patients during the first national lockdown of the pandemic, but telehealth services and virtual support was made available throughout.
- **Outpatient facility** providing private appointments for patients needing access to Physiotherapy, Occupational Health, lymphoedema management, art psychotherapy, complementary therapies and consultations with Advance Nurse Practitioners. Outpatient appointments were not physically possible due to Covid, but again telehealth and virtual appointments were available throughout. In person appointments began again in August 2020.
- **Family Support Services** meeting the practical, social, physiological and spiritual needs of the people who are important to our patients. These include a 24-hour helpline staffed by clinical palliative care specialists, friends and family support and information programme, pre- and post-bereavement counselling for adults, specialist childhood bereavement service and spiritual support for those of all faiths, led by a chaplain. Again, virtual support was in place throughout lockdown.

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- **Hospice @Home Service** provides out-of-hours specialist palliative care to patients in their own homes. The service works in close collaboration with existing community services such as District Nurses to prevent unnecessary hospital admissions and to enable more people to spend their final days in the place where they feel most at home. This service was maintained throughout the first national Covid lockdown, with the exception of two weeks of forced closure due to staff illnesses. A new daytime Hospice @Home service was launched in April 2020, offering personal care to end-of-life patients within their own homes, meaning we can support patients around the clock.
- **Education and learning** continues to be central to the provision of our high-quality services that meet the needs of our community. We partner with local and national training service providers to ensure staff and volunteer teams have the skills they need to deliver great care.
- **Volunteers** play a vital role in connecting us to our local community, bringing their skills, talents and insights to our work. Our 640 volunteers, from all age groups, demographics and communities, are fully trained and supported to make their valuable contribution to the exceptional care delivered by East Cheshire Hospice. One of the most significant impacts of lockdown has been the temporary loss of our volunteers, who are now returning to our workforce wherever safety allows.

ACHIEVEMENTS AND PERFORMANCE

In terms of delivery against the 2019/20 annual plan, many of the planned projects were already completed by the time the pandemic hit, although some have inevitably been impacted:

- **Adapt services to support personalisation agenda**
We aimed to give our patients as much choice and control as possible over their end of life care, enabling them to achieve their preferred place of care and death through the development of our Hospice @Home service and timely access to our inpatient unit. We also offered personalised, tailored support through our Sunflower Centre wellbeing programmes, empowering patients and involving them in shared decision making about their care, focusing on quality of life and 'living well'. We are continuing to work with the wider healthcare system providing palliative and end of life care across Cheshire to ensure consistency and best practice in providing personalised care.
- **End of Life Community Care Co-ordination (Community Care Hub)**
The work we had commissioned and carried out previously on this project was recognised by Cheshire Clinical Commissioning Group (CCCG) as a viable model for delivering high-quality end of life care in patients' homes. During the year, the project's scope became broadened to incorporate a Cheshire-wide approach and Central Cheshire Integrated Care Partnership (CCICP) was appointed as the preferred NHS provider who will contract with East Cheshire Hospice to deliver the project goals in the eastern Cheshire health locality.

Assisted by a significant donation from Mr. Michael & Mrs. Jennifer Oliver, we were able to recruit and train our own care team to deliver domiciliary end of life care, giving specialised psychological support for patients in the last 12 weeks of life. This included pre- and post-bereavement support for families and carers. The team has been operational throughout both the Covid 19 lockdowns, providing much needed and welcomed hands-on care to patients and families.

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- **Immersive Reality; technology impact study on patient wellbeing**

An academic study into the impact of Immersive Reality on pain and anxiety management in end of life patients was planned but has been impossible due to Covid, since the need to isolate different clinical teams to avoid cross contamination has meant the Immersive Reality room within the Hospice has had to be repurposed for clinical use.
- **Development of Building Refurbishment Plans**

Detailed plans have been put together to extend and develop our building facilities by adding a new wing, in order to accommodate our services more effectively and allow us to deliver our strategic plans moving forward. Key professionals and contractors have been appointed for the build and we progress the plans for the Proseal Wing, made possible by the generous donation of £1.3m in the year from Proseal UK Limited, The Hargreaves Charitable Trust and The Porto Charitable Trust.
- **Patient Transport**

At the start of the year we were experiencing service problems with NHS ambulance services and were therefore having to use St John's Ambulance to transport our patients, which was proving costly. We therefore investigated the option of providing our own transport. However, since then the North West and East Midlands Ambulance Services have introduced a further 16 ambulances in our area, which has resolved the issue. We have had no further issues with patient transport.
- **Workforce Development**

Our plans to develop a formal training and development programme within the Hospice have been suspended due to the Covid outbreak, however we continue to develop and train our staff to ensure we have the right people in the right place with the right skills to meet the future needs of patients and families in our community.
- **Digital Accounting Compliance**

We are still reviewing digital accounting systems that will meet our needs, but many of our financial processes have been fully digitalised this year, in part due to pressures created during lockdown. We will continue to investigate possible solutions so that our accounting system will remain fit for purpose now and in the future.
- **Patient and Community Engagement (PaCE)**

A series of focus groups were organised to facilitate feedback from patients and families, colleagues and collaborators and the wider community. However, these are now on hold due to social distancing restrictions. We continue to monitor feedback sent through to the Hospice via email and personal letters, feedback forms and social media.
- **Legacy Programme**

An Individual Giving Fundraiser has been successfully recruited to oversee our legacy giving, to ensure effective recruitment and stewardship. Active promotion of legacy giving will begin in Autumn 2020 and will include a specially trained Legacy Ambassador volunteer.

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- **Income Generation sustainability strategy**

Income Generation has been disrupted and altered beyond recognition due to the Covid 19 crisis. The original strategy has been reviewed in order to adapt to this 'new normal' and create a sustainable model moving forward. A restructuring of the Income Generation team is being carried out as part of this process.

FINANCIAL REVIEW

The Statement of Financial Activities is set out on page 21, and a summary of the financial results is given below. The group achieved a surplus on net operating activity of £1,570,887, compared to a net deficit of £185,166 last year. The overall result, after allowing for gains and losses on the market value of our investment fund through movements on the stock market, is a gain of £1,311,404, compared to a deficit of £14,351 last year. The Trustees are hugely grateful for the generous donation of £1,300,000 which was given to provide new and much needed facilities for the End of Life Community Care Hub, and which is responsible for the very positive outcome for the year. The Hospice finished the year in a strong financial position and the Board is pleased with the progress made against the ambitious service plans and development of income generation capability.

Income generation activity

2019/20 was a challenging year for fundraising even before the Covid-19 outbreak, thanks to financial instability due to Brexit and an increasingly competitive local environment. However, despite this we delivered a full year income higher than budget and ahead of last year's position.

The financial impact of the Covid lockdown has been partly mitigated in the first half of 2020/21 thanks to a highly successful fundraising campaign and Government support. However, the impact on longer term fundraising activity is likely to be highly significant, with public events unlikely to take place until 2021/22 at the earliest. Plans are in place to restructure our income generation team and activities in order to reduce costs and maximise the potential of changing income streams.

Key activities within the three key income streams were as follows.

Commercial

Our charity shops had a strong year in 2019/20, ending ahead of budget despite having to close all of our premises in mid-March during lockdown. Our shops remained closed until July, representing a significant loss of income in 2020/21. Our shops have again closed in November, although we have been able to maintain online sales. The ongoing limitations of social distancing and safe Covid practices will have a long term impact on our retail division and income, and indeed one of our shops has remained closed due to its limited floor space making safe shopping impossible.

New retail premises were found in Poynton, in line with our strategy to expand our retail offering to other areas of our catchment. This shop is branded as 'ECHO' and is designed to appeal to the eco-friendly modern consumer, as opposed to being a typical charity shop. The opening of the new shop was delayed until September 2020 due to the lockdown restrictions.

Relationships

Our major donor activity continues to be highly successful thanks to our Angels and Ambassador

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programme. We have retained 100% of our pledged income despite a challenging economic climate and have continued with a series of virtual networking events during lockdown.

The annual Christmas Tree Collection was the most successful yet, collecting and recycling 7,156 trees from across the region and raising more than £140k for the Hospice. This volunteer initiative, led by long-term supporters Pete Chapman and Richard Raymond, celebrated its 20th anniversary this year, and has raised more than £1.1m for East Cheshire Hospice since it first began.

Other community-led activities this year included our bi-annual Art Fair, which was held at Macclesfield Town Hall. This was accompanied by an ambitious art installation called “Gathering” at Tatton Hall in Knutsford.

Our corporate support was particularly strong this year, with AstraZeneca selecting us as their Charity of the Year, and Leek Building Society and PourMoi Clothing both running major fundraising campaigns for us during the Covid outbreak.

Engagement

Digital engagement has proven even more fundamental to our success during lockdown. We have continued to evolve our website and virtual fundraising activities to reflect the preferences and needs of our supporters.

Event engagement declined this year, even prior to lockdown. We are reviewing our events activities moving forwards to ensure that they are cost effective as well as adhering to guidance on social distancing etc.

Our Challenge Series has continued to be a key source of income growth this year, and investment has been made in virtual tools to support this development moving forward.

Fundraising complaints

During the year we received one complaint about our fundraising activities due to a misunderstanding about access to a fundraising event. The complaint was dealt with promptly and resolved, with actions taken to ensure similar situations will not arise again.

Our fundraising team abides by the Fundraising Regulator’s Code of Practice and their Fundraising Promise. We strive to always act ethically and responsibly, using best practice when communicating with our supporters, and we strictly adhere to GDPR processes in relation to data usage.

Funding from statutory bodies

Our core funding towards running costs (excluding drugs funding) from local CCG’s remained static at £474,000 for the ninth year in a row. Additional pre-election Government funding of £73,000 was received through Eastern Cheshire CCG, earmarked for collaborative projects with other local charities and which will become operational from 2020/21 onwards. Our main funder, Eastern Cheshire CCG, merged on 1 April 2020 to become Cheshire CCG and we are pleased to receive a 2.5% increase in core funding for 2020/21. We continue to work closely with our CCGs in Cheshire and Derbyshire to develop services.

Investment Objectives and Returns

The Trustees have the power to invest in such assets as they see fit. The Hospice maintains a mixture of liquid funds and longer-term stock market investments which act as both an income stream and reserves. Income flows can be hard to predict, and so cash balances over and above those required for immediate operational purposes are invested in a mix of shorter- and longer- term deposits to allow for

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possible funding gaps. The investment portfolio is managed by Quilter Cheviot on a discretionary basis, but with no investment in tobacco related companies. Their performance is reviewed quarterly against the ARC benchmark, comprising 50% of the Balanced Index and 50% of the Steady Growth Index. Despite extremely turbulent markets in the final quarter, the total return on the portfolio for the year to 31 March 2020 was ahead of the benchmark by 3.5%, ending the year at -5.7%. The markets have rallied during 2020 and our investment portfolio has recovered to pre covid levels.

Expenditure

Total costs have remained reasonably static this year following a planned 13% increase in the prior year for the expansion of our Hospice @Home service. This has been a year of service consolidation and hence flat costs, with the small increase driven primarily by investigatory activity related to the new build project. Cost increases were expected following the review of NHS Pensions employers' costs, where contributions increased from 14.3% to 20.6% following the 2016 actuarial valuation (effective April 2019). However, NHS England did not require Employers to pick up this cost for 2019/20 or 2020/21, resulting in an annual saving of c. £62,000.

Risk Management

The Board reviews detailed assessments of the risks to which the Charity may be exposed. Comprehensive governance arrangements are in place to oversee risk management in clinical and supporting services to ensure that standards are maintained in line with good practice, legislation and accreditation. The processes in place are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:-

- identification and management of risks, using an Organisational Risk Register;
- insurance covers for the major financial risks which are reviewed annually;
- a three-year rolling strategic plan and an annual delivery plan with budgets and key performance indicator targets, all approved by the trustees;
- regular consideration by trustees of financial results in comparison with budgets and prior year performance;
- regular review of financial and non-financial performance indicators and bench-marking reports;
- appropriate levels of delegation of authority and segregation of duties.

The key risk identified by the Trustees is financial sustainability, given the reliance on voluntary income, which is needed to support 82% of the Hospice's annual costs. The Trustees are continuing to follow a strategy of investing in income generation, alongside service delivery, in order to increase both the number and engagement of our donor base. The impact of Covid-19 has exacerbated this risk, and the Hospice is anticipating significant income challenges over the medium term.

Reserves

At 31 March 2020, the Hospice held total reserves of £10,774,248, an increase of £1,311,404 over the previous year. Of this surplus, £1,300,000 was received in the year for a restricted build project, and without this, the underlying surplus would be a break-even position. Of the total reserves, £5,285,151 relates to restricted reserves, with the main restriction being over the Hospice building. Should the Hospice cease to operate, or the building be sold, all proceeds must be returned to the Secretary of State for Health.

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Remaining restricted funds relate primarily to the above mentioned build project and the Hospice @Home service – this is being pump-primed by our Hospice Angels campaign which started in 2016, 12 months before the service became operational. Angels have pledged to provide support for 5 years whilst a sustainable income stream is built up. The service is also match-funded by the Hospice via a designated Hospice @Home fund. We continue to look for ways to expand and develop the service with the support of our Angels.

During the year, the Trustees reviewed the reserves policy and set a range within which it was deemed prudent to hold free reserves. This is based on a minimum level required to support the Hospice through two fallow income generation years and sufficient funds to wind up the Hospice in the event of a forced closure, and a maximum level of 12 months' operating costs. Reserves in excess of the minimum are held to support service development and to meet exceptional circumstances.

The Hospice's 'free reserves' are those unrestricted funds that are freely available to spend on any of the charity's purposes, and excludes all fixed assets, restricted and designated funds. Free reserves at 31 March 2020 are £4,610,816 compared to £4,542,068 last year. This is equivalent to 11.1 months running costs (2019: 11.1 months). The Trustees are satisfied with the current level of reserves given the huge uncertainty over funding streams created by the pandemic, and the expected ongoing impact this may have over a number of years.

PLANS FOR FUTURE PERIODS

The year 2020/21 was intended to be a time for data gathering, during which we would analyse the impact of the changes made in the previous year to test their efficacy and make improvements where necessary. To that end, there were originally three key projects planned for 2020/21 namely:

- the launch of the Hospice @Home Daytime Service,
- the building of a new wing at the Hospice site to accommodate the new community care hub for which we are actively fundraising £750,000 of annual revenue costs for the first five years
- a data analytics project to bring all our disparate sources of data together to assist in real-time decision making and planning.

More information on the above projects is detailed below, together with the additional projects necessitated by Covid-19 work or to meet the prevailing needs of patients requiring support from the local healthcare system. Our usual Annual Delivery Plan has now become an 18-month Covid-19 Recovery and Delivery Plan.

Strategic Priority 2020-2022

To provide and expand the availability of high quality, compassionate and co-ordinated palliative and end of life care that gives patients and families real choice and control and meets the future needs of the communities we serve.

Change Programmes

Key projects up to March 2022 relating to change programmes are denoted in **bold text**

Hospice @Home Expansion into Co-ordinated care

- We will expand our new **Hospice @Home Daytime Service** to provide planned and highly personalised care for patients in the last 12 weeks of life. The service will operate during the day and in the evenings, every day of the week including weekends and bank holidays and will integrate seamlessly with our existing out-of-hours Hospice @Home Rapid Response Service.
- In addition, we will help patients who are at home in the last six months of life to maintain their wellbeing, retain their independence and remain in their own home for as long as possible whilst also supporting those who care for them with regular respite breaks.
- As lead partner for Eastern Cheshire in the county-wide **Palliative Care in Partnership Project**, we will co-ordinate a wide range of healthcare teams and, by working together we will deliver a sustainable, responsive, inclusive and accessible service bringing high-quality end of life care directly to patients' homes under the banner of the Community Care Hub. One source of information, one number to call in a crisis, one multi-agency team working together.

Dementia Services

- Using the telehealth skills and safe facilities established under the first wave of the Covid-19 pandemic, we seek to meet the needs of patients with dementia and their families with more agile and adaptive working practices. By collaborating with the End of Life Partnership, we will share our skills and expertise to enhance the wellbeing support provided to the carers of people with dementia in our area.

Sunflower Wellbeing Centre

- The way wellbeing services needed to be delivered during the pandemic has opened fresh opportunities to support patients and their carers in a variety of new ways. We seek to fully integrate our nurse- and healthcare professional-led programmes with a mix of telehealth procedures, assistive digital technologies, in-person 1:1 and group sessions to alleviate symptoms, impart the skills to self-manage conditions and improve the quality of life for patients, their carers and families.

In-Patient Care

- Continuously adapt our inpatient services to meet the prevailing need, ensuring that anyone who meets our criteria for referral and whose circumstance would be improved by our care can access it when required.
- We seek to create **Palliative Care Respite Beds**, managed by our Advanced Nurse Practitioners, to support patients coping with complex conditions in the last year of life.

Partnerships

- Working closely with our colleagues in Eastern Cheshire NHS Trust Specialist Palliative Care Team and the End of Life Partnership over the next three years, we will support an **End of Life Care Facilitator** role to improve the palliative care skills and experience of hospital staff whose role may bring them into contact with end of life patients. This resource will also help to pilot a

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community-based scheme to better support end of life patients living within the Bollington, Disley and Poynton Care Community.

- Our senior clinicians will work with individual GP practices and Primary Care Networks in our area to support the **Quality Improvements Framework**, providing practical help and professional advice to assist in the care of end of life patients.
- We, as one of the three hospices of Cheshire, will work jointly with the End of Life Partnership to deliver a countywide **Palliative 24hr Helpline** to be a single source of advice and guidance for patients, carers, healthcare professionals and care homes.
- In the wake of the first wave of the Covid-19 pandemic, we will work with partners across Cheshire to extend **bereavement services** ensuring that there is no 'postcode lottery' when accessing this much needed support.
- In partnership with St Luke's (Cheshire) Hospice and Hospice of the Good Shepherd, we will provide resources for a dedicated specialist palliative care nurse to **support end of life patients who are homeless** across Cheshire.
- In our locality we will strengthen our links with Cheshire East Council, particularly in the provision of adult and childhood bereavement services and in support of the Compassionate Communities initiative.
- Working with the Greater Manchester Hospices Group, we will participate in sharing best practice, learn from the experience of a devolved health and social care funding environment and support opportunities to collaborate in our wider region.
- At the national level we will continue to be an engaged and enthusiastic member organisation of Hospice UK, participating in their Future Vision Programme which seeks to design a model which enables hospices to continue to deliver much needed services in a sustainable way.

Facilities and Infrastructure

- Using the scheme designed and approved in 2020 we will build a new wing to accommodate a community care hub for all end of life specialist and social care for Eastern Cheshire.
- The pandemic has seen a significant step change in the use of technology and digital services. We aim to build on the opportunities, efficiencies and improvements brought in at pace during the crisis to inform a longer-term specific **IT and Digital Futures Strategy** to ensure East Cheshire Hospice maintains its competitive advantage.

Continuous improvement programmes

Key projects for 2020-22 relating to improvement programmes are denoted in **bold text**

Delivery of responsive, effective, safe and caring services

- We will ensure hydration and nutrition are a top priority to assist the wellbeing of our patients across our in-patient, day hospice, out-patient and Hospice @Home services
- We will ensure our staff and volunteers are well-trained, motivated and given the appropriate time to provide the best possible palliative care
- We will report, monitor and learn from incidents and accidents to continuously improve our practice
- We will allocate and maintain to the highest standard the facilities and resources necessary to ensure outstanding care can be delivered when and where it is needed

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- We will develop our use of monitoring tools to measure the impact our care has on our patients and inform future service innovation.

People development

- We will **develop and grow our workforce of volunteers, staff and colleagues in partner organisations** by providing them with opportunities to develop themselves as individuals and as professionals by allocating the required resources
- We will seek to reduce the crisis in nurse shortages by providing career advancement opportunities for colleagues who wish to obtain nursing qualifications
- We will offer our community well-supported and rewarding volunteer opportunities

Engagement and Insights

- We will improve communication channels to increase **patient and community engagement** and to strengthen our ability to collect, review and respond to detailed feedback gleaned from anyone who interacts with our organisation in whatever capacity
- We will continue to foster an organisational culture of openness and transparency, where every incident is reported and viewed as an opportunity to improve and followed up with supportive and encouraging line management

Research and Development

- We will analyse our timely and insightful data sets from patients, carers, healthcare professionals, donors, volunteers and staff by creating a robust and secure **Data Analysis System**. It will highlight trends, support patient care planning and inform decision-making about the deployment of our resources
- We will continue to review local health data, monitor usage of our existing services and be agile enough to make changes swiftly to ensure our offer is consistently meeting the needs of our communities
- We will develop **child and adult bereavement services** to meet growing demand

Generate sustainable income

- We will invest in and expand our retail offering into more towns and villages, to increase engagement within wider community whilst also providing a sustainable and independent income source. Future retail premises will also be used as potential places of outreach care and community activities
- We will **develop and expand our regular giving and legacy income streams** by initiating and growing long-term meaningful relationships with new and existing supporters
- With the assistance of our Ambassador Group, we will raise funds to provide holistic co-ordinated and compassionate end of life care in patients' homes.

Innovating and sharing best practice

- We will enter into formal partnerships with our colleagues in the third and statutory sectors across our local health economy so that our combined resources can deliver more benefits to patients and families in their own homes than the sum of all the parts

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For the year ended 31 March 2020

- We will share our expertise in palliative care with our partners in care homes (including rotating staff in both settings) and with healthcare professionals to increase awareness and confidence in giving high quality end of life care
- We will raise awareness of Advanced Care Planning so that our community is better prepared and fully informed to take the necessary decisions at end of life
- We will bring end of life care out of the shadows so that our local population has the resilience and confidence to better support family, friends and neighbours – supporting the local drive to create compassionate communities.

Governance and support services

- We will spend the 80% of our time, which is not devoted to change programmes, developing and improving our 14 separate palliative and end of life care services to the patients and families who require our support
- We will be safe and responsive in our practice, caring and compassionate in our delivery and effective and rigorous in our leadership and oversight
- We will digitise some and **prepare to integrate the totality of our financial processes** so that they are secure and, as far as is practicable, cloud-based and paperless.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Hospice is a charitable company limited by guarantee, incorporated on 10 April 1984 and registered as a charity on 25th April 1984. The company is established under a Memorandum of Association which sets out the objects and powers and is governed under its Articles of Association, as updated in March 2015.

The Nominations and Remuneration Committee is responsible for monitoring and evaluating the trustee recruitment, selection and appraisal process. The governing document requires between 5 and 14 trustees. Board vacancies are identified through regular skills audits and vacancies are filled through a formal recruitment process. The Hospice serves the needs of the broad community so the Board endeavours to reflect this in the make-up of its membership, whilst meeting the need to have an appropriate mix of professional skills necessary for the day-to-day and longer term running of the Charity. Once appointed to the Board, new trustees undertake an induction programme, supported by an existing member of the Board, and are supplied with a comprehensive information pack detailing the responsibilities of their trusteeship. Trustees are elected to serve for a term of three years, but can seek re-election for two further periods, with a total permitted maximum of nine consecutive years.

The Board meets at least four times a year and is responsible, through its committees, for setting and monitoring progress against the Strategic Plan, Annual Delivery Plans and Key Performance Indicators. These meetings are attended by the Chief Executive and members of the management team, who are responsible for the day-to-day running of Hospice services.

The committees are attended by designated Trustees and management team. The committees make proposals to the Board and have approved terms of reference with specific assigned responsibilities. The committees are:

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REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
For the year ended 31 March 2020

- The Patient Care & Clinical Governance Committee which is responsible for monitoring patient care/services, partnership and clinical governance, and meet quarterly;
- Finance and Resources Committee which is responsible for monitoring and compliance of all matters financial, donor engagement, partnerships, use of technology and all other resources inclusive of human resources, and meet quarterly;
- The Nominations and Remuneration Committee which is responsible for the appointment of Trustees, Vice Presidents and other key roles, and meet twice yearly. It is also responsible for agreeing the remuneration of management posts as they become vacant. This is done by reference to other similar roles in the local job market and other hospices.

The Finance and Resources Committee reviews all staff pay on an annual basis to determine whether an inflation pay award can be given. The management team is included in this review and receive any increase on the same basis as all other staff.

The Hospice is a member of The End of Life Partnership, a local charity consisting of 28 partner organisations involved in end of life care issues across Cheshire. It also promotes the delivery of high-quality palliative care education in order to ensure all communities are prepared for end of life care. The Hospice does not have any control over this charity, however, along with other hospices within Cheshire, it does provide an annual grant towards its core costs. The Hospice is also a shareholder in the Hospice Quality Partnership, a commercial company set up by hospices nationally to provide more efficient and better-quality procurement in the sector through collective bulk purchasing power.

The Hospice's wholly owned subsidiary, ECH Trading Limited, was established to run commercial retail activities. It gift aids its profits to the Hospice and all related party transactions are provided in the notes to these accounts.

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

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

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure for the financial year. In preparing those financial statements, the Board should follow best practice and:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue in business.

The Board is responsible for maintaining proper accounting records which disclose with reasonable

EAST CHESHIRE HOSPICE
REPORT OF THE TRUSTEES (INCORPORATING THE STRATEGIC REPORT)
For the year ended 31 March 2020

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. The Board is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware

- there is no relevant audit information of which the company's auditors are unaware; and
- we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

AUDITORS

Heywood Shepherd were re-appointed as the charitable company's auditors and have expressed their willingness to continue in that capacity.

Approved by the Board on 26 November 2020 and signed on its behalf by:

Mr S W Spinks

EAST CHESHIRE HOSPICE
INDEPENDENT AUDITORS REPORT TO THE MEMBERS AND TRUSTEES OF EAST CHESHIRE HOSPICE
For the year ended 31 March 2019

Opinion

We have audited the financial statements of East Cheshire Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheet and the consolidated statement of cashflows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

EAST CHESHIRE HOSPICE
INDEPENDENT AUDITORS REPORT TO THE MEMBERS AND TRUSTEES OF EAST CHESHIRE HOSPICE
For the year ended 31 March 2019

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

EAST CHESHIRE HOSPICE
INDEPENDENT AUDITORS REPORT TO THE MEMBERS AND TRUSTEES OF EAST CHESHIRE HOSPICE
For the year ended 31 March 2019

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.

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 Independent Auditor's Report.

Use of our report

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

Mr N A Kennington (Senior Statutory Auditor)
For and on behalf of Heywood Shepherd,
Chartered Accountants
1 Park Street
Macclesfield
Cheshire
SK11 6SR

Dated: 26 November 2020

EAST CHESHIRE HOSPICE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating and Income & Expenditure account)
As at 31 March 2020

	Notes	2020			2019		
		Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
Income from:							
Donations and legacies	2	3,395,615	1,972,145	5,367,760	3,005,516	375,294	3,380,810
Charitable activities	3	24,925	-	24,925	23,605	-	23,605
Other trading activities	4	1,011,693	21,983	1,033,676	1,189,447	15,614	1,205,061
Investments	5	107,380	-	107,380	94,769	-	94,769
Total		4,539,613	1,994,128	6,533,741	4,313,337	390,908	4,704,245
Expenditure on:							
Raising funds	7	1,055,539	70	1,055,609	1,111,258	146	1,111,404
Charitable activity	8						
Inpatient services		2,275,039	63,251	2,338,290	2,324,565	3,566	2,328,131
Day-care and outpatients		518,753	45,591	564,344	586,467	4,755	591,222
Hospice @Home		166,321	349,789	516,110	140,539	287,025	427,564
Family support services		291,548	33,958	325,506	263,170	62,135	325,305
Outreach and education		95,074	3,617	98,691	105,771	14	105,785
Other		64,304	-	64,304	-	-	-
Total		4,466,578	496,276	4,962,854	4,531,770	357,641	4,889,411
Net gains/(losses) on investments	12	(259,483)	-	(259,483)	170,815	-	170,815
Net income/(expenditure)		(186,448)	1,497,852	1,311,404	(47,618)	33,267	(14,351)
Transfers between funds	22	13,875	(13,875)	-	144,994	(144,994)	-
Net income/(expenditure) for the year		(172,573)	1,483,977	1,311,404	97,376	(111,727)	(14,351)
Total funds brought forward		5,661,670	3,801,174	9,462,844	5,564,294	3,912,901	9,477,195
Total funds carried forward	22	5,489,097	5,285,151	10,774,248	5,661,670	3,801,174	9,462,844

The statement of financial activities includes all gains and losses recognised in the year and all amounts derive from continuing activities. The transfer between funds is in respect of movements in fixed assets.

The notes on pages 24 to 36 form part of these accounts.

EAST CHESHIRE HOSPICE

BALANCE SHEET
For the year ended 31 March 2020

	Notes	Group		Charity	
		2020 £	2019 £	2020 £	2019 £
Fixed Assets					
Tangible assets	11	3,747,964	3,849,748	3,747,964	3,849,748
Investments	12	2,964,399	2,993,711	2,964,401	2,993,713
		<u>6,712,363</u>	<u>6,843,459</u>	<u>6,712,365</u>	<u>6,843,461</u>
Current Assets					
Stock	14	767	818	-	-
Debtors	15	898,039	163,763	898,039	163,763
Cash at bank and in hand		3,551,812	2,917,341	3,551,810	2,917,339
		<u>4,450,618</u>	<u>3,081,922</u>	<u>4,449,849</u>	<u>3,081,102</u>
Creditors: amounts falling due within one year	16	<u>388,733</u>	<u>462,537</u>	<u>388,784</u>	<u>462,537</u>
Net Current Assets		<u>4,061,885</u>	<u>2,619,385</u>	<u>4,061,065</u>	<u>2,618,565</u>
Total Assets Less Current Liabilities		<u>10,774,248</u>	<u>9,462,844</u>	<u>10,773,430</u>	<u>9,462,026</u>
Creditors: amounts falling due after more than one year		-	-	-	-
Net Assets		<u>10,774,248</u>	<u>9,462,844</u>	<u>10,773,430</u>	<u>9,462,026</u>
Restricted funds		5,285,151	3,801,174	5,285,151	3,801,174
Unrestricted - general funds		4,707,827	4,371,360	4,707,007	4,370,542
- designated funds		573,896	809,686	573,896	809,686
- revaluation reserve		207,374	480,624	207,374	480,624
Total Funds	22	<u>10,774,248</u>	<u>9,462,844</u>	<u>10,773,430</u>	<u>9,462,026</u>

These financial statements of East Cheshire Hospice (charity number 515104; company number 01807691) were approved by the Board of Trustees on 26 November 2020 and signed on its behalf by:

Mr S W Spinks

Mr A C Kennedy

The notes on pages 24 to 36 form part of these accounts

EAST CHESHIRE HOSPICE

CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 March 2020

	2020	2019
	£	£
Cash flows from operating activities:		
Net cash provided by / (used in) operating activities	<u>821,308</u>	<u>142,079</u>
Cash flow from investing activities:		
Dividends and interest from investments	107,380	94,769
Purchase of property, plant and equipment	(56,027)	(79,105)
Proceeds from the sale of investments	319,376	367,537
Purchase of investments	(557,566)	(351,157)
Net cash provided by / (used in) investing activities	<u>(186,837)</u>	<u>32,044</u>
Change in cash and cash equivalents in the year	634,471	174,123
Cash and cash equivalents b/f	<u>2,917,341</u>	<u>2,743,218</u>
Cash and cash equivalents c/f	<u>3,551,812</u>	<u>2,917,341</u>

Notes to the consolidated cash flow statement

Reconciliation of net income / (expenditure) to net cash flow from operating activities:

	2020	2019
	£	£
Net income / (expenditure) for the reporting period	1,311,404	(14,351)
Depreciation charge	157,416	156,553
(Gains) / losses on investments	259,483	(170,815)
Investment income	(107,380)	(94,769)
Loss / (profit) on sale of fixed assets	395	11,460
Decrease/(increase) in stock	51	7,650
(Increase)/decrease in debtors	(734,276)	147,485
(Decrease)/increase in creditors	(73,804)	94,134
Investment commissions	8,019	4,732
Net cash provided by / (used in) operating activities	<u>821,308</u>	<u>142,079</u>

Analysis of cash and cash equivalents:

	2020	2019
	£	£
Cash in hand	651,812	1,517,341
Notice deposits	<u>2,900,000</u>	<u>1,400,000</u>
Total cash and cash equivalents	<u>3,551,812</u>	<u>2,917,341</u>

EAST CHESHIRE HOSPICE

NOTES TO THE ACCOUNTS For the year ended 31 March 2020

1. Summary of Significant Accounting Policies

General Information and Basis of Preparation

The financial statements of the charitable company, which is a public benefit entity under FRS102, have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (Charities SORP FRS102 – effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments, which are included at market value as modified by the revaluation of certain assets.

Basis of consolidation

These accounts consolidate the results of the charity and its wholly owned trading subsidiary, ECH Trading Limited, on a line by line basis. A separate Statement of Financial Activities has not been presented for the charity as allowed by Section 408 of the Companies Act 2006. The net gain of the Hospice for the year is £1,311,404 (2019: net deficit £14,351).

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Restricted funds are donations which the donor has specified are to be used for specific projects. The aim and use of each significant restricted fund is set out in the notes to these accounts.

Incoming Resources and Debtors

All income is recognised in the statement of financial activities when the Hospice has entitlement to the funds, receipt is probable, and the amount can be reliably measured. The following policies are applied to income:

- Voluntary income is included in full when receivable. Grant income is recognised when the charity becomes unconditionally entitled to it.
- Legacies are included at the earlier of when the Executors notify the Hospice that a distribution will be made, or when a distribution is received. Where legacies have been notified to the Hospice, but the recognition criteria have not been met, the legacy is treated as a contingent asset and disclosed if material.
- Gifts in kind and donated services are recognised within incoming resources and expenditure at an estimate of open market value. The value of services provided by volunteers is not included in the accounts.
- Items donated for resale through the charity's shops are included as incoming resources when they are sold.
- Investment income is included when receivable.
- Lottery income received in advance is deferred and released in the week that the draw takes place.

Debtors are recognised at settlement value.

Resources Expended and Creditors

Expenditure is recognised when there is a legal or constructive obligation to a third party, payment is probable, and the amount is reliably measurable. Irrecoverable VAT is allocated as a support cost. Expenditure is classified under the following activity headings:

- Costs of raising funds are those associated with fundraising activity, including the charity's shops and lottery operations and their associated support costs.
- Charitable expenditure is incurred in the delivery of the charity's activities and services for its beneficiaries. It includes costs that can be directly apportioned and indirect associated support costs.

Grants payable are made to third parties in the furtherance of the Hospice's charitable objectives. Grants are accounted for when the conditions for payment have been met by the recipient, or in full when no conditions have been set.

EAST CHESHIRE HOSPICE
NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

1. Accounting Policies (continued)

Creditors are recognised where it is probable that a reliably estimated present obligation will result in a payment to a third party. Creditors are recognised at their settlement value.

Support costs

Support costs are those back-office functions that are necessary for the effective running of the Hospice but are not directly involved in providing care. They are allocated between the cost of raising funds and charitable activities as set out in the notes to these accounts.

Tangible Fixed Assets and Depreciation

Tangible fixed assets costing more than £1,000 are capitalised at cost and depreciated over their estimated useful life as follows:

- | | |
|---------------------------------|---|
| • Buildings | 2 – 10% p.a. reducing balance depending on the asset nature |
| • Plant, equipment and vehicles | 20% p.a. reducing balance basis |
| • Computer hardware | 33.3% reducing balance basis |

The land at Millbank Drive is included at market value at the time of donation from the Health Authority.

Investments

Listed investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Stock

Stocks are valued at the lower of cost and net realisable value. Items donated for resale are not included in the financial statements until they are sold.

Leases

Rental payable under operating leases are charged to the statement of financial activities in equal annual instalments over the period of the lease.

Pensions

The Hospice contributes to the NHS pension scheme as allowed under direction of the Secretary of State in England and Wales. This is an unfunded, defined benefit pension scheme and it is not possible to identify the assets and liabilities which are attributable to the Hospice. The scheme is therefore accounted for as defined contribution scheme. The Hospice also operates 2 further defined contribution pension schemes. The assets of all schemes are held separately from those of the Hospice in independently administered funds. Contributions payable for the year are charged to the SOFA in line with the activity carried out by the relevant pension scheme member.

Taxation

The Hospice is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Going Concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of Hospice reserves to be able to continue as a going concern.

EAST CHESHIRE HOSPICE

NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

2. Donations and legacies:

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Donations	840,160	622,932	1,463,092	651,505	334,056	985,561
Donations – capital	-	1,300,000	1,300,000			
Legacies	1,300,956	-	1,300,956	1,223,946	-	1,223,946
Community activity	412,715	43,288	456,003	474,127	2,813	476,940
Grants	841,784	5,925	847,709	655,938	38,425	694,363
	3,395,615	1,972,145	5,367,760	3,005,516	375,294	3,380,810

The capital donation fully funds the build of a new wing to house our community care hub – see note 22.

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Grants receivable were:						
NHS Eastern Cheshire CCG – care	433,067	-	433,067	433,067	-	433,067
NHS Eastern Cheshire CCG – drugs	108,000	-	108,000	108,000	-	108,000
NHS Eastern Cheshire CCG – other	123,265	-	123,265	52,480	-	52,480
NHS Derbyshire CCG – care	40,481	-	40,481	40,481	-	40,481
Cheshire East Council – retail grant	85,000	-	85,000			
Other grants and trusts	51,971	5,925	57,896	21,910	38,425	60,335
	841,784	5,925	847,709	655,938	38,425	694,363

The Hospice's main grant agreements are with NHS Eastern Cheshire Clinical Commissioning Group (CCG), which makes a contribution to the provision of 24-hour specialist palliative care for patients and families in the East Cheshire region and for drugs. The Hospice has a similar arrangement with NHS Derbyshire CCG as the boundaries of the Hospice's service area extend to parts of Derbyshire.

3. Charitable activities:

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Local government and NHS service contracts	1,323	-	1,323	1,911	-	1,911
Other ancillary income	23,602	-	23,602	21,694	-	21,694
	24,925	-	24,925	23,605	-	23,605

4. Other trading activities:

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Events and sponsorship	336,485	21,983	358,468	468,883	15,614	484,497
Lottery income	343,028	-	343,028	352,565	-	352,565
Shops	332,180	-	332,180	367,999	-	367,999
	1,011,693	21,983	1,033,676	1,189,447	15,614	1,205,061

EAST CHESHIRE HOSPICE

NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

5. Investment income:

	Unrestricted Funds	Restricted Funds	Total 2020	Unrestricted Funds	Restricted Funds	Total 2019
	£	£	£	£	£	£
Dividends received	89,161	-	89,161	83,734	-	83,734
Interest received	18,219	-	18,219	11,035	-	11,035
	107,380	-	107,380	94,769	-	94,769

6. Net incoming resources for the year (group and charity):

	2020	2019
	£	£
This is stated after charging:		
Depreciation (owned assets)	157,416	156,553
Auditor's remuneration (excluding VAT)	7,800	7,500
Non audit fees (excluding VAT)	4,490	4,415

7. Raising funds:

	Unrestricted Funds	Restricted Funds	Total 2020	Unrestricted Funds	Restricted Funds	Total 2019
	£	£	£	£	£	£
Donations and legacies:						
Staff costs	255,315	-	255,315	210,032	-	210,032
Events and fundraising costs	189,497	-	189,497	167,425	105	167,530
	444,812	-	444,812	377,457	105	377,562
Other trading activity:						
Staff costs	248,799	-	248,799	259,292	-	259,292
Events and fundraising costs	102,145	-	102,145	175,595	-	175,595
Lottery management costs	29,133	-	29,133	30,945	-	30,945
Lottery prizes	78,070	-	78,070	78,000	-	78,000
Shop running costs	117,166	-	117,166	157,754	-	157,754
	575,313	-	575,313	701,586	-	701,586
Investment costs:						
Investment managers fee	20,161	-	20,161	16,815	-	16,815
Support costs	15,253	70	15,323	15,400	41	15,441
	1,055,539	70	1,055,609	1,111,258	146	1,111,404

EAST CHESHIRE HOSPICE
NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

8. Charitable activities:

	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Unrestricted Funds £	Restricted Funds £	Total 2019 £
Inpatient services:						
Staff and related costs	1,686,017	40	1,686,057	1,601,732	1,081	1,602,813
Patient consumables – direct	111,584	-	111,584	121,381	-	121,381
Catering and housekeeping	45,978	287	46,265	42,825	-	42,825
Property occupation and repairs	111,645	6,762	118,407	179,049	1,726	180,775
Depreciation	35,089	54,864	89,953	92,119	-	92,119
Support costs	284,726	1,298	286,024	287,459	759	288,218
	2,275,039	63,251	2,338,290	2,324,565	3,566	2,328,131
Day care and outpatients:						
Staff and related costs	320,161	18,658	338,819	335,958	3,963	339,921
Patient consumables – direct	9,347	560	9,907	8,071	96	8,167
Catering and housekeeping	12,967	68	13,035	11,796	-	11,796
Property occupation and repairs	43,947	1,709	45,656	72,175	384	72,559
Depreciation	15,390	24,063	39,453	40,403	-	40,403
Support costs	116,941	533	117,474	118,064	312	118,376
	518,753	45,591	564,344	586,467	4,755	591,222
Hospice @Home:						
Staff and related costs	136,058	337,555	473,613	101,434	285,344	386,778
Patient consumables – direct	-	8,018	8,018	-	1,566	1,566
Catering and housekeeping	707	-	707	560	-	560
Property occupation and repairs	6,756	273	7,029	11,548	61	11,609
Depreciation	2,462	3,850	6,312	6,464	-	6,464
Support costs	20,338	93	20,431	20,533	54	20,587
	166,321	349,789	516,110	140,539	287,025	427,564
Family support:						
Staff and related costs	188,731	18,600	207,331	130,270	60,652	190,922
Patient consumables – direct	1,983	624	2,607	1,165	1,092	2,257
Catering and housekeeping	2,474	-	2,474	1,959	-	1,959
Property occupation and repairs	23,645	957	24,602	40,418	215	40,633
Depreciation	8,618	13,476	22,094	22,626	-	22,626
Support costs	66,097	301	66,398	66,732	176	66,908
	291,548	33,958	325,506	263,170	62,135	325,305
Outreach and education:						
Staff and related costs	17,707	-	17,707	16,660	-	16,660
Patient care – grant	72,283	3,594	75,877	83,978	-	83,978
Support costs	5,084	23	5,107	5,133	14	5,147
	95,074	3,617	98,691	105,771	14	105,785

Other costs of £64,304 (2019: nil), as shown on the face of the statement of financial activities, includes costs of developing the new build project.

EAST CHESHIRE HOSPICE
NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

9. Allocation of support costs:

	Raising funds	Inpatient services	Day care & outpatients	Hospice @Home	Family Support	Outreach/ education	Total 2020	Total 2019
	£	£	£	£	£	£	£	£
Governance costs	655	12,231	5,023	874	2,839	218	21,840	19,287
Office support	868	16,194	6,651	1,157	3,759	289	28,918	21,032
Accounting and payroll	2,738	51,107	20,990	3,650	11,864	913	91,262	70,861
Information technology	2,908	54,269	22,289	3,876	12,598	969	96,909	122,909
Workforce & volunteers	5,239	97,800	40,169	6,987	22,704	1,746	174,645	165,034
Marketing	2,172	41,551	16,655	2,896	9,414	724	72,412	86,731
Irrecoverable VAT	743	13,872	5,697	991	3,220	248	24,771	28,823
	15,323	286,024	117,474	20,431	66,398	5,107	510,757	514,677

Support costs are apportioned on the basis of floor space used in each activity as an approximation of the resources used in that activity.

10. Staff costs and numbers

Staff payroll costs (excluding agency) were:

	2020	2019
	£	£
Salaries	2,950,953	2,726,277
Social security costs	245,887	222,186
Employers pension – defined contribution	117,864	101,658
Employers pension – defined benefit	141,459	125,694
	3,456,163	3,175,815

Staff costs includes £nil (2019: £nil) for redundancy and termination payments.

The average monthly number of staffs employed during the year on a full time equivalent and headcount basis was:

	2020	2019
	No.	No.
Full time equivalent:		
Clinical and patient support staff	62	61
Support – HR & Volunteer, Finance, Marketing, office and ICT	18	16
Income generation staff – retail, lottery and Fundraising	17	17
	97	94
Headcount – all areas:	150	147

The number of staff whose emoluments exceeded £60,000 in the year was:

	2020	2019
	No.	No.
£60,000 - £70,000	-	1
£70,001 - £80,000	2	1

Pension contributions of £10,414 (2019: £9,600) were made to a defined contribution scheme in respect of these employees.

EAST CHESHIRE HOSPICE

NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

The total amount of salary and benefits paid to key management personnel, as identified on page 2 (Legal and administrative details – Management Team) was £368,445 (2019: £357,211). None of the Trustees received any remuneration or benefits from an employment with the charity or related entities.

During the year no expenses were paid to or on behalf of Trustees (2019: £nil). Trustees donate their time, talent and skills to the smooth running of the Hospice. As well as their ambassadorial duties, they have supported fundraising events and contributed to the commercial activity of the Hospice as Lottery members and by making donations to the shops. In addition to this, the aggregate unconditional donations from Trustees during the year was £12,425 (2019: £5,615).

The Hospice is grateful for the valuable support of all its volunteers who support the work of paid staff in all areas of the Hospice's work.

11. Tangible fixed assets (group and charity):

	Freehold land & Buildings	Plant & Equipment	Computers	Total
Cost	£	£	£	£
At 1 April 2019	5,044,825	623,798	164,168	5,832,791
Additions	-	43,909	12,118	56,027
Disposals	-	(5,607)	(3,231)	(8,838)
At 31 March 2020	5,044,825	662,100	173,055	5,879,980
Depreciation				
At 1 April 2019	1,468,993	397,810	116,240	1,983,043
Charge for the year	96,252	45,192	15,972	157,416
Disposals	-	(5,429)	(3,194)	(8,443)
At 31 March 2020	1,565,245	437,753	129,018	2,132,016
Net book values				
At 31 March 2020	3,479,580	224,347	44,037	3,747,964
At 31 March 2019	3,575,832	225,988	47,928	3,849,748

Land and buildings includes £300,000 of non-depreciable land

EAST CHESHIRE HOSPICE
NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

12. Investments:

Managed Portfolio	2020	2019
	£	£
Market value b/f	2,993,701	2,843,998
Additions	602,001	347,104
Disposals	(319,376)	(367,537)
Net investment gains/(losses)	(259,483)	170,815
Charges paid in the year	(8,019)	(4,732)
Movement in cash deposits	(44,435)	4,053
Market value c/f	2,964,389	2,993,701
Historical cost c/f	2,757,015	2,513,077
The portfolio consisted of:		
UK Equity Shares	768,282	840,385
International equity shares	1,159,494	1,142,464
UK Fixed Interest	471,899	463,159
International fixed interest	77,040	81,480
Alternatives	468,559	402,669
Cash	19,115	63,544
	2,964,389	2,993,701
Unquoted - Hospices Quality Partnership	10	10
	2,964,399	2,993,711
ECH Trading Ltd - wholly owned subsidiary (see note 13)	2	2
	2,964,401	2,993,713

The investment portfolio is managed by the Investment Advisors on a discretionary basis with the objective of having a balanced, medium risk fund with no investments in tobacco companies.

13. Results of Trading Subsidiary:

ECH Trading Limited (Company number 05688814) is a wholly owned subsidiary of East Cheshire Hospice, operating a retail business selling new goods. The results for the year ended 31 March 2020 are:

	2020	2019
	£	£
Turnover	28,820	52,242
Cost of sales and administration	(19,048)	(36,150)
Operating profit	9,772	16,092
Amount gift aided to the charity	(9,772)	(15,274)
Retained in subsidiary	-	818
Balance Sheet	£	£
Current assets	820	820
Current liability - amount owed by / (to) parent	-	-
Total net assets	820	820

EAST CHESHIRE HOSPICE
NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

14. Stocks:

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Merchandise stock	767	818	-	-

The amount of stock recognised as an expense in other trading activity during the year for the Group is £10,286 (2019: £28,071) and Charity £nil (2019: £nil).

15. Debtors:

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	86,007	23,057	86,007	23,057
VAT recoverable	27,307	39,915	27,307	39,915
Amount due from subsidiary company	-	-	-	-
Gift aid recoverable	-	-	-	-
Prepayments and accrued income	784,725	100,791	784,725	100,791
	898,039	163,763	898,039	163,763

16. Creditors:

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Amounts falling due within one year:				
Grants payable	60,000	60,000	60,000	60,000
Trade creditors	124,114	138,308	124,114	138,308
Amount due to subsidiary company	-	-	51	-
Taxation & social security	64,613	60,932	64,613	60,932
Accruals	68,374	106,871	68,374	106,871
Deferred income	71,632	96,426	71,632	96,426
	388,733	462,537	388,784	462,537
Analysis of deferred income:				
Deferred income b/f	96,426	92,430	96,426	90,505
Income deferred in the year	351,320	383,637	351,320	383,637
Income released in the year	(376,114)	(379,641)	(376,114)	(377,716)
Deferred income c/f	71,632	96,426	71,632	96,426

Deferred income includes lottery subscription fees and event income received in advance. Lottery income is deferred on receipt and released in the week of the draw. Events income relates to ticket and participator sponsorship monies received in advance of events, which is deferred and released when the event takes place.

17. Pensions:

The Hospice, without obligation, contributes to 3 pension schemes for current employees:

- **Scottish Widows Group Personal Pension Plan** - a defined contribution scheme. The Hospice paid employers contributions of £111,500 (2019: £97,128), and the pension creditor at the yearend was £15,840 (2019: £nil).
- **Now Pensions** - a defined contribution, auto-enrolment scheme for staff who do not wish to join the Scottish Widows or NHS schemes. The Hospice paid employers contributions of £6,363 during the year (2019: £4,530), and the pension creditor at the year end was £1,405 (2019: £945).

EAST CHESHIRE HOSPICE

NOTES TO THE ACCOUNTS For the year ended 31 March 2020

NHS Pension Scheme – an unfunded defined benefit scheme under the direction of the Secretary of State in England and Wales. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. It is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the Hospice is taken as the contributions payable to that scheme for the accounting period. The Hospice paid employers contributions of £141,459 (2019: £125,694) on behalf of employees who were existing members of the scheme before joining the Hospice and are therefore able to carry on their membership under the scheme rules. This is based on a rate of 14.3% of pensionable pay, based on HMT Valuation Directions. The pension creditor as at the yearend was £20,178 (2019: £19,242).

The schemes are subject to a full actuarial valuation every four years and an accounting valuation every year, carried out by the Government Actuary's Department. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2020, is based on valuation data as 31 March 2019, updated to 31 March 2020 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used. The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at March 2016. The results of this valuation set the employer contribution rate payable from April 2019 at 20.6%, and the Scheme Regulations were amended accordingly. The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap set following the 2012 valuation. Following a judgment from the Court of Appeal in December 2018 the Government announced a pause to that part of the valuation process pending conclusion of the continuing legal process.

While the Employer contribution rate has been set at 20.6%, Employers have only been required to make contributions at 14.3% for both 2019/20 and 2020/21. Had the full rate been in force, the Employer contributions in 2019/20 would have been £203,434, an increase of £61,975.

18. Contingent liabilities and assets:

Contingent liability - In 2011 the Hospice received a grant from the Social Enterprise Investment Fund (SEIF) of £450,000. The grant agreement contains a condition that repayment is required if free reserves, defined as all liquid assets that are not restricted, exceed 12 months operational expenditure in any financial year. Should this happen the grant must either be repaid in full or converted to an interest-bearing loan to be repaid in monthly instalments over the remainder of a ten-year term. If free reserves remain below 12 months operational expenditure for the whole of the 10-year term commencing on 1st April 2011, the grant becomes non-repayable. The grant is secured by a legal charge over the Hospice's premises at Millbank Drive. In April 2017, the Social Investment Business Group, who administer SEIF, varied the grant terms so that the Designated Hospice @Home Fund is also excluded from free reserves until March 2022.

Contingent asset – as at 31 March 2020 the Hospice is aware of 21 ongoing legacy cases (15 residuary and 6 pecuniary) where the value is uncertain as estate accounts are still to be finalised – no amounts have been included in income in relation to these legacies.

19. Capital Commitments:

There were no capital commitments at the end of the financial or prior year.

EAST CHESHIRE HOSPICE
NOTES TO THE ACCOUNTS
For the year ended 31 March 2020

20. Operating lease commitments:

At the year end, the group and charity had total commitments under operating leases expiring:

	Land & Buildings £	Equipment £	Total 2020 £	Total 2019 £
Within 1 year	-	-	-	205
Between 1 and 5 years	240,082	16,817	256,899	4,766
In more than 5 years	-	-	-	209,759
	240,082	16,817	256,899	214,730

Operating lease payments made during the year were £59,755 (2019: £71,021).

21. Share capital and company status:

The company is incorporated under the Companies Act 2006. It is limited by guarantee and, therefore, does not have any issued 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.

22. Funds:

	Restated Balance b/f £	Income £	Costs £	Transfers £	Gains/ (losses) £	Balance c/f £
Unrestricted Funds:						
General	4,371,360	4,539,613	(4,466,578)	249,665	1,3767	4,490,169
Revaluation reserve	480,624	-	-	-	(273,250)	207,374
Designated Hospice @Home	809,686	-	-	(235,790)	-	573,896
	5,661,670	4,539,613	(4,466,578)	13,875	(259,483)	5,489,096
Restricted:						
Property Funds:						
Hospice Premises	3,539,832	-	(96,252)	-	-	3,443,580
Proseal Wing Fund	-	1,300,000	-	-	-	1,300,000
Equipment fund	5,783	40,000	(5783)	(13,875)	-	26,125
Hospice garden	2,156	55	(751)	-	-	1,460
Service Funds:						
Hospice @Home	248,740	532,056	(353,408)	-	-	427,388
In-patient Unit	-	1,540	(1,540)	-	-	-
Childhood services	12	105,243	(18,844)	-	-	86,411
Sunflower Centre for Day Care	-	3,460	(3,460)	-	-	-
Dementia services	3,904	11,294	(15,198)	-	-	-
Chaplaincy services	-	380	(380)	-	-	-
Other Funds:						
Staff Fund	747	100	(660)	-	-	187
Total Restricted	3,801,174	1,994,128	(496,276)	(13,875)	-	5,285,151
TOTAL FUNDS	9,462,844	6,533,741	(4,962,854)	-	(259,483)	10,774,248

EAST CHESHIRE HOSPICE
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For the year ended 31 March 2020

Unrestricted Funds:

General fund – this is the accumulation of free reserves.

Revaluation Reserve – is required by the Companies Act 2006 and represents the amount by which investments have been revalued from their historic cost.

Designated fund – Hospice @Home – in March 2017 the Trustees agreed to transfer £1,100,000 of reserves to help fund the Hospice @Home project for 5 years whilst a secure and viable income stream is built up to fund this service in the longer term.

Restricted Funds:

Property Funds - Hospice Premises - this fund represents the net book value of the Hospice's premises at Millbank Drive and includes £300,000 for the land originally donated by the Health Authority. It does not include £36,000 relating to a retail property in Macclesfield. Should the Hospice's activities cease, and the Millbank Drive premises be sold, all the proceeds would be payable to The Secretary of State for Health and Social Care. This obligation is secured by a legal charge over the Hospice's premises at Millbank Drive.

The value of the land and buildings is therefore considered to be restricted. The transfers result from movements in the property value arising from capital expenditure and depreciation.

Proseal Wing Fund – These funds were generously provided by £1m donation from Proseal UK, and a further £150,000 from each of The Hargreaves Charitable Trust and the Porto Charitable Trust to fully fund the building of the Proseal Wing to house the community care hub.

Property funds - Equipment Fund and Hospice Garden funds represents funds received for the purchase of equipment for all areas of the Hospice, and for the maintenance of the gardens.

Service funds:

These represent monies received for the provision of specific Hospice services. The Hospice @Home service is supported by a well-received major donor campaign, started in 2017 with 5-year support pledged whilst other funding sources are built up.

Other funds:

The **Staff Fund** - this represents donations given specifically for the benefit of staff and for staff training. The HR manager is responsible for deciding benefits to be provided.

Transfers between funds:

These reflect the fulfilment of restrictions through the purchase of fixed assets with restricted donations, and depreciation of those restricted assets.

EAST CHESHIRE HOSPICE
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For the year ended 31 March 2020

23. Analysis of net assets between funds:

	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Tangible fixed assets	304,384	3,443,580	3,747,964
Investments	2,964,399	-	2,964,399
Net current assets	2,220,314	1,841,571	4,061,885
Group:	5,489,097	5,285,151	10,774,248
Investments	2	-	2
Net current assets	(820)	-	(820)
Charity:	5,488,278	5,285,151	10,773,430

24. Related parties:

There are no related party transactions that require disclosure other than those relating to the trading company (note 13).

25. Post Balance Sheet Events

In November 2020, the Hospice contracted with a construction company for the building of the Proseal Wing. As noted, the build is fully funded by generous donations from Proseal UK, The Hargreaves Charitable Trust and the Porto Charitable Trust.