

Company registration number: 07299003

Charity registration number: 1136843

BURY HOSPICE AND SUBSIDIARY

**CONSOLIDATED
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED
31st March 2020**

BURY HOSPICE AND SUBSIDIARY

CONTENTS

Reference and Administrative Details	2 to 3
Trustees' Report and Annual Strategic Review	4 to 22
Statement of Trustees' Responsibilities	23
Independent Auditors' Report	24-27
Consolidated Statement of Financial Activities	28
Statement of Financial Activities - Charity	29
Consolidated Balance Sheet	30
Balance Sheet - Charity	31
Consolidated Statement of Cash Flows	32
Statement of Cash Flows - Charity	33
Notes to the Financial Statements	

BURY HOSPICE AND SUBSIDIARY

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	S Attwell (Chairman) (Resigned 14 July 2020) G Yardley(Chairman) (Appointed 14 July 2020) D M McNicoll C Claydon- Butler N A Kershaw R M Robinson Dr. G Rink P J Horrocks D Lisle (Appointed 15 May 2019) S Page (Appointed 5 April 2019) P Holliday (Resigned 28 May 2019) J Hibbert (Appointed 29 October 2019)
Secretary	N Jones
Senior Management Team	E Burke – Chief Executive – Appointed 1 April 2019 N Cheetham – Head of Clinical Services – Appointed June 2019 N Jones – Head of Finance and Support Services S Duncan – Head of Retail and Trading R Wallace - Head of Fundraising and Communications - Appointed 1 July 2019
Principal Office	Rochdale Old Road Bury Lancashire BL9 7RG
Company Registration Number	07299003
Charity Registration Number	1136843
Bankers	The Royal Bank of Scotland 131 Blackburn Street Radcliffe Manchester M26 9WQ CAF Bank Limited Kings Hill West Malling Kent ME19 4IQ

BURY HOSPICE AND SUBSIDIARY

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers	Barclays Bank Plc 1 Central Street The Rock Bury BL9 0JN
Auditor	MHA Moore and Smalley Chartered Accountants and Statutory Auditor Richard House 9 Winckley Square Preston PR1 3HP
Patrons	Robin Fitton Tracey Mort MBE Scott Quigg Lisa Riley Suranne Jones Ann Widdecombe

BURY HOSPICE AND SUBSIDIARY

TRUSTEES' REPORT

YEAR ENDED 31 MARCH 2020

The Trustees, who are directors for the purpose of company law, present their annual report and the audited financial statements for the year ended 31 March 2020.

Trustees

The Trustees who served during the year are as follows:

S J Attwell – 1, 2
P L Holliday – 1, 2
P J Horrocks – 2
N Kershaw – 2
D M McNicoll – 2, 3
Dr G Rink – 2, 3
R M Robinson – 1, 2
G Yardley – 1, 2
C Claydon-Butler – 1, 2
S Page – 1, 2
D Lisle – 2
J Hibbert – 2

1 - Denotes member of the Audit and Regulatory Compliance committee

2 - Denotes member of the Finance committee

3 - Denotes member of the Clinical Governance committee

Simon Attwell re-joined the Board as Chairman in May 2019

With regard to the trustees in office for the full year, their attendance at 6 possible board meetings was as follows:

Simon Attwell - 5
Graham Yardley (Chair) - 4
Stuart Page - 3
Chris Claydon-Butler - 5
Paul Horrocks - 4
Noreen Kershaw - 4
Deborah Lisle - 4
Donna McNicoll - 4
Gill Rink - 5
Ruth Robinson - 4

Of note:

Peter Holliday - Retired from the board at the meeting of– 28.05.19 – 1 attendance

Jane Hibbert - Joined the board for first meeting – 25.11.19 – 2 attendances

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

The agreed term for trustees is three years with the option to apply for a further 3 years. It was noted that the following trustees had reached their 3 year tenure within this period:

Paul Horrocks
Noreen Kershaw
Ruth Robinson

The Board unanimously approved their re-election for a further period of 3 years on 30.9.19

The Board also unanimously supported Graham Yardley's re-election noting his intention to step down in 2021.

Structure, Governance and Management

Governing Document

Bury Hospice is a charity which was first registered on 13 February 1984 as the Bury Hospice Association. A decision was taken by the then Trustees to incorporate the Charity in order to safeguard the provision of patient services, staff employment and Trustees in a difficult economic environment. The Charity, Bury Hospice Association was dissolved on 30 September 2010 and an incorporated charity, Bury Hospice, was set up on 1 October 2010.

Bury Hospice is a registered charity and a company limited by guarantee. The Company is governed by its Memorandum and Articles of Association dated May 2010, which have not been changed since incorporation. The members of the Charity are the Trustees who have consented to act and become members and whose names have been entered into the members register. The maximum liability of each member is limited to £1, in the event of the Company being wound up.

It is registered with the Charity Commission with number 1136843.

Recruitment and appointment of Trustees

The Board is responsible for undertaking a skills gap review to determine the experience and ability they look for in new trustees to complement existing board members and to allow for succession planning. Trustee recruitment is undertaken via an open and inclusive process with opportunities advertised in a public and targeted way, in order to reach both a broad and specialist audience and to maximise the securing of an appropriate and diverse skill mix. Our ambition is to work together to promote a more inclusive environment, which attracts all candidates and signals our commitment to celebrate and promote diversity

Potential trustees are invited to apply by submitting a CV and application form and if progressed, invited to meet informally with the Chairman and Chief Executive, to discuss skills, expectations and commitment, as well as ensuring the candidate trustee has a clear understanding of the role and responsibilities of being a trustee at Bury Hospice. A role profile of a trustee will also be shared with potential trustees.

BURY HOSPICE AND SUBSIDIARY

TRUSTEES' REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

Recruitment and appointment of Trustees (Continued)

Recommendation is given to the Board to enable it to make the final selection, selected candidates are required to provide references and undergo a DBS check before their appointment is confirmed.

There is a minimum of four trustees allowed to sit on the Hospice Board, with no maximum figure. Trustees are appointed for two three-year terms and may be re-appointed at the Board's request for a further term of three years. A trustee ceases to be a member upon resignation or the expiry of their term of office.

Trustee induction and training

Each new trustee will have a further discussion with the Chairman and Chief Executive to discuss which of the sub-committees are appropriate for the trustee to join, taking into account their skill set.

An induction pack will be given to each trustee comprising:

- Strategic Plan
- Business Plan
- Annual Accounts
- Memorandum and Articles of Association
- Role profile
- Minutes of recent Board Meetings
- Hospice UK's "Twenty Minute Guide to being a Hospice Trustee"

The Chief Executive will be responsible for arranging an induction programme, with periodic training when appropriate.

Trustee recruitment and skills mix

The right skills mix for the Board of Bury Hospice will include experience in:

- Governance and Leadership
- Medical and nursing
- Finance
- Property
- Retail
- Fundraising
- Quality Assurance
- Information Technology and Informatics
- Health and Safety
- Marketing
- Volunteering
- Business Expertise

BURY HOSPICE AND SUBSIDIARY

TRUSTEES' REPORT *(continued)*

YEAR ENDED 31 MARCH 2020

Trustee recruitment and skills mix (Continued)

- HR- Employment Law
- Education

Skills Audit and Gap Analysis

An audit and appraisal process is used and completed by our existing trustees to identify existing and future skills gaps.

Trustees are offered other specialist training including health and safety and information management. All trustees complete safeguarding training on an annual basis.

Organisational structure

The organisational structure of the Hospice is that the Board of Trustees is responsible for the governance and strategic direction of the Hospice. The day to day running is delegated through a Scheme of Delegation to the Chief Executive and appointed managers within pre-determined levels of authority. The remuneration of key management personnel, including the Chief Executive is determined by the Board.

The Board meets quarterly, receiving as a minimum financial management accounts and budget variance analysis, a strategic report relating to governance from the Chief Executive, clinical matters including any safeguarding incidents from the Head of Clinical Services, a health and safety update and reports from the Audit and Regulatory Compliance and Clinical Governance sub-committees, including key risks from the register.

During the initial months of the pandemic in March 2020 the Board increased the frequency of the meetings which were held virtually via a secure platform.

Risk management has been vested in the Audit and Regulatory Compliance Committee who have this as a standing agenda item. The committee meets quarterly. The Board reviews the full risk register once a year.

There is one wholly owned subsidiary, Bury Hospice Trading Limited, which runs a weekly lottery and gift aids its profits annually to the Charity. A change in accounting treatment introduced in 2018/19 means that, in the absence of a deed of covenant, only profits actually paid over in the year are accountable in the results of the Charity. This means that profits retained within the subsidiary will need to be paid over to the Charity by the 31st December 2020 to avoid any charge to taxation.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Objects and aims

The object of the Charity, as set out in its Memorandum and Articles of Association is the advancement of health for the public benefit by maintaining and managing a hospice and services for the relief of pain, the treatment of symptoms and the spiritual welfare of those requiring palliative care.

The principal activity of the Charity is to provide specialist palliative care services in a hospice and in the six townships that constitute the Metropolitan Borough of Bury, for local people and their families, who are facing the challenges of life limiting and terminal illness. Bury Hospice currently provides this care to all patients, regardless of race, creed, religion and sexual orientation, their families and carers in an in-patient unit, day hospice, outpatient clinics and in the local community through its outreach service.

Public benefit

In shaping our objectives for the year under review and planning the Charity's services, the Trustees have considered the Charity Commission guidance on public benefit and are satisfied that the Charity meets those requirements.

Bury Hospice is available to any adult residing in the Borough of Bury who is referred to it with a life limiting illness. Its services remain free at the point of delivery to those individuals and their families and carers and no ethnic or financial criteria are applied before patients are accepted into the service.

The Trustees have complied with the requirements of section 4 of the Charities Act 2011 with due regard to the public benefit guidance published by the Charity Commission.

Management

There were further changes in management of the charity during the course of the year.

On the 1st of April 2019 Eloise Burke assumed the role of Chief Executive, subsequent to the retirement of Simon Attwell from the interim position. Following Charity Commission approval, Simon Attwell stepped back into the role of Chairman. In June 2019 Nicola Cheetham was successfully appointed to the role of Head of Clinical Services following the vacancy left by Eloise Burke. Nicola has been instrumental in the development of the service in line with our strategic priorities during the year, particularly during the initial period of the pandemic.

Neil Jones continues to make a very positive impact in the role of Head of Finance and Operations and Sam Duncan continues to lead the Retail, Trading and Volunteering areas of the business with clear focus, drive and creativity in challenging times. Rachel Wallace heads up our Fundraising Marketing and Communications, bringing a wealth of experience and wider connections to the charity.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Management (Continued)

Our Vision:

"Everyone within our community affected by a life limiting illness will be supported with the care and compassion they need"

Our Mission:

"To engage with our communities to shape, deliver and fund inclusive and clinically excellent services."

Our Values:

Reflect Bury Hospice's commitment to patients and families within our local communities.

- Patient Centred
- Operationally excellent
- Community Focussed
- Enabling and Inclusive

Patient centred

Everything we do is to enable us to put the patient first in all our actions, respectful of their choice as individuals and to support them and their families and friends through their life limiting illness and end of life. We will work with other agencies to ensure that their choice is real and is about where they wish to receive our support as we move towards the goal of a hospice without walls.

Operationally excellent

We aspire to be the best in all that we do, both clinical and non-clinical, and this means focussing on continuous improvement, learning from and sharing experience and acting positively with ambition to deliver the best possible outcomes for the people we support and the partners we work with.

Community focussed

We see ourselves as a community asset, delivering the Palliative & End of Life Care needs of all communities within the Metropolitan Borough of Bury in the way that each community believes best serves their needs. We will be "in the community, for the community, about the community", valuing diversity and equality and respecting, considering and consulting with all.

Enabling and inclusive

We will become the best employer of staff and volunteers we can be, ensuring that we are able to deliver quality services and dealing with problems with a "can-do" attitude. We will develop a truly inclusive culture, influencing policy related to our areas of work and acting as a force for change whilst working in a financially sustainable and corporately responsible way.

Our plan is set against the changing landscape of health and social care across Greater Manchester and therefore within our locality.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Annual strategic review

The Trustees, who are directors for the purposes of company law, present their strategic review for the year ended 31 March 2020, in compliance with s414C of the Companies Act 2006.

The Trustees are pleased with the positive impact and progress the hospice has made in the last twelve months. We have celebrated many achievements and successes as we began to put the building blocks in place to achieve our strategic aims and move towards a strong sustainable future to support the needs of the people within our locality.

In 2019/20 we have confronted challenges and addressed problems, not least in the latter part of the year when we responded to the global COVID-19 pandemic. Although the pandemic only affected just over a fortnight of our financial reporting we were under no illusion that the continued uncertainties around its duration will have a profound impact on our forward strategic planning.

With the onset of COVID-19 we modified and adapted our services in response to local need so that we could continue to support our patients and families at a time when they needed us the most.

As we look towards our future we believe that we are well placed to make a significant contribution to our local health and social care system and to that end continue to work across the wider system to influence the shape of palliative and end of life care in the locality. Our ambitions need to be matched with an increase in statutory funds and we will continue to explore renewed income sources and influence our commissioners.

Last year we set out the plans and objectives for the year ended March 2020. We are pleased to report that we have made positive impact and largely achieved these.

Bury Hospice recognises the importance of a pay system that is appropriate, transparent and provides value for money whilst rewarding staff fairly for the work they perform. Last year in line with our 5 year Strategy, which drives our need to be financially sustainable whilst remaining operationally excellent, we said we would; undertake a full review of our terms and conditions of employment in the coming year to ensure we remain competitive.

As a hospice we are competing in the same recruitment pool of healthcare professionals as NHS organisations. The NHS pay review has presented additional challenges and concerns, placing further pressure on us to increase our income in order to remain competitive and to recruit and retain appropriately skilled and experienced clinical staff.

Following a full and formal consultation process the senior management team and trustees agreed a new non-clinical pay structure whilst continuing the alignment of clinical staff to the Agenda for Change Terms and Conditions.

We took active steps to engage with the wider community and faith groups, inviting faith leaders and community members to talk to our teams.

BURY HOSPICE AND SUBSIDIARY TRUSTEES' REPORT *(continued)* YEAR ENDED 31 MARCH 2020

Annual strategic review (Continued)

Through our relationship with Council Leaders and VCFA we have shared information about our services, increasing accessibility and understanding of what Hospice care truly means.

In order to raise the hospice profile with our GP colleagues the Head of Clinical Services produced a robust 'Bury Hospice GP and Community Engagement Action Plan' aimed to increase understanding of our services and support appropriate and timely referrals to Hospice services from GP practices and community teams. The package was supported by a renewed suite of service leaflets and information.

We said we would develop an effective communications plan – The introduction of the new role of Head of Fundraising, Communications and Marketing has been key to embedding a structured and robust communications plan across the organisation. We have developed renewed relationships with local media and formalised robust social media presence which has in turn has resulted in new income streams and improved understanding of our services.

In line with remaining operationally excellent we undertook a scoping exercise resulting in a full and extensive change of our IT providers. Followed by a successful and planned approach to reviewing all the systems and processes that underpin our operational activity. Our main area of focus being the collection and effective utilisation of all of our data, both clinical and non-clinical

Embedding a culture of good governance across the organisation has been a key success. The appointment of the new Quality, Governance and Compliance Lead ensured that we developed a comprehensive and effective approach to the development of quality improvement initiatives, KPI's and targets. This was underpinned by the full implementation of the Vantage Incident and Risk Management system across the organisation.

Achievements and performance

The last year has been one of consolidation in many areas across the hospice whilst continuing to build key relationships across the wider system.

As part of our ongoing commitment to improve access to all our services we have worked progressively with system partners to enhance patient experience, through system wide integration and the collective delivery of palliative and end of life care across our locality.

Our strategic objective of improving system flow led us to focus on patient individualised care and support, facilitating access to the right service and the right time by the right people.

Our internal clinical focus has supported the development of our clinical teams and a number of key initiatives to strengthen our connections with the acute trust and enhance communication. We are particularly proud of how our teams have responded to change, challenges and new ways of working throughout the year as we embedded refreshed ways of working.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Achievements and performance (Continued)

The introduction of the new role of Quality, Governance and Compliance Lead has been pivotal in supporting our clinical focus to make data driven, evidenced based decisions, particularly in relation to the development and enhancement of our family support/bereavement service.

Clinical Services

We continue to provide an Inpatient facility with a bed occupancy of 76% within the year under report. Of particular note within the year was the increase in the number of inpatients receiving care with a non-malignant disease and we are particularly proud of how our teams have responded to supporting different cohorts of patients.

Families of those we cared for told us "She was treated with the upmost respect and tenderness and her own decision was asked at all times. Thank you also for your concern for our own wellbeing. You are all very, very special people."

"When we received a message to say that there would be a room available for her at the hospice we were so relieved. I really don't know how we would have coped without that.

We will be forever grateful to the team at Bury hospice who made her last few days bearable. Long may you continue to give your very special care to those who need you."

"From the bottom of our hearts, thank you for the wonderful loving care, concern, support and respect shown not only to my husband, but to every member of the family - and there were a fair few of us! You all went above and beyond, and made Fred's final two weeks as peaceful as they could be in the circumstances. How we would have managed without you I know not. You made the family room available, you did the flowers, made drinks, prepared food for us and when it was needed advised us on getting some rest. You were always there to listen and with a shoulder to cry on. From all the family a huge thank you."

Over the year we have actively engaged in the review of the palliative and end of life care model for Bury. This in turn has strengthened our relationships with other providers such as rapid response and supported our commitment to improve access to our services through proactive engagement with the Acute Trust; opening up formalised regular lines of communication to support fluidity of the patient journey.

Building proactive relationships with other providers has been key to a number of our successes over the year, none more so than those achieved by our Outreach Service. The successful completion of the pilot phase of the service, review of data and feedback from a community survey allowed us to shape our newly adopted service in response to the needs of our community.

- 78% of responders told us – They would like to see early signposting/referral to other services/ knowing who and where to access support when you need it was important to them.
- 66% of responders told us – they would like education about symptoms and what to expect
- Most striking was that 98.1% believe carers should receive care and support as well as patients and they told us they don't always need to see a nurse

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Clinical Services

- 85% of people felt that having a 7 day service was helpful.

The feedback particularly supported our model of early intervention because 78.7% of survey respondents told us that this mattered to them and supported the prevention of a crisis.

It affirmed that our community wants and needs a services that cares for people in their own home and offers them choice and support wherever possible.

One of our outreach service users told us:

"It really helps me having somebody to ring up to see how I am – it gives me confidence to know I can get in touch if needs be."

In response to feedback and our own experiences our revised service will see the new structure in 2020/21

We are very proud of the Outreach initiative and model and the successful way that as a small team the service has integrated into the wider system is commendable.

During the year there were 628 attendances at Day Services. Due to budgetary constraints development of the service has been limited. However we have supported patients to manage their conditions through support, advice, information and education. Through the support of the group or on a one approach.

Family Support

We have continued to deliver a varied operational programme of support within our family support service. Once again partnership working has been key to the sustained delivery of the service. Throughout the year we have supported 499 interactions across the service. This has been strengthened by the development of the dedicated volunteers within the service.

During the year we invited families to meet together at our Sunflower Group. Children were given resource bags to support parent's conversations and the work from the sessions– they told us:

"The girls were really excited when they got their bags".

"Poppy loves the bear and enjoys giving it a squeeze".

"Ava especially enjoys the colouring book. She likes to escape into the book and finds it very calming."

"Lilly-Mae was thrilled with the gift bag and loved everything in it. She particularly liked the teddy bear (she takes it to bed most nights)".

"We've read the book together and that was a good conversation starter"

"I just thought you'd like to know, that both Alfie and my youngest Son Charlie loved receiving the gifts sent out".

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Family Support (Continued)

"The book 'The invisible string' helped them be less nervous for the return to school next week".

"The little white love heart is hung on the door handle to their room, they were especially impressed it was handmade."

"The Teddy has found itself amongst all of the regulars Alfie and Charlie have on their bed".

"Finally Alfie enjoyed having a new colouring book to tackle, especially during this strange period of time when he is trying to entertain himself."

During the year we reviewed our medical model and approach to medical recruitment. This enabled us to successfully recruit and strengthen our team. The new approach gave us more flexibility to respond in a timely and proactive manner to meet patients' needs and support people to continue to be cared for by offering a wider range of access to Medical Outpatients, and providing 32 clinic appointments across the later part of the year.

The further development of our audit and monitoring plan has provided governance assurance across the year. A renewed and innovative approach to staff engagement with audit has supported an understanding of the value of audit in enhancing patient care.

Fundraising

We continue to operate in a challenging fundraising environment, so partnership working and communications has been key to some notable successes. Bury Hospice appointed a new Head of Marketing, Communications and Fundraising who started in July bringing a wealth of experience in media, marketing and engagement which has greatly benefited the hospice.

The operational approach to fundraising has been changed to focus on impactful fundraising events, more extensive community engagement, inclusion of younger audiences and later in the year under report promotion of a revised systematic Grants programme of activity.

Within the year we introduced a new brand which has been embedded within all our promotional material, creating enhanced audience recognition of Bury Hospice. It is because of our fantastic partnership working with local suppliers that we receive the vast majority of our promotional products at no charge.

We achieved extensive media coverage that has resulted in increased community support, donations and new partnerships. This was supported by The Bury Times who ran a 12 week 'Behind the Scenes' of Bury Hospice which significantly raised the profile of the hospice and repositioned us with new, as well as existing, communities. Our focus to on social media saw a dramatic improvement across all platforms of our digital reach, impact and awareness of our hospice services and fundraisers.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Fundraising (Continued)

Reaching out into the community and in line with our strap line of 'In the Community For the Community,' About the Community, we launched our first bi-annual community magazine, In Touch, which is mailed to over 8,000 homes across Bury.

The Fundraising team organised many events and campaigns during 2019/20. This included the staging of our biggest event fundraiser yet - Strictly Best Foot Forward, of which Coronation street star Sally Carman was a judge, and raised over £58,000. We would like to acknowledge the tremendous support we continue to receive from all our Charity of the Year partnerships, supporters and patrons whose commitment and enthusiasm have enabled us to continue to care for people at a time they need us the most.

We consistently thank our community and supporters through the media and social media for their commitment and enthusiasm in raising much needed funds to enable us to care for as many people as we can.

As we look ahead, we look forward to embedding our new approach and nurturing our new relationships and partnerships, as we seek to further impact and reach new audiences through a streamlined communications strategy. Fundraising events were impacted in the later 2 weeks of March due to the pandemic. We will continue to adapt our approach in response as we seek to sustain our fundraising income streams

Retail

Despite tough trading conditions on the high street Retail generated £800,933 in income which was a 7% increase on the previous year. This resulted in a contribution of £124,762

Our retail outlets across the borough continued to promote and raise awareness of the hospice's work whilst generating 23% of the total hospice income.

We have charity shops in Ramsbottom, Prestwich, Radcliffe, 3 shops in Bury, 2 furniture shops in Radcliffe. We opened our second furniture shop in October 2019 and sales have exceeded targets in the first six months. In addition we continue to sell goods on-line through our e-commerce operation. All these areas continue to provide an important contribution to the income required to pay for patient care. We are extremely grateful to all the shops staff and volunteers for their hard work and dedication.

In early March 2020 we were forced to close all our shops as a direct impact of the global pandemic. Since the year end, shops have been re-opened in line with Government guidelines.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Lottery

In 2019 we celebrated 25 years of running the hospice lottery where we have raised over £6 million pounds. In 2019/20 the lottery raised £164,000 which was an increase of £32,000 on the previous year. The lottery managed two successful raffles bringing in an additional £23,000. We were also able to celebrate the fact that we still have 2 original lottery volunteers who have been supporting the hospice lottery since it began 25 years ago. We are very grateful for their continued vital contribution.

In early March 2020 we were forced to suspend all our community collections/rounds as a direct impact of the global pandemic.

Staffing

The Board and Senior Management Team recognise that our people are at the heart of all we do and that it is essential that our employees and volunteers understand what is important to us, our patients and families and the community that we work in. We are open and transparent in our communications, share our business decisions and rationale and take steps to ensure that the organisational strategy is known and understood throughout the organisation.

The development of our workforce has remained a key focus within the year under report. Investment in an online training platform (Bluestream) provided increased accessibility and standardised approach to mandatory and developmental training across the organisation. The development of our clinical services saw the introduction of 2 key leadership roles within the Inpatient Unit and Supportive Care services.

Our work is only possible because of the dedicated service that our staff and volunteers provide and we would like to thank them for their hard work and commitment.

Volunteers

Bury Hospice relies on the commitment of its continually growing network of 525 volunteers. A dynamic recruitment strategy has ensured that the volunteer workforce has again increased this year by a further 10%. There is an embedded culture of volunteering across all areas of the Hospice; clinical services, retail and trading, fundraising, administration and domestic / maintenance. Volunteers contribute an estimated 45,000 hours of their time each year, resulting in a cost saving to the organisation of over £450,000.

The Hospice recognises that volunteering must be mutually beneficial. There has been continued focus on improving access to training and development opportunities. The Corporate Volunteer Induction brings together volunteers across departments, welcoming them to the Hospice and providing opportunity for mandatory training (Information Governance, Equality & Diversity, Safeguarding, Incident Reporting etc.). These sessions are delivered on a quarterly basis and are offered to all newly recruited volunteers as part of the on-boarding process. Role-specific network meetings have been introduced to update volunteers on changes, obtain feedback and to celebrate successes, as well as providing opportunity for role-specific training.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Volunteers

The Hospice has taken advantage of several external training opportunities offered by local and national organisations, allowing volunteers to further develop skills relevant to their roles. Investment in an online e-learning platform (Blue Stream) has enabled remote learning opportunities and improved management of volunteer training records.

Our volunteering offer has continued to attract a younger demographic, with one volunteer explaining:

"I was amazed at how well supported I was at the Hospice and how rewarding the role was. If you are a young person looking for a new experience that will help you to grow as a person I would definitely recommend Bury Hospice. It has been a unique and remarkable experience."

And another stating:

"Not only is it rewarding but it has helped me to develop lifelong skills to ensure that I can take the next steps in my career, and I will be forever grateful for that."

The Chairman and Trustees would like to record their appreciation to all our volunteers for their dedication and commitment to the work of the Hospice, without which the organisation would be unable to function.

Our approach to fundraising

Our fundraising, lottery and retail teams are given annual targets to raise money to meet the costs of the hospice's charitable activities. These include:

- . Individual giving
- . Community fundraising
- . Corporate fundraising
- . Fundraising events
- . Grants and Trusts fundraising
- . Legacy fundraising
- . Retail

We are committed to practicing the highest standards of fundraising and we take care to ensure that all our related activities reflect the hospice's values: operationally excellent, patient centred, enabling and inclusive and community focused.

How our fundraising conforms to recognised standards

We are registered with the Fundraising Regulator and committed to adhering to all recognised standards in relation to our fundraising activity.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Our approach to fundraising (Continued)

Staff and volunteers are trained in their responsibilities in relation to fundraising regulations and legislation upon induction where appropriate and periodically thereafter as required and ensure that all fundraising activity complies with the Fundraising Regulator's Code of Fundraising Practice and the Fundraising Promise.

How fundraising carried out on our behalf is monitored

We are grateful for the support of very many people and organisations in the Bury community who raise funds on our behalf.

The fundraising team provide advice, support, guidance and documentation to those who notify us of their plans to raise funds and this includes statutory requirements and best practice recommendations where relevant.

We have a Risk Management Policy so as to minimise, or as far as it is reasonably practical, eliminate any risks to patients, staff, volunteers, and supporters, members of the public or the organisation's reputation in relation to our fundraising activity. Staff identify and assess risks and put in place any necessary preventative controls. If necessary we ask for and receive advice from professional organisations.

Fundraising complaints

There were no formal complaints this year regarding fundraising. We sent out three direct mail campaigns during the year. This did prompt some people to ask to be removed from our mailing, in all cases this was done as requested

The Board of Trustees are ultimately responsible for the organisation's fundraising activities and review and approve the strategy and budget each year. The Head of Fundraising and Head of Retail and Trading regularly report to the Board via full board meetings and the meetings of the Audit and Regulatory Compliance committee receive details of any breaches in standards and complaints received and action taken. This includes matters relating to the Fundraising Regulator's Code of Practice and Fundraising Promise, Lottery Commission regulations and the new GDPR regulations that came into effect on the 25 May 2018.

How we work with and oversee any commercial participators/professional fundraisers

We currently work with SEC Fundraising Ltd, a professional fundraising company who sign up new members to our weekly lottery. There is a signed contract in place and we regularly review their performance, monitoring quality and receiving feedback on their approach and style. Any issues are raised with them formally as soon as is practical.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Our approach to fundraising (Continued)

How we protect the public, including vulnerable persons, from unreasonable intrusive or persistent fundraising approaches and undue pressure to donate.

We:

- Adhere to the Fundraising Regulator's Code of Practice and Fundraising Promise
- Promptly action any requests for removal from our mailing lists
- Ensure we only hold data for people who have given us permission and do so in a secure way
- Ensure we do not hold data for children
- Do not sell, pass on or procure data on any existing or potential donors and supporters to/from any third parties under any circumstances.
- Only use professional fundraising agencies who can demonstrate a track record of best practice in the sector and compliance with the Fundraising Regulator's code of conduct.

Financial review

The consolidated financial performance of the Hospice shows a dramatic improvement in our financial position with a surplus of £545,946 against a surplus in the previous year of £146,531.

In line with all organisations the continuing economic pressures significantly increased the risks of raising the income needed to cover expenditure and these risks particularly apply to voluntary and charitable organisations which are heavily dependent upon personal support from the public. The general public and in particular the community of Bury and its six townships have been very supportive during the financial year. Their support has been vital in supporting the continuing financial stability of the Hospice. Our retail department had a growth year with income increasing by £31k. With a further furniture retail outlet opened. Our Lottery income increased by £43k.

We were the beneficiary of legacies across the financial year totalling £983,388. This was an increase of £416,228, and contributed to the bulk of our surplus. We are very grateful to everyone involved and in particular to those generous individuals who have chosen to remember us in their wills.

The Hospice was awarded £175,000 in Covid relief grants from Bury MBC for our retail outlets. As the eligibility was confirmed in March they are accounted for the financial year 2019/20.

Bury CCG have been supportive of our Hospice, a grant of £521,536 was provided representing 27% of our charitable activities.

The Hospice expenditure has risen by £382,885 in the financial year. 83% of this increase was on charitable activities, as the Hospice increased and improved the care provision.

Our current ratio at year end was 5.48 (2018 - 3), the trustees were happy with this improvement helping to secure the Hospices' short term sustainability

As at the 31 March 2020, the net consolidated funds of the Hospice were in excess of £5.7m of which £4.3m is tied up in the value of the premises and other fixed assets.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Contingent Liability

In 2014 Bury Hospice received a grant from NHS England of £500k to be used to part fund the conversion of its former premises for use as a children's hospice. ForgetMeNot, a children's hospice based in Huddersfield took over the lease of Dumers Lane, Radcliffe with a commitment under the lease to provide the same services that were a condition of the grant given to Bury Hospice.

The recent closure of the children's hospice in Radcliffe could result in NHS England seeking a repayment of the grant from Bury Hospice although Hospice UK have indicated this is unlikely. Any pursuit of this would be strongly opposed by Bury Hospice. However the Board of Trustees are aware that NHS England have raised this possibility with Hospice UK and consequently believe that it needs to include a contingent liability note in the accounts.

In the event that Bury Hospice is required to repay all the grant immediately on demand, the Trustees would need to consider whether the Hospice continues as a going concern.

Policy on Reserves

The trustees have an established policy, whereby they designate a reserve fund 'Continuity Fund' which will enable the Hospice to continue, for a period of time, its current activities in the event of a significant drop in funding. This is reviewed on a regular basis as it is obviously necessary to consider how the funding will be replaced or activities modified should such circumstances arise. The current policy of the Board is a target level of this fund equivalent to six months total budgeted costs and to attempt to increase it gradually to nine months total budgeted costs.

The target of six months budgeted costs based on these accounts equates to £1.48m and the actual balance of the Continuity Fund at 31 March 2020 was £1.41m (2018/19 £716k). There is a shortfall of £68k on the target set by the trustees for this fund. The trustees continue to take such measures that will allow the 'Continuity Fund' to be grown in the future.

A separate fixed assets fund is recognised by the trustees representing the net book value of fixed assets already held. While the value of these assets is included within the total funds of the Charity they do not represent liquid or expendable amounts and should be segregated accordingly. This Fund is amended annually by transferring an amount at 31 March to or from the fund as required.

Investment policy and objectives

The Trustees have, according to the Articles of Association, the power to invest any part of the income of Bury Hospice in any manner authorised by the appropriate Act(s) of Parliament.

Currently, with the exception of a small amount invested through Brewin Dolphin and set out in note 14 to the accounts, the majority of the cash and bank balances are held in interest bearing deposits with major UK banks.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Plans for the year to 31 March 2021

With the onset of the COVID-19 pandemic and its current unknown impact and duration, we have begun to actively plan for our future.

Prior to the pandemic and lockdown our future was progressing positively in line with our strategic plan and commitments. We have worked very closely with our partners across the locality and in particular with the Local Care Organisation in support of the system flow work and the development of a renewed Palliative and End of Life care Strategy for Bury and its surrounding townships and look forward to the formalised publication and agreement of a system wide, fully integrated Palliative and End of Life Care model for Bury in early 2021.

The Hospice has a five year strategic plan running from 2018 to 2022 and we forecast our budgets in line with this. Over the coming year we will stringently review budgets and reforecast accordingly as we work to address the challenges and impact of the global pandemic and changes within our locality and ensure financial sustainability.

In addition to delivering our core offering to service users the teams will continue to grow their knowledge and skills in service development and quality improvement. We have continued to deliver person centred care against a backdrop of financial challenges. Our teams will be working hard in 2020/21 to ensure our services are effective and efficient whilst always striving to learn, improve and grow. In the year ahead our clinical teams will be working on a revised clinical priority plan which recognises the dependencies that exists between the teams when delivering individualised care and the need for great integration between services within the hospice and those outside the hospice, whilst understanding the learning and evolving environment that is influenced by COVID-19.

As we look forward beyond immediate challenges of the pandemic we will develop our plans to revive and thrive by adapting our services and realigning our strategy to meet the year ahead.

Principal risks and uncertainties

Principal risks and uncertainties of Bury Hospice are regularly assessed to ensure appropriate control measures are in place. Improved reporting and processes to differentiate between strategic and operational risks are now well established with the full implementation of the risk management software system – Vantage.

Operational risks are predominately identified and managed at departmental level with high level operational risks and key strategies and policies being escalated accordingly. This year has seen the introduction of formalised operational committees that subsequently feed up to the Sub-Committees.

Strategic risks and high level operational risks are recorded in a Corporate Risk Register and reported to the Audit and Regulatory Compliance Committee at each meeting and to the Board. The Board recognises it is ultimately responsible for the management of risk and is satisfied that the processes continue to address and mitigate exposure to major risks.

**BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020**

Principal risks and uncertainties (Continued)

The full Board reviews the full register at least once a year and receives copies for discussion, the Board considered that the major risks facing the Hospice and the work being done to mitigate those risks are:

Impact

Are we making the desired impact in supporting beneficiaries of the Hospice and can we measure it? We undertake impact assessments and record positive and negative comments and investigate and learn from the latter. We also work closely with other palliative care and health and social care teams in the Borough to ensure we maintain an excellent quality of care. We have introduced new KPI reporting and have agreed to be part of a comparison of key data produced by all Greater Manchester adult hospices.

Financial Sustainability

Fluctuations in fundraising income (including legacy) and retail income as a result of the COVID – 19 Pandemic are recognised as significant risks.


All budgets are reviewed and reforecast at each year end to ensure continuity of plans. The budgets are reviewed on a monthly basis by departmental and finance managers. A full report is then given to the full management team and audit and regulatory committee. These actions are in place to ensure financial accountability. In the short term will increase the monitoring of these reports and the frequency of our committees to ensure our performance and risks are actively reviewed.

The changing face of the commissioning landscape as we move to a structure of transformation and sustainability through the development of a fully integrated health and social care system governed by a One Care Organisation, creates uncertainty around future commissioning intentions and associated funding. Whilst challenging, the new environment presents us with an opportunity to lead the development of palliative and end of life care as part of a wider integrated system approach.

Disclosure of information to the auditor

Each Trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information. The Trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The Trustees report and the strategic review were approved by the Trustees of the Charity on 28/1/21 and signed on their behalf by:



Chris Claydon-Butler
Trustee

BURY HOSPICE AND SUBSIDIARY
TRUSTEES' REPORT *(continued)*
YEAR ENDED 31 MARCH 2020

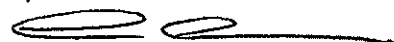
The trustees (who are also the directors of Bury Hospice for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP & FRS 102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Trustees of the Charity on 28/1/20 and signed on its behalf
by:.....



Chris Claydon-Butler

Trustee

BURY HOSPICE AND SUBSIDIARY
INDEPENDENT AUDITORS' REPORT TO THE
MEMBERS OF BURY HOSPICE
YEAR ENDED 31 MARCH 2020

Opinion

We have audited the financial statements of Bury 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 Balance Sheet, the Statement of Cash Flows 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 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 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

BURY HOSPICE AND SUBSIDIARY
INDEPENDENT AUDITORS' REPORT TO THE
MEMBERS OF BURY HOSPICE
YEAR ENDED 31 MARCH 2020

- 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.

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 has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

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

BURY HOSPICE AND SUBSIDIARY
INDEPENDENT AUDITORS' REPORT TO THE
MEMBERS OF BURY HOSPICE
YEAR ENDED 31 MARCH 2020

- adequate and sufficient 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'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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 22, 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 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 auditor's report.

BURY HOSPICE AND SUBSIDIARY
INDEPENDENT AUDITORS' REPORT TO THE
MEMBERS OF BURY HOSPICE
YEAR ENDED 31 MARCH 2020

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 to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tracey Johnson (Senior Statutory Auditor)

for and on behalf of MHA Moore and Smalley

Chartered Accountants

Statutory Auditor

28/01/2021

BURY HOSPICE AND SUBSIDIARY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 MARCH 2020

(INCLUDING INCOME AND EXPENDITURE ACCOUNT
AND STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES)

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Income and Endowments from:					
Donations and legacies	2	1,224,354	-	1,224,354	828,898
Charitable activities	3	548,422	24,797	573,219	454,362
Other trading activities	4	1,522,510	-	1,522,510	1,426,259
Investment income	5	3,080	-	3,080	2,207
Other income – Retail grant		175,000	-	175,000	-
Total Income		3,473,366	24,797	3,498,163	2,711,726
Expenditure on:					
Raising funds	6	(1,027,982)	-	(1,027,982)	(962,091)
Charitable activities	7	(1,894,688)	(28,297)	(1,922,985)	(1,605,991)
Total Expenditure		(2,922,670)	(28,297)	(2,950,967)	(2,568,082)
Net income/(expenditure)		550,696	(3,500)	547,196	143,644
Other gains/(losses)	8	(1,250)	-	(1,250)	2,887
Net movement in funds		549,446	(3,500)	545,946	146,531
Total funds brought forward		5,173,653	10,500	5,184,153	5,037,622
Transfer of funds		-	-	-	-
Total funds carried forward	22	5,723,099	7,000	5,730,099	5,184,153

All of the Group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2019 is shown in note 22.

BURY HOSPICE AND SUBSIDIARY

STATEMENT OF FINANCIAL ACTIVITIES - CHARITY

YEAR ENDED 31 MARCH 2020

(INCLUDING INCOME AND EXPENDITURE ACCOUNT

AND STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES)

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Income and Endowments from:					
Donations and legacies	2	1,220,258	-	1,220,258	817,213
Charitable activities	3	548,422	24,797	573,219	454,362
Other trading activities	4	1,314,364	-	1,314,364	1,228,454
Investment income	5	2,793	-	2,793	2,065
Other income – Retail grant		175,000	-	175,000	-
Total Income		3,260,837	24,797	3,285,634	2,502,094
Expenditure on:					
Raising funds	6	(849,605)		(849,605)	(787,544)
Charitable activities	7	(1,892,405)	(28,297)	(1,920,702)	(1,603,522)
Total Expenditure		(2,742,010)	(28,297)	(2,770,307)	(2,391,066)
Net income/(expenditure)		518,827	(3,500)	515,327	111,028
Other recognised gains and losses					
Other gains/(losses)	8	(1,250)		(1,250)	2,887
Net movement in funds		517,577	(3,500)	514,077	113,915
Reconciliation of funds					
Total funds brought forward		5,124,067	10,500	5,134,567	5,020,652
Transfer of funds		-	-	-	-
Total funds carried forward	22	5,641,644	7,000	5,648,644	5,134,567

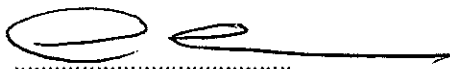
All of the Charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2019 is shown in note 21.

BURY HOSPICE AND SUBSIDIARY
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2020
(REGISTRATION NUMBER: 07299003)

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	12	4,295,620	4,430,129
Intangible Assets	13	19,531	27,108
Investments	14	10	10
		<u>4,315,161</u>	<u>4,457,247</u>
Current assets			
Debtors	15	756,044	154,797
Investments	16	44,367	45,399
Cash at bank and in hand		930,055	891,410
		<u>1,730,466</u>	<u>1,091,606</u>
Creditors: Amounts falling due within one year	17	<u>(315,528)</u>	<u>(364,700)</u>
Net current assets		<u>1,414,938</u>	<u>726,906</u>
Total assets less current liabilities		<u>5,730,099</u>	<u>5,184,153</u>
Creditors: Amounts falling due after more than one year		<u>-</u>	<u>-</u>
Net assets		<u>5,730,099</u>	<u>5,184,153</u>
Funds of the Group:			
Restricted income funds	22	7,000	10,500
Unrestricted income funds			
Unrestricted income funds	22	<u>5,723,009</u>	<u>5,173,653</u>
Total funds		<u>5,730,009</u>	<u>5,184,153</u>

The financial statements on pages 28 to 59 were approved by the trustees, and authorised for issue on 29/1/21 and signed on their behalf by:

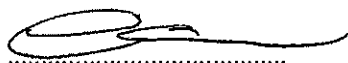


Chris Claydon-Butler
Trustee

BURY HOSPICE AND SUBSIDIARY
BALANCE SHEET - CHARITY
AS AT 31 MARCH 2020
(REGISTRATION NUMBER: 07299003)

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	12	4,295,620	4,430,133
Intangible Assets	13	16,094	19,183
Investments	14	12	12
		<u>4,311,726</u>	<u>4,449,328</u>
Current assets			
Debtors	15	763,288	189,814
Investments	16	44,367	45,399
Cash at bank and in hand		814,413	780,915
		<u>1,622,068</u>	<u>1,016,128</u>
Creditors: Amounts falling due within one year	17	<u>(285,150)</u>	<u>(330,889)</u>
Net current assets		<u>1,336,918</u>	<u>685,239</u>
Total assets less current liabilities		<u>5,648,644</u>	<u>5,134,567</u>
Creditors: Amounts falling due after more than one year		<u>-</u>	<u>-</u>
Net assets		<u>5,648,644</u>	<u>5,134,567</u>
Funds of the Charity:			
Restricted income funds	22	7,000	10,500
Unrestricted income funds			
Unrestricted income funds	22	<u>5,641,644</u>	<u>5,124,067</u>
Total funds		<u>5,648,644</u>	<u>5,134,567</u>

The financial statements on pages 28 to 59 were approved by the trustees, and authorised for issue on 28/1/21 and signed on their behalf by:



Chris Claydon-Butler
Trustee

BURY HOSPICE AND SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash income/(expenditure)		370,946	146,531
Adjustments to cash flows from non-cash items			
Depreciation	10	149,331	140,721
Investment income	5	(3,080)	(2,207)
(Profit)/Loss on disposal of tangible fixed asset		3,949	-
Financial instrument net (gains) losses through statement of financial activities		1,032	(3,000)
		<u>522,178</u>	<u>282,045</u>
Working capital adjustments			
Increase in debtors	15	(426,247)	542,739
Increase in creditors	17	(49,176)	(82,024)
Net cash flows from operating activities		<u>46,759</u>	<u>742,760</u>
Cash flows from investing activities			
Investment income		3,080	2,207
Purchase of tangible fixed assets	12	(11,190)	(90,798)
Net cash flows from investing activities		<u>(8,110)</u>	<u>(88,591)</u>
Net decrease in cash and cash equivalents		38,649	654,173
Cash and cash equivalents at 1 April 2019		<u>891,410</u>	<u>237,237</u>
Cash and cash equivalents at 31 March 2020		<u>930,055</u>	<u>891,410</u>

All of the cash flows are derived from continuing operations during the above two periods.

BURY HOSPICE AND SUBSIDIARY
STATEMENT OF CASH FLOWS - CHARITY
YEAR ENDED 31 MARCH 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash income/(expenditure)		339,077	113,915
Adjustments to cash flows from non-cash items			
Depreciation	10	144,843	136,233
Investment income	5	(2,793)	(2,065)
(Profit)/Loss on disposal of tangible fixed asset		3,949	-
Financial instrument net (gains) losses through statement of financial activities		1,032	(3,000)
		<u>486,108</u>	<u>245,083</u>
Working capital adjustments			
Increase in debtors	15	(398,474)	505,311
Decrease in creditors	17	(45,739)	(78,829)
Net cash flows from operating activities		<u>41,895</u>	<u>671,565</u>
Cash flows from investing activities			
Investment income		2,793	2,065
Purchase of tangible fixed assets	12	(11,190)	(90,798)
Net cash flows from investing activities		<u>(8,397)</u>	<u>(88,733)</u>
Net increase/(decrease) in cash and cash equivalents		33,498	582,832
Cash and cash equivalents at 1 April 2019		<u>780,915</u>	<u>198,084</u>
Cash and cash equivalents at 31 March 2020		<u>814,413</u>	<u>780,915</u>

All of the cash flows are derived from continuing operations during the above two periods.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

General information and Basis of preparation

Bury Hospice is a company limited by guarantee in the United Kingdom. The address of the registered office is given in the charity information on page 2 of these financial statements. The nature of the charity's operation and principle activities are set out in the trustees' report.

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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Bury Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The financial statements have been prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Going concern

The trustees are required to assess whether the use of going concern is appropriate, ie whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation of the accounts. The recent measures taken by the Government to combat the spread of the corona virus has resulted in a reduction in fundraising income for the charity and also impacted the cost of service provision . As a result, in the year ending 31 March 2021, income from charity shops and other fundraising will be significantly lower than anticipated. At the date of approving these accounts the trustees have a reasonable expectation that the charity will be able to manage the situation and that it is has sufficient cash resources to enable it to meet its liabilities as they fall due for at least 12 months from the date of approval. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements

Income and endowments

Voluntary income including donations, gifts, legacies and grants that provide core funding or are of a general nature is recognised when the Charity has entitlement to the income, it is probable that the income will be received and the amount can be measured with sufficient reliability.

No costs of fundraising have been netted against voluntary income.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* **FOR THE YEAR ENDED 31 MARCH 2020**

1 Accounting policies *(Continued)*

The following specific policies are applied to particular categories of income:

Donations and legacies

Donations and legacies are recognised on a receivable basis when receipt is probable and the amount can be reliably measured. The charity does not regard legacy income as receivable simply because it has been informed about it. Legacy income is only recognised when it has been received or when it is reasonably certain that the legacy will be received and the value can be measured with sufficient reliability. If a legacy has not been received or reliably quantified within one month of the year end however, the legacy will not be included in the current year's financial statements.

Grants receivable

Grants comprise amounts receivable during the year.

Gifts in kind

Gifts-in-kind are included at the cost to the donor. Where this cost is not known precisely an estimate of the value of such gifts is included in donations.

Time given by volunteers is not included at a value.

Investment income

Investment income is recognised in the accounts as it arises.

Other income

Restricted income and expenditure

Income which is received with restrictions as to its use is treated as restricted income.

Restricted expenditure relates to items for which restricted income has been received. Where the restricted income is insufficient to cover the entire cost of an item, the balance of the expenditure is covered from unrestricted funds.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, its probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds. This includes publicity and other costs directly related to fundraising. The costs of Charity retailing (charity shops) are shown separately within this heading.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies *(Continued)*

Charitable activities

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs

These include the costs attributable to the Charity's compliance with constitutional and statutory requirements, including audit, strategic management and Trustee's meetings and reimbursed expenses.

Taxation

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

Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Where fixed assets have been donated, these are recorded at market valuation or value in use at the time of acquisition.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Leasehold and Freehold Property	2% - 25% Straight line
Office equipment, fixtures and equipment	10% - 25% Straight line
Plant and machinery	10% - 25% Straight line
Motor Vehicles	25% Straight line

Business combinations

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the charity. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies *(Continued)*

Current asset investments

Current asset investments are included at market value.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the Charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the Charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Borrowings

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the Charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies *(Continued)*

Fund accounting

Unrestricted General Funds are funds that can be used in accordance with the charitable objects at the discretion of the Trustees.

Designated funds are resources set aside from Unrestricted General Funds for specific purposes at the discretion of the trustees.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose within the objects of the Charity. Restrictions arise when specified by the donor/commissioner or when funds are raised for particular restricted purposes.

Hire purchase and finance leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

Pensions and other post retirement obligations

The Charity operates three pension schemes as detailed in note 20 to the accounts.

The annual contributions payable are charged to the Statement of Financial Activities.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experiences and other factors that are considered to be relevant. Actual results may differ from these estimates.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies *(Continued)*

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future period.

The trustees do not believe that there are any estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

2 Income from donations and legacies

	Unrestricted funds	Total 2020	Total 2019
Consolidated	£	£	£
Donations	210,876	210,876	220,603
Legacies	983,388	983,388	567,160
Gift aid reclaimed	30,090	30,090	41,135
	<u>1,224,354</u>	<u>1,224,354</u>	<u>828,898</u>

All of the income from donations and legacies received in this year and the comparative year was unrestricted.

	Unrestricted funds	Total 2020	Total 2019
Charity	£	£	£
Donations	206,780	206,780	208,918
Legacies	983,388	983,388	567,160
Gift aid reclaimed	30,090	30,090	41,135
	<u>1,220,258</u>	<u>1,220,258</u>	<u>817,213</u>

All of the income from donations and legacies received in this year and the comparative year was unrestricted.

The charity is currently aware of several legacies which have not been included in the financial statement as no notification of impending distribution has been received and accordingly the value of the legacies cannot be measured with sufficient reliability.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

3 Income from charitable activities

	Unrestricted Funds £	Restricted Funds	Total 2020 £	Total 2019 £
Consolidated				
Grant income NHS	521,536	-	521,536	429,912
Out of area patient contributions	19,800	-	19,800	13,950
Grants	7,086	24,797	31,883	10,500
	<u>548,422</u>	<u>24,797</u>	<u>573,219</u>	<u>454,362</u>

	Unrestricted Funds £	Restricted Funds	Total 2019 £	Total 2018 £
Consolidated – Prior Year				
Grant income NHS	429,912	-	429,912	429,888
Out of area patient contributions	13,950	-	13,950	-
Grants	-	10,500	10,500	-
	<u>443,862</u>	<u>10,500</u>	<u>454,362</u>	<u>429,888</u>

	Unrestricted Funds £	Restricted Funds	Total 2020 £	Total 2019 £
Charity				
Grant income NHS	521,536	-	521,536	429,912
Out of area patient contributions	19,800	-	19,800	13,950
Grants	7,086	24,797	31,883	10,500
	<u>548,422</u>	<u>24,797</u>	<u>573,219</u>	<u>454,362</u>

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

4 Income from other trading activities

	Unrestricted funds	Total 2020	Total 2019
Consolidated	£	£	£
Charity retailing	800,933	800,933	770,245
Lottery income	340,760	340,760	297,805
Other events income	359,256	359,256	331,595
Other Income - legal	-	-	9,229
Other income - catering	16,761	16,761	13,185
Other income - rent of office space	4,800	4,800	4,200
	<u>1,522,510</u>	<u>1,522,510</u>	<u>1,426,259</u>

All of the income from trading activities received in this year and the comparative year was unrestricted.

Charity	Unrestricted funds	Total 2020	Total 2019
	£	£	£
Charity retailing	800,933	800,933	770,245
Other events income	359,256	359,256	331,595
Donation from Bury Hospice Trading Ltd	132,614	132,614	100,000
Other Income - legal	-	-	9,229
Other income - catering	16,761	16,761	13,185
Other income - rent of office space	4,800	4,800	4,200
	<u>1,314,364</u>	<u>1,314,364</u>	<u>1,228,454</u>

All of the income from trading activities received in this year and the comparative year was unrestricted.

5 Investment income

	Unrestricted funds	Total 2020	Total 2019
Consolidated	£	£	£
Other investment income	3,080	3,080	2,207

All of the investment income received in this year and the comparative year was unrestricted.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

5 Investment income *(Continued)*

	Unrestricted funds £	Total 2020 £	Total 2019 £
Charity			
Other investment income	2,793	2,793	2,065

All of the investment income received in this year and the comparative year were unrestricted.

6 Costs of raising funds

Consolidated

Activities undertaken directly	Unrestricted funds		Total 2020 £	Total 2019 £
	Fundraising cost - retail	Fundraising cost - general		
	£	£		
Fundraising trading	-	27,399	27,399	22,451
Costs of goods sold	138,187	-	138,187	135,906
Depreciation	17,716	2,204	19,920	18,877
Other costs	205,372	11,829	217,201	253,852
Staff Costs	473,671	151,604	625,275	531,005
	<u>834,946</u>	<u>193,036</u>	<u>1,027,982</u>	<u>962,091</u>

All of the costs of raising funds in this year and the comparative year were unrestricted.

Charity

Activities undertaken directly	Unrestricted funds		Total 2020 £	Total 2019 £
	Fundraising cost - retail	Fundraising cost - general		
	£	£		
Fundraising trading	-	27,399	27,399	22,451
Costs of goods sold	28,622	-	28,622	23,738
Depreciation	13,228	2,204	15,432	14,389
Other costs	182,321	11,829	194,150	239,979
Staff Costs	432,398	151,604	584,002	486,897
	<u>656,569</u>	<u>193,036</u>	<u>849,605</u>	<u>787,454</u>

All of the costs of raising funds in this year and the comparative year were unrestricted.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

7 Costs of charitable activities

Consolidated

	Unrestricted funds	Restricted funds	Total	Total
Activities undertaken directly	Main Hospice Activities	Main Hospice Activities	2020	2019
	£	£	£	£
Employment costs	1,468,476	28,297	1,496,773	1,249,203
Other costs	281,355	-	281,370	219,516
Depreciation	133,360	-	133,360	121,842
Governance costs:				
Other governance costs	2,633	-	2,633	4,494
Audit fees: audit of the financial statements	8,568	-	8,568	9,572
Legal fees	281	-	281	1,364
	<u>1,894,673</u>	<u>28,297</u>	<u>1,922,985</u>	<u>1,605,991</u>

All of the costs of charitable activities in the comparative year were unrestricted.

Charity

	Unrestricted funds	Restricted funds	Total	Total
Activities undertaken directly	Main Hospice Activities	Main Hospice Activities	2020	2019
	£	£	£	£
Employment costs	1,468,476	28,297	1,496,773	1,249,203
Other Costs	281,355	-	281,355	219,507
Depreciation	133,360	-	133,360	121,842
Governance costs:				
Other governance costs	2,633	-	2,633	4,494
Audit fees: audit of the financial statements	6,300	-	6,300	7,112
Legal fees	281	-	281	1,364
	<u>1,892,405</u>	<u>28,297</u>	<u>1,920,702</u>	<u>1,603,522</u>

All of the costs of charitable activities in the comparative year were unrestricted.

BURY HOSPICE AND SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS** *(Continued)***FOR THE YEAR ENDED 31 MARCH 2020**

8 Other Gains and Losses

Consolidated and Charity	Unrestricted funds	Total 2020	Total 2019
	£	£	£
Gain on revaluation of investment assets	(1,250)	(1,250)	2,887

Prior Year

Consolidated and Charity	Unrestricted funds	Total 2019	Total 2018
	£	£	£
Gain on revaluation of investment assets	2,887	2,887	-
Realised losses on disposal of tangible fixed asset	-	-	550,203

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

9 Trustees Remuneration and Expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the current or previous year.

10 Net incoming/(outgoing) resources

Net incoming/(outgoing) resources for the year include:

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Payments under operating leases:				
- land and buildings	31,530	31,530	78,435	31,530
- plant and equipment	12,055	12,055	12,055	12,055
(Profit)/Loss on disposal of fixed asset	3,949	-	3,949	-
Depreciation	149,331	140,721	144,843	136,233
Auditors' remuneration				
- audit of the financial statements	8,568	9,572	6,300	7,112

11 Staff costs

The aggregate payroll costs were as follows:

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Wages and salaries	1,773,903	1,475,711	1,738,371	1,435,520
Social security costs	142,599	119,248	139,291	116,447
Pension costs	126,278	96,262	123,845	95,204
	<u>2,042,780</u>	<u>1,691,221</u>	<u>2,001,507</u>	<u>1,647,171</u>

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

11 Staff costs *(Continued)*

The monthly average number of persons (including Senior Management Team) employed by the Charity during the year expressed as total and full time equivalents was as follows:

	Consolidated			
	2020		20119	
	Staff No	FTE No	Staff No	FTE No
Clinical and support staff	41	37	33	31
Fundraising	36	26	31	22
Administration	4	3	3	2
	81	66	67	55

All staff are employed by the Hospice

The number of employees whose emoluments fell within the following bands was:

	Consolidated		Charity	
	2020 No	2019 No	2020 No	2019 No
£60,001 - £70,000	0	1	0	1
£80,001 - £90,000	1	0	1	0

The Hospice considers that the key management personnel comprise the Directors and the Hospice Management Team – who throughout the year were a Chief Executive who came into post in April, Head of Clinical Services, Head of Retail and Trading, Head of Finance and Support Services. A Head of Marketing Communications and Fundraising, was recruited in post from July. The total remuneration, including Employer National Insurance and pension contributions of the key management personnel was £292,193. The prior year was £229,076. The charity directors were not paid or received any other benefits from employment with the Hospice or its subsidiary in the year (prior year: nil)

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

12 Tangible fixed assets

Consolidated	Freehold Land and buildings £	Leasehold land and buildings £	Furniture and equipment £	Plant and machinery (incl vehicles) £	Total £
Cost					
At 1 April 2019	4,803,901	142,372	233,888	179,654	5,359,815
Additions	-	1,200	-	9,990	11,190
Disposals	-	-	(12,369)	(18,029)	(30,398)
At 31 March 2020	4,803,900	143,572	221,519	171,615	5,340,607
Depreciation					
At 1 April 2019	581,319	29,903	171,714	146,746	929,682
Charge for the year	96,078	20,742	14,967	9,967	141,754
Eliminated on disposal	-	-	(12,356)	(14,093)	(26,449)
At 31 March 2020	677,397	50,645	174,325	142,620	1,044,987
Net book value					
At 31 March 2019	4,222,582	112,469	62,174	32,908	4,430,133
At 31 March 2020	4,126,504	92,927	47,194	28,995	4,295,620

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

12 Tangible fixed assets *(Continued)*

Charity	Freehold Land and buildings £	Leasehold land and buildings £	Furniture and equipment £	Plant and machinery (incl vehicles) £	Total £
Cost					
At 1 April 2019	4,803,901	142,372	232,038	179,654	5,357,965
Additions	-	1,200	-	9,990	11,190
Disposals	-	-	(12,369)	(18,029)	(30,398)
At 31 March 2020	4,803,901	143,572	219,669	171,615	5,338,757
Depreciation					
At 1 April 2019	581,319	29,903	169,864	146,746	927,832
Charge for the year	96,078	20,742	14,967	9,967	141,754
Eliminated on disposal	-	-	(12,356)	(14,093)	(26,449)
At 31 March 2020	677,397	50,645	172,475	142,620	1,043,137
Net book value					
At 31 March 2019	4,222,582	112,469	62,174	32,908	4,430,133
At 31 March 2020	4,126,504	92,927	47,194	28,995	4,295,620

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

13 Intangible fixed assets

Consolidated	Software £	Total £
Cost		
At 1 April 2019	55,995	55,995
Additions	-	-
Disposals	-	-
At 31 March 2020	55,995	55,995
Depreciation		
At 1 April 2019	28,887	28,887
Charge for the year	7,577	7,577
Eliminated on disposal	-	-
At 31 March 2020	36,464	36,464
Net book value		
At 31 March 2019	27,108	27,108
At 31 March 2020	19,531	19,531

BURY HOSPICE AND SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS** *(Continued)*
FOR THE YEAR ENDED 31 MARCH 2020

13 Intangible fixed assets

Charity	Software £	Total £
Cost		
At 1 April 2019	39,891	39,891
Additions	-	-
Disposals	-	-
At 31 March 2020	39,891	39,891
Depreciation		
At 1 April 2019	20,708	20,708
Charge for the year	3,089	3,089
Eliminated on disposal	-	-
At 31 March 2020	23,797	23,797
Net book value		
At 31 March 2019	19,183	19,183
At 31 March 2020	16,094	16,094

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

14 Fixed asset investments

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Market value at 1 st April 2019	<u>10</u>	<u>10</u>	<u>12</u>	<u>12</u>
Market value at 31st March 2020	<u>10</u>	<u>10</u>	<u>12</u>	<u>12</u>
Historical cost at 31st March 2020	<u>10</u>	<u>10</u>	<u>12</u>	<u>12</u>

Investment in subsidiary companies

All subsidiary companies are incorporated in the UK and are wholly owned. The details of the subsidiary and the results for the year are as follows:

	Bury Hospice Trading Limited	
	2020	2019
	£	£
Profit and Loss		
Turnover	344,856	309,490
Cost of sales and other direct costs	(109,565)	(112,168)
Administrative expenses	(71,080)	(64,841)
Interest received	287	142
Profit/(Loss) before tax	<u>164,498</u>	<u>132,623</u>
Balance Sheet		
	£	£
Fixed assets	3,437	7,925
Current assets	135,614	110,553
Current liabilities	(57,594)	(68,890)
Net assets/(liabilities)	<u>81,457</u>	<u>49,588</u>
Ordinary £1 shares	2	2
Profit and loss account	<u>81,455</u>	<u>49,886</u>
Net assets/(liabilities)	<u>81,457</u>	<u>49,588</u>

BURY HOSPICE AND SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS** *(Continued)***FOR THE YEAR ENDED 31 MARCH 2020**

15 Debtors

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	31,300	1,878	31,300	1,878
Due from group undertakings	-	-	27,215	35,079
Other debtors & prepayments	88,561	114,891	68,590	114,829
Accrued income	461,183	38,028	461,183	38,028
	<u>581,044</u>	<u>154,797</u>	<u>588,284</u>	<u>189,814</u>

16 Current asset investments

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Listed other shares	<u>44,367</u>	<u>45,399</u>	<u>44,367</u>	<u>45,399</u>

17 Creditors: amounts falling due within one year

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	63,007	45,204	62,952	44,964
Other creditors	177,406	158,035	149,222	128,691
Accruals	75,115	161,461	72,976	157,234
	<u>315,528</u>	<u>364,700</u>	<u>285,150</u>	<u>330,889</u>

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

18 Obligations under leases and hire purchase contracts

The total value of future minimum lease payments was as follows:

	Consolidated		Charity	
	2020	2019	2020	2019
	£	£	£	£
Property leases expiring within:				
one year	54,986	57,759	54,986	57,759
two to five years	61,258	72,372	61,258	72,372
over five years	-	-	-	-
Other leases expiring within:				
one year	17,479	12,054	17,479	12,054
two to five years	20,749	26,480	20,749	26,480
over five years	8,253	884	8,253	884

19 Charity status

The Charity is a Charity limited by guarantee and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the Charity in the event of liquidation.

20 Pension commitments

The Hospice operates three pension schemes:

- (a) A defined benefits pension scheme for all eligible employees. The assets of the scheme are held separately by the National Health Service Superannuation Scheme. Contributions to the scheme are charged to the profit and loss account as these are incurred. This pension scheme does not have a real pension fund but, as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation. This extra cost is not met by contributions from scheme members or employers. As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to Bury Hospice. Therefore, as permitted by FRS 102, the scheme has been accounted for as a defined contribution scheme.
- (b) A defined contribution group personnel pension scheme for employees not eligible to join the above scheme. This is provided by AEGON, the Bury Hospice approved pension provider.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

Employer contributions vary according to when staff joined the Hospice with some at the same level as the NHS scheme and others at 8%.

- (c) Nest – a Government auto-enrolment workplace pension scheme for those employees not in either of the two schemes above. Some employees have exercised their right not to be enrolled in this or any scheme.

The total contributions made to all schemes by Bury Hospice in the year were £126,278 (2019 - £96,262).

21 Contingent liabilities

On 26th March 2018, the Board of Trustees approved the granting of an indemnity valued at £46,202 in favour of the Royal Bank of Scotland (RBS) in respect to the monies recovered from two banks that related to the fraud that saw a gross loss of £235,000 to the Charity. This indemnity is only triggered in the event that a claim is raised on RBS by these banks that have in turn had a connected claim raised on them relating to the same funds and is capped at the same amount that the Charity has recovered via RBS.

In 2014 Bury Hospice received a grant from NHS England of £500k to be used to part fund the conversion of its former premises for use as a children's hospice. ForgetMeNot, a children's hospice based in Huddersfield took over the lease of Dumers Lane, Radcliffe with a commitment under the lease to provide the same services that were a condition of the grant given to Bury Hospice.

The recent closure of the children's hospice in Radcliffe could result in NHS England seeking a repayment of the grant from Bury Hospice although Hospice UK have indicated this is unlikely. However the Board of Trustees are aware that NHS England have raised this possibility with Hospice UK and consequently believe that it needs to include a contingent liability note in the accounts.

In the event that Bury Hospice is required to repay all the grant immediately on demand, the Trustees would need to consider whether the Hospice continues as a going concern.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

22 Funds

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Transfers £	Balance at 31 March 2020 £
Consolidated						
Unrestricted funds						
<i>Unrestricted designated funds</i>						
Continuity Fund	716,412	3,473,366	(2,922,670)	(1,250)	142,090	1,407,948
Fixed Asset Fund	4,457,241	-	-	-	(142,090)	4,315,151
	<u>5,173,653</u>	<u>3,473,366</u>	<u>(2,922,670)</u>	<u>(1,250)</u>	<u>-</u>	<u>5,723,099</u>
Restricted funds						
Outreach	8,000	24,797	(25,797)	-	-	7,000
Bereavement Support	2,500	-	(2,500)	-	-	-
Total restricted funds	<u>10,500</u>	<u>24,797</u>	<u>(28,297)</u>	<u>-</u>	<u>-</u>	<u>7,000</u>
Total funds	<u>5,184,153</u>	<u>3,498,163</u>	<u>(2,950,967)</u>	<u>(1,250)</u>	<u>-</u>	<u>5,730,099</u>

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)*

FOR THE YEAR ENDED 31 MARCH 2020

	Balance at 1 April 2018 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Transfers £	Balance at 31 March 2019 £
Consolidated						
Unrestricted funds						
<i>Unrestricted designated funds</i>						
Continuity Fund	530,458	2,701,226	(2,568,082)	2,887	49,923	716,412
Fixed Asset Fund	4,507,164	-	-	-	(49,923)	4,457,241
	<u>5,037,622</u>	<u>2,701,226</u>	<u>(2,568,082)</u>	<u>2,887</u>	<u>-</u>	<u>5,173,653</u>
Restricted funds						
Outreach	-	8,000	-	-	-	8,000
Bereavement Support	-	2,500	-	-	-	2,500
Total restricted funds	<u>-</u>	<u>10,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,500</u>
Total funds	<u>5,037,622</u>	<u>2,711,726</u>	<u>(2,568,082)</u>	<u>2,887</u>	<u>-</u>	<u>5,184,153</u>

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Transfers £	Balance at 31 March 2020 £
Charity						
Unrestricted funds						
<i>Unrestricted designated funds</i>						
Continuity Fund	674,754	3,260,837	(2,742,010)	(1,250)	137,599	1,329,930
Fixed Asset Fund	4,449,313	-	-	-	(137,599)	4,311,714
	<u>5,124,067</u>	<u>3,260,837</u>	<u>(2,742,010)</u>	<u>(1,250)</u>	<u>-</u>	<u>5,641,644</u>
Restricted funds						
Outreach	8,000	24,797	(25,797)	-	-	7,000
Bereavement Support	2,500	-	(2,500)	-	-	-
Total restricted funds	<u>10,500</u>	<u>24,797</u>	<u>(28,297)</u>	<u>-</u>	<u>-</u>	<u>7,000</u>
Total funds	<u>5,134,567</u>	<u>3,285,634</u>	<u>(2,770,307)</u>	<u>(1,250)</u>	<u>-</u>	<u>5,648,644</u>

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

Charity	Balance at 1 April 2018 £	Incoming resources £	Resources expended £	Other recognised gains/(losses) £	Transfers £	Balance at 31 March 2019 £
Unrestricted designated funds						
Continuity Fund	525,890	2,491,594	(2,391,066)	2,887	45,449	674,754
Fixed Asset Fund	4,494,762	-	-	-	(45,449)	4,449,313
	<u>5,020,652</u>	<u>2,502,094</u>	<u>(2,391,066)</u>	<u>2,887</u>	<u>(10,500)</u>	<u>5,124,067</u>
Restricted funds						
Domiciliary Care fund	-	8,000	-	-	-	8,000
GP Education	-	2,500	-	-	-	2,500
Total restricted funds	<u>-</u>	<u>10,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,500</u>
Total funds	<u>5,020,652</u>	<u>2,502,092</u>	<u>(2,338,945)</u>	<u>2,887</u>	<u>-</u>	<u>5,134,567</u>

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

£8,000 donated by the Burdett trust in 18/19 was fully spent in 19/20 towards the nursing costs for the Hospice's new outreach programme.

£2,500 donated by the Maximus foundation in 18/19 was fully spent in 19/20 toward the running costs of or bereavement services.

£7,000 was donated by the Albert Hunt Trust toward nursing costs for the Hospice's new outreach programme in 20/21.

BURY HOSPICE AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS *(Continued)* FOR THE YEAR ENDED 31 MARCH 2020

Continuity Fund

The Trustees confirmed the decision taken in 2011 to set the target level of this fund at six month's total budgeted costs and to attempt to increase it gradually to nine months' total budgeted costs. This is reviewed on a regular basis as it is obviously necessary to consider how the funding will be replaced or the activities modified should such circumstances arise.

The target of six months' budgeted costs based on these accounts equates to approximately £1,475,483 and the actual balance of the continuity fund at 31 March 2020 was £1,407,948, a shortfall of £67,535. The Trustees believe that the measures in place will allow the 'Continuity Fund' to be grown in the future.

Fixed Asset Fund

A separate fixed assets fund is recognised by the Trustees representing the net book value of fixed assets already held. Whilst the value of these assets is included within the total funds of the Charity they do not represent liquid or expendable amounts and should be segregated accordingly. This Fund is amended annually by transferring an amount at 31 March to or from the Fund as required.

Restricted funds

23 Analysis of net assets between funds

	Designated funds	Restricted funds	Total funds
Consolidated	£	£	£
Tangible fixed assets	4,295,620	-	4,295,620
Intangible fixed assets	19,531	-	19,531
Fixed asset investments	10	-	10
Current assets	1,723,466	7,000	1,730,466
Current liabilities	(315,528)	-	(315,528)
Total net assets	5,723,099	7,000	5,730,099

	Designated funds	Restricted funds	Total funds
Charity	£	£	£
Tangible fixed assets	4,295,620	-	4,295,620
Intangible fixed assets	16,094	-	16,094
Fixed asset investments	12	-	12
Current assets	1,615,068	7,000	1,622,068
Current liabilities	(285,150)	-	(285,150)
Total net assets	5,641,644	7,000	5,648,644

BURY HOSPICE AND SUBSIDIARY
NOTES TO THE FINANCIAL STATEMENTS *(Continued)*
FOR THE YEAR ENDED 31 MARCH 2020

24 Group undertakings

The Financial Statements consolidate the following undertaking on a line by line basis:

Bury Hospice Trading Limited is a limited company registered in England and Wales (company registration number 02786522). The shares of the Company are held by certain Trustees as nominees on behalf of Bury Hospice. The Board of Trustees appoints all directors to the Board of Bury Hospice Trading Limited and exercises significant influence over the Company's activities. The Company administers the Bury Hospice Lottery for the benefit of Bury Hospice.

	2020	2019
	£	£
Aggregate capital and reserves (funds)		
Bury Hospice Trading Limited	<u>2</u>	<u>2</u>
Surplus for the year		
Bury Hospice Trading Limited	<u>164,498</u>	<u>132,623</u>

25 Related party transactions

One Trustee, D Lisle, was reimbursed expenses of £84 (2019:£nil) during the year in association with her role as a volunteer at the Hospice. There have been no other related party transactions in the reporting period that require disclosure.

26 Members

The charity is a company limited by guarantee but not having a share capital and is registered as a charity under the Charities Act 2011.