

Company number: 01511841

Charity Number: 280919

St Helena Hospice Limited

Report and financial statements

For the year ended 31 March 2020

St Helena Hospice Limited

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St Helena Hospice Limited
Reference and administrative information
For the year ended 31 March 2020

Company number	01511841
Charity number	280919
Registered office	Myland Hall, Barncroft Close, Highwoods, Colchester, Essex, CO4 9JU
Country of registration	England
Country of incorporation	United Kingdom
President	Bishop Roger Morris
Vice Presidents	Prof Peter Vergo Peter Glossop Dr Elizabeth Hall MBE Christopher Pertwee DL

Trustees The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Prof Peter Vergo	Chairman, Chair of Remuneration Committee Retired October 2019
Prof Nigel Pye	Chairman, Chair of Remuneration Committee
John Hawkins	Vice Chairman, Chair of Corporate Governance and Risk Committee
Roger Sirman	Treasurer, Chair of Finance Committee
Ken Aldred	Co-Chair of Patient and Family Services Committee
Andrew Dickerson	Chair of Income and Communications Committee
Dr Mary Northrop	Co-Chair of Patient and Family Services Committee
Catherine Bhuiya	Appointed August 2019
Clive Bull	Retired November 2019
David Cresswell	
Tracey Dickens	
Dr Frances Hyde	Appointed September 2019
Dr Sarah Maan	Retired September 2019
Juliette Maxam	
Dr David Milne	
Gerry Mordaunt	Retired October 2019
Ken Rolls	

Key management personnel	Mark Jarman-Howe	Chief Executive
	Jo Tonkin	Director of Care (retired August 2020)
	Lisa Parish	Director of Care
	Dr Karen Chumbley	Clinical Director
	Alison Lanchester	Director of Fundraising & Marketing
	Hayley Joshua	Director of Human Resources
	Brian Bolt	Finance & Commercial Director

Bankers	NatWest 25 High Street, Colchester, Essex, CO1 1DG
Solicitors	Birkett Long LLP, 1 Amphora Place, Sheepen Road, Colchester Essex, CO3 3WG Fisher Jones Greenwood LLP, Charter Court, Newcomen Way, Colchester, Essex, CO4 9YA
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane LONDON, EC1Y 0TL
Website	www.sthelenahospice.org.uk

The trustees present their report and the audited financial statements for the year ended 31 March 2020.

Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with current statutory requirements, the articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

The trustees review the aims, objectives and activities of the charity each year. This report covers the achievements and outcomes of the charity in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The purposes of the charity as set out in its articles of association (2015) are “to promote the relief of illness and suffering in such ways as the company from time to time thinks fit in Essex and adjacent areas and in particular (but without prejudice to the generality whether geographical or otherwise of such object):

- (a) By establishing, maintaining and conducting residential, inpatient, outpatient, outreach and community based care for any persons of either sex (without regard to race or creed or sexual orientation) who are suffering (at any age) from any chronic or terminal illness or from any disability or disease attributable to old age or from any other physical or mental infirmity, disability or disease.
- (b) By conducting or promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and by providing for the dissemination of the results of such research.
- (c) By promoting and encouraging or assisting in the teaching or training of any health or social care professionals or other persons engaged in any branch of medicine, surgery, nursing or allied services, or social or personal care, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services, or social or personal care.
- (d) By providing or assisting or encouraging spiritual help and guidance for any persons under our care.
- (e) By promoting and providing family support and bereavement care services for those affected by illness, suffering and death.
- (f) Through community engagement, volunteering, and generating its own resources and funding to ensure that it retains its independence in setting and pursuing its priorities and fulfilling its objects.”

The statement of purpose for the charity is:

Helping local people face incurable illness and bereavement.

The organisational values of the charity are to:

- Be passionate about hospice care
- Value conversations
- Show appreciation for all
- Respect
- Work together

The charity provides a wide range of expert care and support for people with an incurable illness from the point of diagnosis and regardless of condition. It also supports families, including children, both pre- and post-bereavement. All services in this period were free for users and available for eligible people living in Colchester, Tendring and the Colne Valley area of Mid Essex.

The charity receives an annual grant from NHS North East Essex Clinical Commissioning Group (CCG), that currently equates to approximately 40% of total cost of its charitable activities.

The charity takes a local leadership role regarding the provision of education and training in communication skills, palliative and end of life care and local strategic leadership via Alliance and End of Life Board.

Service delivery is organised around the 24/7 SinglePoint palliative care coordination centre. This is a one-stop point of referral into all the charity's services and provides telephone advice and support for patients, their families and professionals. SinglePoint coordinates end of life care services across local providers including GPs, district nursing, the acute hospital, out of hours services and the ambulance service. It includes a rapid response nurse visiting service for patients in the community in the last three months in crisis. It also coordinates the My Care Choices Register, a means of capturing and sharing the wishes of people in the last year of life.

The charity has a large community nursing team of specialists that manage a caseload of patients in the local community in their home or care home.

A 16-bed inpatient unit provides specialist palliative care and end of life care. The charity has two centres for day therapies – one in Colchester, co-located with The Hospice, and one at the charity's Tendring Centre in Clacton. Both offer a mix of outpatient, group and day care for both patients and families.

In addition to these services, the charity has a large complementary therapy team, a rehabilitation team, chaplaincy team and a bereavement service accessible to all and not just those previously known to the charity. Most charity teams will see patients and families in the community, as outpatients, or as inpatients depending on their needs.

The specialist palliative care medical team of the charity works in an integrated way with the hospital palliative care service and provides an on-call service.

The charity generates most of its income through voluntary and charitable means including:

- Fundraising through community events, challenges, appeals, corporate and major donors, and individual giving.
- Retailing through a network of charity shops and via the trading subsidiary's activities.
- Operating the Your Hospice Lottery and the 'make a smile lottery', both partnership lottery models that involve working with other hospices and good causes from across the country.
- Submitting bids for specific funding from charitable trusts, the Department of Health and other funders.
- Building support with the local community to fund specific services.
- Gifts in wills.

The charity also generates income from its investment portfolio and temporary surplus cash balances.

The charity is a partner in the Hospice Quality Partnership and procures via available national frameworks organised by this venture or alternatively will conduct tenders for local services. The trustees and executive team review support service and management structures and arrangements regularly.

The charity successfully secured social investment from Big Issue Invest to continue to grow its lottery businesses.

During the year, 196 people began volunteering for the charity, at the year-end there were 846 volunteers generously giving their time free. Volunteers support all aspects of the charity from delivering care and support (e.g. complementary therapists, bereavement visitors and hosts/hostesses), enhancing business support services (e.g. maintenance roles, receptionists and gardeners) and supporting income generation (e.g. event marshals, retail volunteers and ambassadors). The charity estimates the significant contribution given by volunteers over the last year equates to 56 full-time staff at the national average salary.

Strategic Report

Achievements and performance, and beneficiaries of our services

2019/20 was a busy year across all areas of the charity's activities. The information below largely reflects the pre-Covid charitable activity, which was significantly disrupted from March 2020 onward.

Learning and Development

The charity has achieved high levels of learning and development activity throughout 2019/20 including the following projects:

- Gold Standard Framework – delivery to care homes, domiciliary care providers and the mental health trust.
- Project ECHO – establishing a care home community of practice.
- Dementia Friends Information Sessions
- Dementia Awareness Tier 2 Training
- Supporting development of staff via higher education/apprenticeships
- Care Home 'high hospital user' project.

As well as continuing the above, funding has been secured from the Local Workforce Advisory Board for 2019/20 to deliver new education initiatives to care homes, advance nurse practitioners, the ambulance service and sheltered housing providers.

Total care and support

	2017/18	2018/19	2019/20
People supported	3418	3873	3969
Total contacts	37936	45186	44827

Year on year the charity continues to support more local people. It has achieved this by keeping services under regular review and achieving greater efficiency in the way that it delivers its care and support. The growth in beneficiaries supported, has largely been achieved from the expansion of SinglePoint and Hospice in the Home activity.

The Hospice

	2017/18	2018/19	2019/20
Occupancy rate	89%	90%	89%
Number of admissions	376	356	323

In response to Covid the number of beds were temporarily increased to 18 from March 2020. However, admissions and occupancy were much lower than normal in March due to the initial request from the NHS to discharge all patients that safely could be to create capacity to support the health system.

Bereavement Team

	2017/18	2018/19	2019/20
Number of people seen	870	1100	706
Number of contacts	5443	6445	4173

Family Support Team

	2017/18	2018/19	2019/20
Number of patients seen	744	733	1130
Total contacts	4382	6230	7512

The change in balance of workload between bereavement and family support teams reflects service changes made in 2018/19. Overall activity has been broadly consistent across the two years after a period of growth.

Hospice in the Home

➤ Community CNS (Clinical Nurse Specialist) Team

	2017/18	2018/19	2019/20
Number of initial / core assessments	982	1147	1301
Number of contacts	11468	14645	14247

➤ SinglePoint

	2017/18	2018/19	2019/20
% rapid response visits within 2 hours	96%	98%	94%
Routine home visits	210	198	148
Rapid response home visits	448	576	831
Number of people supported	2129	2135	2239
Number of cases	14257	14517	15366

The SinglePoint rapid response team has continued to offer an extremely high response rate to a much greater number of patients. Cases have increased year on year as SinglePoint continues to prove its value as a responsive 24/7 support for patients, families and professionals.

➤ Rehabilitation Team

	2017/18	2018/19	2019/20
Number of patients	888	979	914
Total contacts	8981	11384	9575

Medical Team

	2017/18	2018/19	2019/20
Number of people seen by Medical team	323	335	478
Number of contacts by Medical team	1204	1043	1004

My Care Choices Register

The number of local people on the My Care Choices register (the electronic palliative care coordination system in North East Essex) has continued to increase. Those on the register when they die have a much greater chance of dying in their preferred place of care and out of hospital than those not on the register. At the end of March 2020, the total on the register was 4633 compared to 3306 at the same point in 2018/19. Two thirds of people who died on the register died in their preferred place of care compared to about 30% nationally.

Service user feedback

Feedback from service users is very important to the charity. During 2019/20, the charity received an overall rating of 4.88 out of 5 stars on iWantGreatCare from a total of 416 reviews.

Response to Covid-19

In March 2020 the charity agreed with the Suffolk and North East Essex Integrated Care System to take on a leadership and coordination role for all end of life care delivered outside of hospital in North East Essex during the pandemic.

The charity coordinated the community end of life response on behalf of the North East Essex Health and Wellbeing Alliance, creating a hub and spoke model. Non-urgent hospice visiting ceased and community specialist nurses, rehabilitation and family support teams joined the SinglePoint team to create an enhanced community rapid response hub. Continuing health care funding resources were allocated through the hub, and local voluntary services coordinated relief services for those on the palliative care register. The charity created a 24-hour non-medical prescriber rapid response service in partnership with Anglian Community Enterprise to enhance overnight nursing capability and offered bereavement services across the community.

The charity also created integrated spoke teams with weekly virtual meetings between primary care, community nursing and the hospice, and developed a single caseload between the providers to enhance care coordination.

The My Care Choices electronic palliative care coordination system was changed to capture advance care planning discussions about COVID and access gained to it for care home staff. The clinical team rewrote anticipatory prescribing guidance, verification of death procedures, created patient group directives, wrote policies to allow hospice medications to be taken into the community for urgent visits and supported carers to learn to administer subcutaneous medication. The Hospice inpatient unit was increased by 2 beds and virtual ward capacity doubled through a collaboration with a local care provider. Community hospital and hospice beds were merged into an integrated community bed

base. Education activity included delivery to colleagues across the community about symptom control and advance care planning.

Financial review

2019–20 continued the financial recovery from the large deficit of two years ago, though the final few weeks begun to see the full impact of the countrywide lockdown in the face of the Covid-19 pandemic. Total spend was £15,380k against total income of £16,407k, producing a net surplus before unrealised investment losses of £1,027k. This comprised an unrestricted operational surplus of £968k and a surplus on restricted funds of £59k. This performance was achieved as a result of higher than average legacy income, a strong trading performance until the final month of the year when all our shops had to be closed and continued growth from our lottery. The restricted surplus is due to cash received for specific initiatives with spend to be incurred on those initiatives in future years.

Net investment losses, excluded from the above figures, were £850k, being all unrealised losses (based on market prices as at 31 March 2020) following the substantial fall in world investment markets in the face of the Covid-19 pandemic. We have seen a modest recovery of some of these losses in the early part 2020–21.

Income came from a number of sources, the main ones being NHS (£3,829k), legacies (£2,060k), donations (£852k), fundraising (£1,147k), lottery (gross income of £4,346k, with a surplus of £1,357k after direct and overhead costs and an income share paid to other charity partners of £1,539k), retail (gross income of £3,071k, with a surplus of £489k after direct and overhead costs) and from investments (£229k).

Spend was on charitable activities £10,117k (including the income share paid to other charity lottery partners of £1,539k) and on raising funds (£5,263k), the latter allowing the above trading surpluses to be achieved. Charitable activities spend included inpatients (£3,795k), community care (£2,812k), therapies and well-being (£1,496k) and education and research (£475k).

Investment holdings at year-end were £4,171k, split between equities and bonds held within charity specific funds. This is significantly below last year's level as a result of the unrealised losses arising from the fall in market values in March 2020. No investments were disposed of during the year.

As indicated last year, the trustees undertook a review of the reserves policy during the year. It was agreed that the reserves policy in future would be based on a risk-based assessment taking account of the various income streams of the charity and the need to maintain continuity. More details are in the note on reserves. The general policy on reserves is to maintain a level of free reserves between £3.3m and £4.9m, thus creating a balance between sustainability and avoidance of keeping excessive levels which would be at the expense of service spend. Free reserves at 31 March 2020 equated to £5.2m

During the year service plans and priorities, and operational financial performance continued to be regularly reviewed by trustees. This scrutiny helped to maintain an effective financial balance and confidence that it is sustainable.

With the Corvid-19 pandemic just starting to have a big impact on financial performance in the final month of 2019-20, the full ongoing impact will be felt in 2020-21 onwards, with consequent major short and medium term financial challenges.

Principal risks and uncertainties

The trustees have a risk management strategy that comprises:

- Maintaining a risk register covering all parts of the organisation.
- Regular reviews of the risks the charity may face.
- Establishment of systems and procedures to mitigate risks identified in the plan.
- Maintaining adequate insurance cover.

The charity manages major risks as follows:

- Insufficient funding to run the charity.

The charity maintains and develops a diverse range of income sources to spread the risk of shortfalls of income and over dependency on any one source. The two largest income streams are funding from the NHS under a grant agreement and legacies, which by their nature are unpredictable and volatile. The charity maintains a level of reserves to enable it to cope with short-term fluctuations in income levels.

NHS North East Essex CCG have extended their grant agreement with the charity to the end of March 2023. The charity is an active partner in the North East Essex Health and Wellbeing Alliance, one of three alliances in the Suffolk and North East Essex Sustainability and Transformation Partnership.

- Not understanding the expectations and needs of our community.

The charity engages with a diverse range of community and provider groups to ensure that it is aware of need gaps and changes. It also regularly seeks the opinion of service users as to the effectiveness and quality of the services it delivers.

- Insufficient skilled staff.

The charity offers competitive pay and conditions to attract high quality staff as well as extensive staff training and development support. The charity monitors key workforce metrics regularly and offers exit interviews to all staff who leave the organisation.

- Infrastructure not fit for purpose.

The charity maintains all premises to a high standard with a dedicated estates management team and a rolling maintenance programme. The estates team monitor and manage the safety and security of all premises. The charity regularly reviews the suitability of its estate to ensure it is adequate and fit for purpose.

- Diminished quality of services provided.

The Care Quality Commission (CQC) regulate all clinical and care services provided by the charity. The Clinical Governance Committee monitors clinical policies and practice. The Patient and Family Services Committee monitors medical and clinical activity.

- Damaged reputation.

The Trustee Board and management team work closely together in policy setting and monitoring to ensure that the charity is working to the highest standards. The Corporate Governance and Risk Committee oversees risk management corporately while the Clinical Governance Committee manage clinical risks. There is dedicated specialist resource managing public relations and communications, data and cyber security, health and safety, and patient safety. The Income and Communications Committee monitors fundraising practices in the light of recommendations made by charity sector fundraising practice reviews.

There has been no significant change in the risk profile of the charity.

Fundraising practices

Our supporters and donors are very important to us and it is their support that enables us to do what we do to help the people of North Essex at a very difficult time in their lives. We aim to ensure that all our fundraising activities are carried out in accordance with best fundraising practice and our supporters and wider public are treated fairly and with respect.

Fundraising standards

The charity voluntarily registered with the Fundraising Regulator and works within the Code of Fundraising Practice. Our lottery is regulated by the Gambling Commission and we adhere to the Conditions of Practice as set out by the Gambling commission.

Working with third party fundraisers

So that we can engage with as many potential supporters as possible, our staff talk with members of the public both on the telephone and in person. We do work with external organisations who have specific expertise in this area. All such arrangements are under robust contracts which specify that the activities must be carried out by suitably trained staff and in accordance with applicable laws and codes such as the Fundraising Regulator's Code of Fundraising Practice and data protection laws. We expect these organisations to reflect our values when working on our behalf. In addition to this and as part of our compliance with the Gambling Commission we have a series of interventions in place to ensure that the work being carried out is to the highest possible standards. This includes but is not limited to spot checking of new supporters who sign up in support of the organisation. All spot checking is logged and narratives kept of each communication with a particular supporter.

Complaints

During the year 6 (2019–6) complaints relating to our fundraising were received, all of which have been resolved. We view complaints and supporter feedback as important information about the impact on our supporters and an opportunity to learn about and improve our practice.

Protecting vulnerable people

St Helena Fundraisers are aware of the Code of Practice and in particular, the importance of protecting vulnerable people (and others) from unreasonable intrusion on privacy, unreasonably persistent approaches or undue pressure to give. Our lottery operation has a responsible gambling policy in place which identifies the actions taken to protect the most vulnerable in society. This is also covered in the training that every member of the lottery team has when they join the organisation.

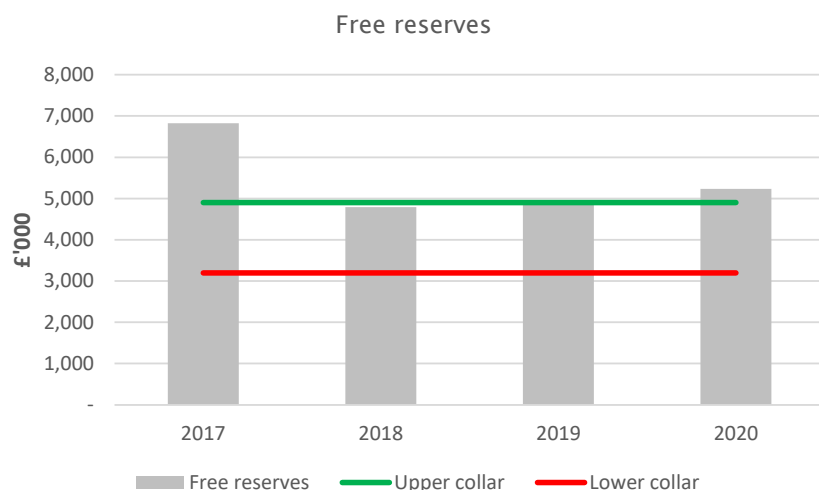
Reserves policy and going concern

The charity needs financial resources to achieve its purposes and must plan for the longer term to ensure continuity.

During the year the trustees undertook a review of the reserves policy and the level of reserves required having regard to the following:

- The charity forecasts of expenditure based on planned activity and the analysis of future needs.
- The reliability and volatility of income.
- Funds required for replacing assets.
- The need to cover contingencies and the ability to be able to respond to unexpected events or opportunities.

In line with current thinking, the trustees decided to move away from using a proportion of expenditure to a risk-based approach for assessing the appropriate level of free reserves (fair value and general reserves). The revised policy is based on an assessment of the volatility and certainty of each of the organisation's main income streams; a potential need for unplanned or unexpected expenditure; and, the requirement to maintain sufficient working capital to ensure the continuing smooth running of the charity. This assessment produced figures of £1.7m for income volatility and uncertainty, £0.6m for unplanned or unexpected expenditure and £1.8m for working capital requirements, giving £4.1m in total. The trustees decided that it would be appropriate in normal times to maintain free reserves within a range of plus or minus 20% of this figure, giving a free reserves range of £3.3m to £4.9m. Free reserves at 31 March 2020 stood at £5.2m, though the trustees realise that these are not normal times.



The trustees have considered the financial position of the charity, its investment portfolio, its reserves, as well as its cash flow and liquid resources and they believe the charity is able to manage its business risks successfully.

There are no material uncertainties that may cast doubt on the charity's ability to continue as a going concern. The trustees have a reasonable expectation that it has adequate resources to continue in operational existence for the near future. Therefore, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Plans for the future

The charity is three years into its current strategic plan. The following ambition statement guides charity decision making and is the basis for external messaging for the next 5 years:

We want more local people to have dignity and choice at end of life

The following four strategic priorities will underpin this ambition:

1. Reaching out based on need regardless of diagnosis or circumstances.
2. Empowering people to plan ahead, share their choices and achieve their wishes.
3. Providing excellent personalised care to more people in charity beds and in their own home.
4. Helping life go on in the face of dying, death and bereavement.

The charity faces three main challenges in achieving this ambition:

1. Rapidly growing demand due to a growing and ageing local population.
2. An increasingly tough and competitive fundraising environment.
3. Expected changes to NHS funding, as well as significant changes to the way local health and social care services are organised.

The charity realises that it needs to adapt and develop in order to ensure local people can continue to access care and support when they need it. This includes being willing to increasingly work in partnership with others. The charity also needs to invest in and develop new sources of income and realises it may have to charge or ask for a contribution for certain services in future.

The charity was mid-way through a review of its current strategy and service priorities when Covid struck. A much more reactive approach has been necessary in response to a much-changed operating environment. Trustees are continuing to review priorities as the situation evolves.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 11 August 1980, and registered as a charity on 22 October 1980.

The articles of association govern the charity and set out its charitable objects and powers.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

The Board of Trustees governs the charity through its committee structure and contributes to decisions regarding the appointment of senior staff, and those impacting on budgets and the allocation of resources. Trustees appoint from among their number a Chair, Vice Chair, Treasurer and Chairs of Committees. The Chair of the Board serves a maximum of two three-year terms. The Board is aware that a number of Trustees have served long terms of office. While this brings with it benefits, good governance requires that board membership is regularly monitored and opportunities to diversify and refresh skills are explored. The Board therefore intends to ensure that the composition of the Board is kept under review, having regard both to its skill needs and its desire to have a Board which represents the population it serves

Following a review by trustees a new committee structure was implemented in 2019. The committees are:

- Corporate Governance and Risk
- Finance and Performance
- Income
- Patient and Family Services
- Remuneration

The trustees delegate general management of the charity through the Chief Executive, to the senior management team as set out in an Instrument of Government. Page 1 shows the senior management team for the charity for the reporting period.

The charity currently has one active wholly owned subsidiary, St Helena Hospice Trading Limited, for the purposes of trading new goods and gift aid maximisation. The directors of the subsidiary are the Chief Executive and Finance & Commercial Director from within the charity senior management team.

Appointment of trustees

The Board elects or co-opts all trustees from amongst the members of the company. One third of all trustees of the charity are then subject to re-confirmation by members of the company at each annual general meeting.

Trustee induction and training

All new trustees of the charity meet with the Chair of the Board and Chief Executive and have a tour of the hospice. Trustees can attend all Committees.

The Chair provides all trustees with The Twenty-Minute Guide to being a Hospice Trustee and a St Helena Hospice Handbook for Trustees containing all key information about the organisation. In addition, trustees would normally receive safeguarding and general trustee training.

Related parties and relationships with other organisations

The charity is the sole adult hospice and lead provider for community end of life care in North East Essex.

The charity is a shareholder in the Hospice Quality Partnership, a trading company wholly owned by hospices established to maximise value for hospice care through collaborative procurement and income generation.

Remuneration policy for key management personnel

The Remuneration Committee, which consists of the Chair, Vice Chair and Treasurer, has delegated responsibility from the Board for pay and remuneration of the senior management team. An external agency undertakes benchmarking of salaries with reference to hospice, public, charity and private sectors. The agreed pay policy for senior employees is to aim for salaries and rewards within the range of lower to middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

Policy for employment of disabled persons

The charity is an equal opportunities employer and committed to a policy of treating all employees and job applicants equally. The aim is for a workforce that will be truly representative of all sections of society, in which all employees feel respected and able to give their best.

It is the policy of the charity to provide equality and fairness for all. This includes taking all reasonable steps to employ and promote employees based on their abilities and qualifications without regard to race, colour, nationality, ethnic or national origin, religion or belief, disability, trade union membership or non-membership, sex, pregnancy/maternity, gender reassignment, sexual orientation, married or civil partnership status, age, or being a part-time or fixed term worker. It opposes all forms of unlawful and unfair discrimination.

The charity strives to prevent unfair treatment by operating fair, objective and systematic procedures including:

- Good communications.
- Recruitment, selection, promotion, transfer and leaving.
- Managing individuals' performance, training, development and careers.
- Access to support system.
- Individual grievances, discipline.
- Ensuring the fair treatment and dignity of employees at work and making sure our workplaces are free from harassment, victimisation and bullying.

The charity treats everyone with dignity and respect and is committed to creating a work environment free of harassment and bullying.

Employee information

As at 31 March 2020 there was 315 staff employed (156 full-time and 159 part-time) excluding bank and sessional employees.

The charity regularly monitors sickness absence, vacancy rates and turnover and continues to perform favourably with NHS and charity sector comparators. In 2019/20, the charity had an average rate of sickness absence of 2.4% and an average turnover rate per month was 2.1%.

The charity evaluates all job descriptions and salaries for all roles externally and uses external benchmarks to ensure that pay policy is consistent and competitive. Pay policy is for salaries to be in the range between the lower and middle quartile for the relevant role and only in exceptional circumstances to be in the upper quartile.

The charity has an employee forum with representatives from across the organisation chosen by employees. It has an Organisational Change Policy that sets out the consultation arrangements used when proposals might affect employment or terms and conditions.

Internal communications with employees include internal communication emails, regular team meetings, a quarterly Chief Executive briefing open to all employees and volunteers, and a quarterly newsletter. The charity ensures information is provided to employees on matters of concern to them including financial and operational performance, changes in the operating environment and new developments or activities.

Annual appraisals for all staff in the charity include organisational objectives to encourage individual employees to contribute to the overall charity performance and success.

Statement of responsibilities of the trustees

The trustees (who are also directors of St Helena Hospice for the purposes of company law) are responsible for preparing the trustees' annual report including the strategic 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 trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.

- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice 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 charity 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 charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as, the trustees are aware:

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

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2020 was 67 (2019:78). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

The auditor during the year was Sayer Vincent LLP and they have expressed their willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 6 August 2020 and signed on their behalf by

Nigel Pye
Chairman

Independent auditor's report to the members of St Helena Hospice

We have audited the financial statements of St Helena 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 sheets, the consolidated statement of cash flows and the 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 of the 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the group 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 group financial statements is not appropriate; or
- The trustees have not disclosed in the group financial statements any identified material uncertainties that may cast significant doubt about the group's or the 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, including the strategic report other than the

group financial statements and our auditor's report thereon. Our opinion on the group 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 group financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group 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 group 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' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, 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 group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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 the trustees responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment 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 group's or the parent 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 group's or the parent 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 auditor's report 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 auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern.

Independent auditor's report
To the members of
St Helena Hospice Limited

- 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
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Elliott (Senior statutory auditor)

26 August 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

St Helena Hospice

Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 31 March 2020

		2020			2019		
Notes	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	Total £ 000's	
Income from:							
Donations	710	142	852	506	88	594	
Legacies	2,058	2	2,060	1,867	21	1,888	
Charitable activity Income	2	4,228	474	3,880	370	4,250	
Other trading activities	3	8,152	412	6,905	157	7,062	
Investment Income	4	229	-	249	1	250	
Total income	15,377	1,030	16,407	13,407	637	14,044	
Expenditure on:							
Raising funds	5a	4,969	294	4,407	6	4,413	
Hospice Care charitable expenditure	5b	7,901	677	7,828	470	8,298	
Lottery partner charitable donations	5b	1,539	-	1,079	-	1,079	
Total expenditure	14,409	971	15,380	13,314	476	13,790	
Net income before net gains on investments							
	968	59	1,027	93	161	254	
Net realised gains on investments	-	-	-	176	-	176	
Net unrealised loss on investments	(850)	-	(850)	(223)	-	(223)	
Net income / (expenditure) for the year after net losses on investments							
7	118	59	177	46	161	207	
Transfers between funds	40	(40)	-	15	(15)	-	
Net movement in funds	158	19	177	61	146	207	
Reconciliation of funds:							
Total funds brought forward	10,305	321	10,626	10,244	175	10,419	
Total funds carried forward	10,463	340	10,803	10,305	321	10,626	

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 18 to the financial statements.

St Helena Hospice

Balance sheet

Company no. 01511841

As at 31 March 2020

		GROUP 2020 £000's	GROUP 2019 £000's	CHARITY 2020 £000's	CHARITY 2019 £000's
	Notes				
Fixed assets:					
Tangible assets	12	5,229	5,352	5,229	5,352
Investments	13	4,171	5,021	4,171	5,021
		9,400	10,373	9,400	10,373
Current assets:					
Stock	14	2	4	-	2
Debtors	15	3,526	1,673	3,525	1,675
Cash at bank and in hand		1,843	1,506	1,839	1,499
		5,371	3,183	5,364	3,176
Liabilities:					
Creditors: amounts falling due within one year	16	(3,718)	(2,930)	(3,731)	(2,925)
Net current assets		1,653	253	1,633	251
Total assets less current liabilities		11,053	10,626	11,033	10,624
Creditors: amounts falling due after one year	16b	(250)	-	(250)	-
Total net assets	17	10,803	10,626	10,783	10,624
The funds of the charity:	18				
Restricted income funds		340	321	340	321
Unrestricted income funds:					
Designated funds		5,230	9,140	5,230	9,140
Fair value reserve		313	1,163	313	1,163
General funds		4,920	2	4,900	-
Total unrestricted funds		10,463	10,305	10,443	10,303
Total charity funds		10,803	10,626	10,783	10,624

Approved by the trustees on 6 August 2020 and signed on their behalf by

Nigel Pye
Chairman

Roger Sirman
Treasurer

St Helena Hospice

Consolidated statement of cash flows

For the year ended 31 March 2020

	Notes	2020 £ 000's	£ 000's	2019 £ 000's	£ 000's
Cash flows from operating activities					
Net cash provided by operating activities	19		129		685
Cash flows from investing activities:					
Dividends and interest		229		250	
Proceeds from the sale of fixed assets		-		1	
Purchase of fixed assets		(271)		(213)	
Proceeds from sale of investments		-		500	
Disposal of fixed assets					
Net cash provided by investing activities			(42)		538
Cash flows from financing activities:					
Cash inflows from new borrowing		-	250	-	
Net cash provided by / (used in) financing activities			-		-
Change in cash and cash equivalents in the year			337		1,223
Cash and cash equivalents at the beginning of the year			1,506		283
Cash and cash equivalents at the end of the year			<u>1,843</u>		<u>1,506</u>

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

a) Statutory information

St Helena Hospice is a charitable company limited by guarantee and is incorporated in the United Kingdom. Registered Address - St Helena Hospice, Myland Hall, Barncroft Close, Colchester, Essex CO4 9JU. Charity Number : 280919

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. These accounts consolidate the results of the charity and its wholly owned trading subsidiary, St Helena Hospice Trading Limited, on a line by line basis.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have reviewed the financial position and the short term net current assets and consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The charity has been affected by the Covid19 pandemic with suspension of the majority of retail and fundraising activities. The loss of income has been mitigated by additional grant support from Hospice UK and the launching of an emergency appeal. The charity's services have been adapted to provide a protected environment for staff and patients with additional support from NHS grants.

A revised financial and cash forecast has been reviewed by trustees and the charity group are still able to continue as a going concern.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Donations are accounted for on a receivable basis.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are recognised on an accruals basis in the year to which the grant relates.

On March 11 2020 the charity became eligible for £290,000 of retail hospitality & leisure grants in respect of shops with a rateable value up to £51,000. The income was received in 2020/21. These accounts recognise the grant in 2019/20 as that is when it became entitled to the funding.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted and the terms of the will can no longer be challenged, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Gifts donated for resale are included in income when they are sold.

Income from events is recognised when the event has taken place. Donations are accounted for on a receivable basis.

Deferred income includes amounts received in respect of work to be undertaken in the next financial year.

The Charity operates a gift aid scheme through its shops which enables gift aid to be claimed on the net sale proceeds of items that have been donated under the scheme. An estimate of income from gift aid is accrued at the point that donated items are sold.

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.

Other income is accounted for on a full accruals basis when the company is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

f) Donations of gifts, services and facilities

Donated gifts or services are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. A corresponding entry in the appropriate expenditure heading for the same amount is included. Donated fixed assets are similarly taken to income at the value to the charity with the other entry being capitalised in fixed assets. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

g) Investment and interest income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Dividend income is recognised when the right to receive the payment has been established.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor, or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes. The aim and use of each designated and restricted fund is set out in the notes to the accounts. (see note 18)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds includes fundraising, retail and lottery activities.

Fundraising costs incurred in seeking donations, grants and legacies and their associated support costs. These can relate to the hosting, promotion and advertising of events. Entrance costs to challenge events such as marathons or participation in third party organised activities such as treks and cycle challenges.

Retail costs includes the premises costs for retail shops, e.g. rent, utilities; new goods purchased for resell, online selling fees and postage costs. There are staff and associated support costs, and the expenses incurred in running the retail gift aid scheme.

Lottery costs include the prize fund, canvasser costs for recruitment and associated support costs.

Canvasser costs are incurred where recruiters are employed to sign players up to the lottery. During the current year a new strategy to significantly increase the number of lottery players has been implemented, new players are entered into the draw on a weekly basis for all future draws. To reflect the future income that these players will generate, from April 2019 the cost of recruitment is deferred over subsequent years, this deferment is reduced by 10% to adjust for players that may cancel during this time. A deferred bond is held for 12 months against some canvassers to recoup some of the costs for players that cancel in the initial few weeks of playing.

Where new partners join the lottery and an existing database exists for the players that are transferring, the costs associated with data migration are spread over the first three years of the contract.

- Hospice Care Expenditure includes all costs relating to providing patient and family services including the Inpatient Unit, Medical Team, Community including Singlepoint and Home Care, Therapies and Wellbeing Team and their associated support costs.

Royalty payments to lottery partners are charged to the accounts as charitable costs. This is to reflect the additional funds that these payments contribute back to other Hospice's and Charities, to enable partners to continue with their charitable activities.

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

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

j) Grants payable

Grants payable are made to third parties in furtherance of the Charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the Charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Support costs are the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function.

Governance costs are the costs associated with the governance arrangements of the Charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the Charity's activities.

Support and governance costs are re-allocated to each of the activities on the basis of staff costs.

l) Tangible fixed assets

Items of equipment are capitalised where an individual cost is in excess of £1,000 or where the total cost exceeds this value when they form part of a capital investment project. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Capital costs for construction costs are not depreciated until the asset is complete. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset. The useful lives are as follows:

Freehold land	Not depreciated
Freehold buildings	50 years
Leasehold improvements	The remaining lease term to a maximum of 10 years
Furniture, Green Energy and other equipment	10 years
Computer hardware and electrical equipment	3 years
Motor Vehicles	4 years

m i) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses are shown as either realised or unrealised "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

ii) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

No amounts are included in the financial statements for services donated by volunteers or for the value of donated goods not yet sold.

o) 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.

p) Cash at bank and in hand

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

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

q) Creditors and provisions

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

Leased property dilapidations for continuing or held over leases are only provided for in the accounts where a legal obligation and liability exists within the lease and has been evaluated as reasonably likely to arise by a professional property surveyor. Where a property has been closed, vacated or notice has been given to the landlord to vacate the property, full provision is made for the expected cost of building works, any remaining net book value of assets and any expected legal fees to be incurred in connection with the closure of the property.

r) Financial instruments

With the exception of the listed investments described above the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

AVIVA Pension scheme

Employees can join a defined contribution pension scheme which is administered by Aviva. The charity contribution is restricted to the contributions disclosed in note 8. The charity has no liability beyond making its contributions and paying across the deductions for the employees' contributions.

NHS Pension scheme

Staff transferring from the NHS may continue to contribute to the NHS scheme.

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are 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, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. 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 at 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.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 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 Government announced a pause to that part of the valuation process pending conclusion of the continuing legal process.

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

	Unrestricted £ 000's	Restricted £ 000's	2020 Total £ 000's	Unrestricted £ 000's	Restricted £ 000's	2019 Total £ 000's
2 Income from Charitable Activities						
2a Grants						
NHS Grants	3,727	102	3,829	3,494	142	3,636
Grants from other charities	3	39	42	-	41	41
iBCF / GSF Grant Education Income	-	70	70	4	99	103
iBCF / GSF Grant Clinical Income	-	38	38	-	44	44
Small Business Grants	290	-	290	-	-	-
Other Grant Income	-	-	-	-	15	15
Sub-total for Grants	4,020	249	4,269	3,498	341	3,839
2b Education						
Course fees/Education programmes	5	-	5	1	-	1
Hire of facilities	6	-	6	6	-	6
Other (Placement Fees)	10	-	10	8	-	8
Sub-total for Education Income	21	-	21	15	-	15
2c Other income from charitable activities						
Catering income from staff and visitors	42	-	42	50	-	50
Other	3	-	3	25	-	25
Home Care Contract Income	-	-	-	127	-	127
Insurance Income for Patient care	12	-	12	2	-	2
Deanery Income	30	-	30	78	-	78
Letting Income	3	-	3	32	-	32
Green Energy	16	-	16	15	-	15
Clinical Staff secondment income	6	139	145	23	29	52
Support services provided to other organisations	75	86	161	15	-	15
Sub-total for Other Income	187	225	412	367	29	396
Total income from charitable activities	4,228	474	4,702	3,880	370	4,250
3 Income from other trading activities						
Retail Income	3,071	-	3,071	2,738	-	2,738
Lottery Income	4,346	-	4,346	3,309	-	3,309
Fundraising and Marketing Income	735	412	1,147	858	157	1,015
	8,152	412	8,564	6,905	157	7,062
4 Income from investments						
UK listed investments	224	-	224	248	-	248
Bank Interest	5	-	5	1	1	2
	229	-	229	249	1	250

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

5 Analysis of expenditure

a Analysis of Raising Funds Costs

	2020				2019			
	Fundraising	Retail	Lottery	Raising funds	Fundraising	Retail	Lottery	Raising funds
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 8)	621	1,181	364	2,166	512	1,051	329	1,892
Cost of Sales	-	152	-	152	-	61	-	61
Other costs	356	1,014	262	1,632	162	913	155	1,230
Prizes	-	-	211	211	-	-	177	177
Player recruitment	-	-	550	550	-	-	521	521
Fundraising events and appeals	113	-	-	113	162	-	-	162
Supporter communication	16	-	-	16	13	-	-	13
Grants to other Charities	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	1,106	2,347	1,387	4,840	849	2,025	1,182	4,056
Support costs	116	218	58	392	98	181	56	335
Governance costs	9	17	5	31	6	12	4	22
Total Expenditure	1,231	2,582	1,450	5,263	953	2,218	1,242	4,413

b Analysis of Expenditure 2019/20

	Charitable activities						Governance costs	Support costs	2020 Total
	Raising funds	In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 8)	2,166	2,573	2,023	1,067	210	-	55	1,041	9,135
Cost of Sales	152	-	-	-	-	-	-	6	158
Other costs	1,632	667	397	226	65	-	40	576	3,603
Prizes	211	-	-	-	-	-	-	-	211
Royalty payments to other Charities	-	-	-	-	-	1,539	-	-	1,539
Player recruitment	550	-	-	-	-	-	-	-	550
Fundraising events and appeals	113	-	-	-	-	-	-	-	113
Supporter communication	16	-	-	-	-	-	-	-	16
Payments to other Charities	-	-	-	-	-	-	-	-	-
Grants to other Charities	-	-	-	-	-	-	-	-	-
Grants to other Organisations	-	55	-	-	-	-	-	-	55
	4,840	3,295	2,420	1,293	275	1,539	95	1,623	15,380
Support costs	392	465	364	189	198	-	15	(1,623)	-
Governance costs	31	35	28	14	2	-	(110)	-	-
Total Expenditure 2020	5,263	3,795	2,812	1,496	475	1,539	-	-	15,380

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

Analysis of Expenditure 2018/19

	Raising funds	Charitable activities					Governance costs	Support costs	2019 Total
		In Patient care	Community Care	Therapies and Wellbeing	Education and Research	Other Costs			
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Staff costs (Note 8)	1,892	2,403	2,179	1,062	242	-	43	961	8,782
Cost of Sales	61	-	-	-	-	-	-	-	61
Other costs	1,230	479	376	185	77	-	30	435	2,812
Lottery Prizes	177	-	-	-	-	-	-	-	177
Lottery partner donations	-	-	-	-	-	1,079	-	-	1,079
Lottery Player recruitment	521	-	-	-	-	-	-	-	521
Fundraising events and appeals	162	-	-	-	-	-	-	-	162
Supporter communication	13	-	-	-	-	-	-	-	13
Payments to other Charities	-	-	70	-	-	-	-	-	70
Grants to other Charities	-	-	-	-	-	3	-	-	3
Grants to other Organisations	-	110	-	-	-	-	-	-	110
	4,056	2,992	2,625	1,247	319	1,082	73	1,396	13,790
Support costs	335	432	390	195	30	-	14	(1,396)	-
Governance costs	22	27	24	12	2	-	(87)	-	-
Total Expenditure 2019	4,413	3,451	3,039	1,454	351	1,082	-	-	13,790

St Helena Hospice

Notes to the financial statements

For the year ended 31 March 2020

6 Investment in Subsidiary Companies

The Charity holds a £1 investment in one share representing 100% of the equity in St Helena Hospice Trading Limited, company registration number 07152341.

Summary financial information for St. Helena Hospice Trading Limited

	2020 £ 000's	2019 £ 000's
Statement of income and retained earnings (including comprehensive income)		
Turnover	62	43
House Clearance	27	3
	9	0
Cost of sales	(31)	(23)
Gross Profit	67	23
Inter company Charges	(42)	(17)
Direct Charges	-	-
Administration and other expenses	(5)	(3)
Profit for the financial year	20	3
Changes in equity		
Total equity brought forward	3	-
Total comprehensive income for the year	20	3
Gift Aid distribution to parent charity	(3)	-
Total equity carried forward	20	3
Balance Sheet		
Fixed Assets		
Stock	2	2
Current Assets	1	1
Cash	4	7
Current Assets	7	9
Inter company	16	(3)
Current liabilities	(3)	(3)
Net current assets	20	3
Net Assets	20	3
Reserves	20	3
Share Capital	-	-
Capital and Reserves	20	3

The Charity holds a £1 investments in one share representing 100% of the equity in Your Hospice Lottery Limited.

The Charity holds a £1 investments in one share representing 100% of the equity in Make a Smile Lottery Limited.

During the year, St Helena Care Services Ltd was incorporated on 4th February 2020, the Charity holds a £1 investment in one share representing 100% of the equity.

These are all dormant company that have not commenced trading.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

	2020	2019
	£ 000's	£ 000's
7 Net expenditure for the year		
This is stated after charging:		
Depreciation	345	315
Loss on disposal of fixed assets	49	-
Operating lease rentals:		
Property	512	451
Other	12	12
Auditor's remuneration (excluding VAT):		
Audit - St Helena Hospice Group	15	16
Other services - St Helena Hospice Group	2	8

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

Staff costs were as follows:

Salaries and wages	7,546	7,419
Social security costs	667	622
Apprenticeship Levy	21	20
Pension - Defined Contribution	374	431
Pension - Defined Benefit	502	223
Redundancy and termination payments	25	67
	9,135	8,782

During the year 4 staff were paid redundancy and termination payments (Prior Year: 15)

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2020	2019
	No.	No.
£60,000 - £69,999	2	1
£70,000 - £79,999	1	1
£80,000 - £89,999	1	1
£90,000 - £99,999	1	1

The Hospice considers that the key management personnel comprises the trustees and the senior management team. This management team are the Chief Executive and 6 other key directors (Prior Year: CEO + 5).

	2020		2019	
	Actual Number	FTE	Actual Number	FTE
Chief Executive Officer	1	0.50	1	0.88
Senior Management Team	6	4.97	5	4.51
	7	5.47	6	5.39

The total employee benefits including employer's national insurance and pension contributions of the key management personnel of the Hospice were £551K in the current year. (Prior Year: £525K).

Trustees are not remunerated for the work they undertake fulfilling their Trustee duties for the charity.

During the year a total of £ nil expenses (Prior Year: £123 to 2 Trustees.) were paid to Trustees.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

9 Staff numbers

The number of employees (head count based on number of staff employed) at the year end was 310 (Prior Year: 296).

	2020		2019	
	Actual Number	FTE	Actual Number	FTE
Patient and Family Care	182	145	184	145
Education and Research	4	3	6	5
Marketing, Fundraising and Lottery	37	34	26	24
Retail	64	53	54	45
Support Services	23	22	26	23
	310	257	296	242

10 Related party transactions

2 Trustees (Prior Year - 2) are Partners of companies from which the Charity purchased services, full details are given below;

Tracey Dickens is a Partner of Birkett Long the Charity's Solicitors who charged the Charity a total of £5K (Prior Year : £6K) in fees for legal services during the year.

David Cresswell is a Partner of Ingleton Wood the company appointed by the Charity to perform professional survey, contract management and advice services for major building projects and property leases. Ingleton Wood charged the Charity £11K (Prior Year: £2K) during the year.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

12 Tangible fixed assets - group and charity

	Freehold property	Leasehold Improvements	Equipment	Computer equipment Furniture	Motor vehicles	Total
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Cost						
At the start of the year	6,761	862	480	559	56	8,718
Additions in year	25	117	75	27	27	271
Disposals in year	(43)	-	(280)	(46)	-	(369)
At the end of the year	6,743	979	275	540	83	8,620
Depreciation						
At the start of the year	2,129	411	392	383	51	3,366
Charge for the year	128	106	65	39	7	345
Disposals in year	-	-	(280)	(40)	-	(320)
At the end of the year	2,257	517	177	382	58	3,391
Net book value						
At the end of the year	4,486	462	98	158	25	5,229
At the start of the year	4,632	451	88	176	5	5,352

Land with a value of **£38,600** (Prior Year: **£38,600**) is included within freehold property and not depreciated.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

All of the above assets are used for charitable purposes.

13 Investments

Listed Investments

	2020 £ 000's	2019 £ 000's
Fair value at the start of the year	5,021	5,568
Disposal proceeds	-	(500)
Realised Gains	-	176
Net loss on change in fair value	(850)	(223)
Total Listed Investments at the end of the year	4,171	5,021

	2020 £	2019 £
Unlisted shares in UK registered companies	10	10

	2020 £ 000's	2019 £ 000's
Total Investments at the end of the year	4,171	5,021

Other Investments comprise:

	2020 £	2019 £
Unlisted shares in Trading Subsidiary Company	1	1
Unlisted shares in Subsidiary Companies yet to trade	3	2
	4	3

	2020 £ 000's	2019 £ 000's
Total Fixed Asset Investments - Charity	4,171	5,021
Historic cost at the end of the year	3,858	3,858

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

	Group 2020 £ 000's	Group 2019 £ 000's	Charity 2020 £ 000's	Charity 2019 £ 000's
14 Stock				
New and Branded Goods	<u>2</u>	<u>4</u>	<u>-</u>	<u>2</u>
	<u>2</u>	<u>4</u>	<u>-</u>	<u>2</u>
15 Debtors				
Trade debtors	360	235	360	235
Other debtors	26	3	26	3
Amounts due from subsidiary company	-	-	-	3
Prepayments	1,324	266	1,324	264
Accrued income	723	56	723	57
Income Tax recoverable	43	34	43	34
Value Added Tax	121	124	120	124
Legacies	929	930	929	930
	<u>3,526</u>	<u>1,648</u>	<u>3,525</u>	<u>1,650</u>
Other Debtors due after one year	-	25	-	25
	<u>3,526</u>	<u>1,673</u>	<u>3,525</u>	<u>1,675</u>

An unsecured loan of £25K was entered into with The Hospice Quality partnership dated 31 July 2015. The maturity date for this loan is 31 July 2020 and carries an Interest rate of 6%.

As at 31 March 2020 the Charity has been notified of 8 - £355K (Prior Year - 6 - £50K) legacies which have not been included in debtors because the accounting policy conditions for recognition have not been met. In addition 8 further legacy notifications have been received with no indication of their value.

16 Creditors: amounts falling due within one year

Trade Creditors	630	576	630	576
Accruals	1,444	668	1,441	664
Deferred Income	1,393	1,447	1,393	1,446
Other Taxes and Social Security	251	221	251	221
Amounts due to subsidiary company	-	-	16	-
Provision for liabilities and charges	-	18	-	18
	<u>3,718</u>	<u>2,930</u>	<u>3,731</u>	<u>2,925</u>

16b Creditors: amounts falling due after one year

Big Issue Invest loan	250	-	250	-
	<u>250</u>	<u>-</u>	<u>250</u>	<u>-</u>

The deferred income relates to money received in advance. This includes a balance of **£369K** (Prior Year - **£299K**) for future lottery draws, **£950K** (Prior Year - **£515K**) for Grants received in advance and **£74K** (Prior Year - **£53K**) for future fundraising events. All of the deferred income brought forward was recorded as income during the year ended 31 March 2020.

The provision for liabilities and charges relates to leased property dilapidations (Note 20).

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

St Helena Hospice entered into a loan agreement with Big Issue Invest Social Investments Ltd on 28th August 2019. This agreement is for a loan facility of £1.5M, to be drawdown in minimum £250K amounts between 28th September 2019 and 28th February 2021. Interest is payable at 7.5% on a quarterly basis, with repayment of the loan facility in 20 equal quarterly payments from 31st March 2021 until 28th February 2026.

17a Analysis of net assets between funds 2020

	Unrestricted	Designated	Restricted	Total funds
	£ 000's	£ 000's	£ 000's	£ 000's
Tangible fixed assets	-	5,229	-	5,229
Fair Value Reserve	313	-	-	313
Investments	3,858	-	-	3,858
Net current assets	812	1	340	1,153
Long term liabilities	250	-	-	250
Net assets at 31 March 2020	5,233	5,230	340	10,803

17b Analysis of net assets between funds 2019

	Unrestricted	Designated	Restricted	Total funds
	£ 000's	£ 000's	£ 000's	£ 000's
Tangible fixed assets	-	5,312	40	5,352
Fair Value Reserve	1,163	-	-	1,163
Investments	116	3,742	-	3,858
Net current assets	(114)	86	281	253
Net assets at 31 March 2019	1,165	9,140	321	10,626

18a Movements in funds (current year)

	At 1 April 2019	Income & gains	Expenditure & losses	Transfers	At 31 March 2020
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Educational Trust	116	-	(116)	-	-
Specific Donations	165	992	(855)	38	340
Fixed Assets	40	38	-	(78)	-
Total restricted funds	321	1,030	(971)	(40)	340
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,313	232	(394)	78	5,229
Leasehold Site Dilapidation Fund	52	-	-	(52)	-
Hospice Capital Fund	3,775	-	-	(3,774)	1
Total designated funds	9,140	232	(394)	(3,748)	5,230
Fair Value Reserve	1,163	-	(850)	-	313
General funds	2	15,145	(14,015)	3,788	4,920
Total unrestricted funds	10,305	15,377	(15,259)	40	10,463
Total funds	10,626	16,407	(16,230)	-	10,803

The narrative to explain the purpose of each fund is given at the foot of the note below.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

18b Movements in funds (prior year)

	At 1 April 2018	Income & gains	Expenditure & losses	Transfers	At 31 March 2019
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Restricted funds:					
Educational Trust	116	1	-	(1)	116
Specific Donations	59	581	(475)	-	165
Fixed Assets	-	54	-	(14)	40
Total restricted funds	175	636	(475)	(15)	321
Unrestricted funds:					
Designated funds:					
Fixed Asset Fund	5,455	159	(315)	14	5,313
Leasehold Site Dilapidation Fund	52	-	-	-	52
Hospice Capital Fund	3,351	-	-	424	3,775
Total designated funds	8,858	159	(315)	438	9,140
Fair Value Reserve	1,386	-	(47)	(176)	1,163
General funds	-	13,424	(13,175)	(247)	2
Total unrestricted funds	10,244	13,583	(13,537)	15	10,305
Total funds	10,419	14,220	14,013	-	10,626

Movement between funds

- (i) Educational Trust - interest received on funds, which has been transferred to Unrestricted Income.
- (ii) Fixed Assets - movement of non-maintaining fixed assets to designated fund. (see notes below on Fixed Assets).

Purposes of restricted funds

The Educational trust fund was set up in 2000 following the transfer of the capital and accumulated income by trustees of the discretionary trust established after the death of Hervey Benham for the advancement of the educational purposes of the Hospice. The Board of Trustees had retained the original amount transferred of £116K and applied the income year on year for the stated purpose. The fund was allocated to educational spend in the current year, and the fund has now been closed.

The Specific donations funds comprise accumulated amounts given for the purchase of specified items or other specific purposes. Incoming resources to the Specific Donations Funds include grants to fund specific services, expenditure relating to these services are identified to the individual funds.

Purposes of designated funds

The **fixed assets fund** was established to assist in identifying those funds that are not free funds and it represents the net book value of tangible fixed assets. The Fund movements reflect the purchases, disposals and depreciation charge and adjustments of all unrestricted tangible fixed assets. Fixed Assets that have a non-maintaining restriction are moved to the designated fund on purchase.

The **leasehold sites dilapidation fund** was established for prudent risk management of potential dilapidation liabilities that may occur from the current use of leasehold properties for which no provision can be made in the Statement of Financial Activities. The Board of Trustees have released this restricted fund into general reserves on the basis that any future dilapidation liabilities will be accrued for within the Statement of Financial Activities as the liability arises.

Following a review of reserves policy by the trustees during the year, the decision was made to move away from using a proportion of expenditure to a risk based approach for assessing appropriate reserves. As the previous **hospice capital fund** represented a proportion of expenditure to be held in reserves, under the new policy it is no longer needed.

St Helena Hospice

Notes to the Consolidated Financial Statements

For the year ended 31 March 2020

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

	2020 £ 000's	2019 £ 000's
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	177	207
Depreciation charges	345	315
Losses on investments	850	47
Bank interest	(5)	(1)
Investment Income	(224)	(248)
Loss on the disposal of fixed assets	49	-
Decrease in stocks	2	3
Increase in debtors	(1,853)	(330)
Increase in creditors	788	692
Net cash (used in) by / provided operating activities	129	685

20 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property		Equipment	
	2020 £ 000's	2019 £ 000's	2020 £ 000's	2019 £ 000's
Less than one year	500	370	28	12
One to five years	1,104	857	68	9
Over five years	132	168	35	-
	1,736	1,395	131	21

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.