

THE SHAKESPEARE HOSPICE

ANNUAL REPORT AND ACCOUNTS 2018/19



Company Registration No. 3291683

Charity Registration No. 1064091

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Report of the Trustees for the Year Ending 31 March 2019

The Trustees are pleased to present their annual report and audited financial statements for the year ending 31 March 2019. This meets the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with relevant statutory and regulatory requirements:

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

From the Chair

Welcome to our Annual Report for 2018 to 2019.

I would like to start by thanking my fellow Trustees who have continued to give their time voluntarily over the year and have helped steer the Hospice through what was a challenging year in relation to our income but nevertheless another successful year as we maintained all our services. I would also like to thank all the wonderful staff at the Hospice and our volunteers and supporters without whom we would not be able to offer the care and support we provide to our local community.

The current climate for all Hospices up and down the country is tough. Our costs have exceeded our income which necessitated us implementing cost savings measures during the year. These included closing the Moreton shop and a re-organisation resulting in the redundancy of the Quality Lead Nurse post. All the changes were effected without any impact on patient services which continues to be our priority.

We were successful in receiving an uplift in funding from South Warwickshire Clinical Commissioning Group which brings our total NHS contribution for the year to 14%. That means that we still need to generate the remaining 86% of income from fundraising and our retail shops. During the year we undertook a review of our Retail operations and implemented a number of measures to increase overall profitability across the shops. The Income Strategy Committee and the Board continue to monitor performance of the shops and review the overall Retail and broader Fundraising strategies to ensure we are maximising our income generation activities.

There continues to be an increasing demand for our services. The Board monitors all the services we provide including importantly the quality of those services. Given the income challenges, the focus during the year has been on maintaining current services and we have not therefore been able to progress service provision for dementia patients and their carers. Whilst we would like to expand the range of services we offer in the future we will continue to concentrate resources on maintaining our current services unless we can secure additional new funding.

Looking ahead we know we are still operating in a challenging climate in common with Hospices throughout the country. We are also mindful that the NHS and social care landscape is changing. We will continue to review all our operations and ensure we are cost efficient. We will also look for opportunities to collaborate with others, be they Hospices, care organisations or other partners who we believe can help us to continue to provide excellent quality services to our community.

Fiona Murphy
Chair

Purpose

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

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

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

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

Objects

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

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

Strategies

Our strategies to achieve our purpose and objects are:

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

Detail on the activities carried out to implement our strategies in the year is given in the '2018/19 Achievements' section below.

Measures

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

- The number of new referrals, patients and carers helped, and sessions provided;
- Satisfaction, as indicated by patient/carer surveys and unannounced clinical visits;
- The review of clinical outcomes;
- Internal audits;
- Audits by outside organisations, including the Care Quality Commission.

Activities

Summary

Our principal activities to further our purpose are:

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

2018/19 Achievements

During the year:

- We have maintained all patient services and have continued to care for over 1000 patients, carers and family members.
- We are planning to work with South Warwickshire Foundation Trust and other Warwickshire Palliative Care Providers to develop an equitable overnight Rapid Response Hospice at Home Service across Warwickshire.
- We have successfully completed a rehabilitation project with South Warwickshire Foundation Trust and an academic partner from Warwick University.

- We launched a campaign to raise awareness of the diversity of services we offer, which included our Children's Bereavement Service, televised by the national annual Children in Need programme, and a focus on our Hospice at Home service during the Christmas period, highlighted by BBC Midlands today programme.

Day Hospice

During 2018/19 there have been 215 new referrals, a slight decrease on last year. There were 650 cancelled patient appointments during the year which equates to 23% of the total planned activity. This was mainly due to patient illness and represents an increasing complexity and dependency of patients attending Day Hospice.

Hospice at Home Service

During 2018/19 there have been 308 new referrals representing a 20% growth on the previous year. 88% of patients were supported to successfully achieve their preferred place of death which represents a 3% increase compared to 2017/2018.

Our Hospice at Home Service continues to operate 24/7 with our own on call service and out of hours calls have increased by 31%. This included a 7% increase in visits during the out of hours period. We are currently collaborating with South Warwickshire Foundation Trust and other Hospice and palliative care providers to develop an overnight Rapid Response Hospice at Home service which will ensure equitable access for all patients needing end of life care and support across Warwickshire.

Adult Counselling Service

During 2018/19 there were 126 new referrals. We continue to manage the service with volunteer counsellors and there have been a number of leavers during this time period. The recruitment process is active in order to manage the caseload, however, fewer available counsellors, contacts with the service have fallen slightly, whilst the waiting list has extended.

Young People's Service

Demand is growing for all the Young People's Services based in the bespoke Young People's Hub:

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

During 2018/19 there were 97 new referrals to the Children's Bereavement Service. This service was featured on the national Children in Need programme during November 2018.

2. Young Carers' Support

During 2018/19 there have been 830 attendances. This represents an increase of 5% compared to 2017/18, and we continue to work in partnership with Warwickshire Young Carers to provide this support.

3. Transitional Care

During 2018/19 there has been a 62% increase in referrals to this service and we have provided 53 one to one sessions during the year. This is fewer than the previous year as we have, sadly, experienced the deaths of a number of youngsters we have been caring for. We continue to liaise closely with other Children's Hospice providers to support siblings and families of our transitional care patients.

4. Work Experience and Volunteering

41 young people were supported with work experience opportunities.

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

Voluntary Services

Our volunteers remain integral to all of the services we deliver and the number of volunteers in place during 2018/19 has risen by 66 to 366 volunteers in total.

We host two celebratory parties for volunteers in the summer and at Christmas, in order to say a very big thank you for their efforts and support. At these events we present our long service awards, recognising those volunteers who have been with us for periods of 5, 10 and 15 years. Special awards were also made to recognise 4 volunteers who have served the Hospice since it opened in 1999.

Fundraising

Generating income for the Hospice remains a challenge, in particular for our corporate supporters with the uncertainty of the impact of Brexit.

The implementation of our new fundraising strategy included a review of marketing materials and as a result, income from gift aid, has increased by 76% on the previous year. The facility to make regular gifts on line via our website was launched in summer 2018 and there is also now the opportunity to leave personal messages for in memory donations.

A positive supporter experience is at the heart of all that we do. We listen carefully to our donors and supporters and ensure that our fundraising practices remain compliant, respectful, open and honest.

Training and development to all members of the fundraising team and volunteers, includes regular updates on the Fundraising Regulator codes and conditions, and guidance for all members of the public raising funds "in aid of" and "behalf of" the Hospice.

Retail

During 2018/19, the total retail operation was reviewed to inform the development of our retail strategy. Our high street traditional charity shops have performed well whereas our three specialist furniture shops have underperformed. The Moreton in the Marsh Furniture Shop which was opened in March 2018, closed in March 2019, and the furniture shops in Stratford and Kenilworth have been remerchandised to attract increased footfall.

We have also introduced our first Donation Station at the Stratford Furniture Shop, which is proving to be successful.

Our on line income has grown slightly and will be subject to review.

Our marketing department is in the process of strategic review and has successfully implemented an increased use of social media to raise awareness of our services and to increase on line income for our events.

Complaints

During 2018/19, we received 8 complaints in total; 4 related to our fundraising department, 3 related to our retail activities and 1 related to our HR department. All have been successfully resolved. In line

with our risk management activities, all of the complaints, and action taken, were reviewed by the senior management team and trustee committees. There were no complaints received relating to data management and safeguarding.

Plans for the Future

Our plans for 2019/20 include;

Although we are anticipating a challenging year ahead for us in terms of income generation, our overall aim is to maintain our current services.

- Review of the Day Hospice service
- Implement the service redesign for Hospice at Home
- Evaluate the collaborative overnight Rapid Response Hospice at Home service
- Review the operational framework for Adult Counselling
- Review of all clinical literature and website content
- Implement the NHS EMIS system
- Present the findings of the Rehabilitation project at relevant forums
- Fully implement the review of our fundraising & marketing strategies
- Review and implement opportunities for Retail development.
- Planning activities to celebrate our 21st Anniversary Year.

Report of the Trustees for the Year Ending 31 March 2019

Financial Review

Outcome for the Year

Our deficit for the year, at £339k, was disappointing and some £80k worse than that of 2017/18 and worse than the expectations we set out in the 2017/18 Annual Report. This result reflects:

- A £6k decrease in income: legacy income was £175k less than in 2017/18, while donations also fell by £20k and a claim for recovery of historic VAT in 2018/19 was £18k versus £54k in 2017/18. Offsetting these falls in income were an overall increase in our income from charitable activities (NHS Grants, Grants for Young People's Services and training income) of £68k, a £92k increase in retail income (including from our Moreton in Marsh furniture store which closed in March 2019), and a £62k increase in our fundraising income (including lottery).
- £74k higher expenditure: an increase of £36k on fundraising and £106k on retail, including the costs of our Morton in the Marsh furniture store, offset by a reduction of £69k in the costs of our charitable expenditure.

Staff costs represent approximately 70% of our costs and along with the property costs relating to the Moreton in the Marsh store account for the changes in our expenditure. We have had a full complement of fundraising and retail staff in place this year but have been carrying vacancies in our clinical staff.

The overall increases in costs, were slightly lower than we had planned.

Reserves

Our policy is to hold sufficient cash reserves to safeguard our medium-term financial viability, i.e. to cover expected shortfalls of income over expenditure (our budget deficit) and a potential unexpected mismatch between income and costs. We avoid holding excessive cash reserves: if they rise too high we use them to facilitate the expansion of our existing charitable activities, projects (including the pilot of additional activities) and capital expenditure.

We do not state our reserves as an absolute fixed monetary value; rather, our policy is to hold reserves of between six and twelve months of charitable expenditure. We calculate our reserves as the total cash figure in the Balance Sheet, adjusted for known distorting factors, such as capital commitments, major capital grants received in advance of related expenditure or vice-versa, and significant amounts of restricted cash. 'Charitable expenditure' is our total expenditure, as forecast for the next twelve months, excluding the costs of our income-generating activities (i.e. fundraising and retail costs) and depreciation.

At 31 March 2019, our reserves represented 5.4 months of forecast charitable expenditure. This reflects total cash of £588k, and average forecast monthly charitable expenditure of £109k. This result is below our stated reserves policy and the Trustees are committed to returning a minimum of 6 months reserves and ensuring financial sustainability.

Next Year

We have budgeted for our costs to rise by about 4% and income by approximately 6.5% in 2019/20.

- Our budgeted income assumes a modest increase in our fundraising and trading incomes (excluding the Moreton in the Marsh store) predicated on having a full complement of fundraising staff in place and improvements in retail performance arising from a review of our retail stores by an external specialist.
- Part of the cost increase is due to inflation, but most is due to our assumption that all budgeted positions will be filled.

- We expect a deficit in 2019/20 that is substantially less than that for 2018/19 due to improved income, legacies notified, and cost reductions and are consequently forecasting an improved cash position. We are aware, that our reserves have fallen in recent years and that, unless they are replenished by legacy income, our practice of funding deficits from reserves cannot continue. We continue to manage our cash flows carefully to ensure we remain within our reserves policy.

Risks

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

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

Investment Policy

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

Structure, Governance and Management

Constitution

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

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

Appointment of Trustees

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

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

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

As of 23rd July 2019, of the 13 Trustees on the Board, the following numbers of Trustees classified themselves as follows:

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

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

Staff Remuneration

Staff remuneration, including that of the Chief Executive and senior managers, is agreed by the Board, normally as part of the annual budget exercise, taking account of NHS pay scales for clinical staff, and the local market for non-clinical staff.

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

Diversity and inclusion

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

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

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

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

Diversity in the workplace

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

- We recognise that a diverse workforce allows us to provide the best care for people living with a terminal illness.
- We will show respect for all our employees and volunteers, valuing each individual's contribution, regardless of their:
 - age
 - disability
 - gender reassignment
 - marriage, and civil partnership
 - pregnancy and maternity
 - race
 - religion and belief
 - sex
 - sexual orientation
 - irrelevant offending background
 - responsibility for dependents
 - economic status; or
 - political values.
- We are committed to providing equal opportunities for all employees and volunteers while continuing to base selection and promotion solely on ability to meet the requirements of the post.
- We value and consider the talents and skills available in the community when employment and volunteering opportunities arise, and ensure those employment opportunities are available to all. As a result, our workforce will be a reflection of the population we serve.
- We work continuously to ensure that all reasonable steps are taken to make our information accessible, that individuals are treated equally and fairly and that decisions on recruitment, selection, training and career development are based on clear, objective criteria.

The Shakespeare Hospice is committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice where these are identified in the organisation's procedures or

practices. Our current policy is as follows:

- Equal Opportunity Policy – HR021- December 2017

Trustee Meetings

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

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

- Chair's Committee (6)
- Finance & Audit Committee (10)
- Information Management Committee (3) Merged in August 2018 now Finance & Audit
- Clinical Governance Committee (7 meetings and 4 unannounced reviews)
- Income Strategy Committee (10)
- HR Committee *

*HR Committee – inaugural meeting 08/05/2019.

Role of the Trustees

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

In particular, the Trustees consider their role to encompass:

1. Setting the strategic direction of the Hospice

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

2. Approval of plans and budgets

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

3. Monitoring of performance

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

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

Any complaints are reviewed by the Chair's Committee.

4. Monitoring of statutory compliance

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

5. Risk Management

Risk Management

Our process for managing risk includes:

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

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

- A significant reduction in income due to ineffective fundraising or an adverse retail climate

We are heavily dependent on our fundraising and retail activities, as NHS grants contribute only 14% of our total income. To mitigate this risk, both the Income Strategy Committee and the Audit and Finance Committee review actual and forecast performance against budget at their regular meetings; potential issues are identified, and plans to make good any shortfall are put in place. Our reserves policy, described in the Financial Review above, is designed, in part, to protect us against the short-term impact of an unplanned reduction in income.

- Poor fundraising practice

Our fundraising practice, processes and policies have been subject to a detailed review during 2018/19.

- Loss of, or inability to recruit, key personnel

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

- Safeguarding

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

Trustees' Responsibilities in Relation to the Financial Statements

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

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

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

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

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

Statement as to Disclosure to our Auditors

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

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

Reference and Administrative Details

Name	The Shakespeare Hospice
Company Registration Number	3291683
Charity Registration Number	1064091
Registered Office & Principal Office	Church Lane Shottery Stratford-upon-Avon Warwickshire CV37 9UL
Bankers	Barclays Bank plc Market Cross Stratford-upon-Avon Warwickshire CV37 6AP
Solicitors	Shakespeare Martineau LLP Bridgeway House Bridgeway Stratford-upon-Avon Warwickshire CV37 6YY
Auditors	H L Barnes & Sons Barclays Bank Chambers Stratford-upon-Avon Warwickshire CV37 6AH
Chief Executive	Angie Arnold


Trustees:

(from 1 April 2018 until the date of approval of the annual report, and the committees on which they serve or served)

Miranda R McCormick (Chair, resigned 18/03/2019)	Chair's, Finance & Audit, Information Management
Fiona Murphy (appointed 21/05/2018) (appointed as Chair 18/03/2019)	Chair's, Income Strategy, HR
Sophie Gilkes (resigned 26/06/2018)	Chair's, Income Strategy
Mark Haselden (resigned 26/09/2018)	Chair's, Finance & Audit
Dr Cristina Ramos	Chair's, Clinical Governance
Gill Thomas	Income Strategy
Dr Emert White (resigned 19/11/2018)	Chair's, Clinical Governance
Kathryn Williams	Clinical Governance
James Richards	Income Strategy
Charles Horton	Finance & Audit
Richard Barrett	Chair's, Finance & Audit, Information Management
Debbie Smith (appointed 02/05/2018)	Clinical Governance
Adrian Knott (appointed 21/05/2018, resigned 24/09/2018)	Income Strategy
Elizabeth Spencer (appointed 21/05/2018)	Clinical Governance, HR
Dr Jeremy Shearman (appointed 08/11/2018)	Clinical Governance
Richard Lennon (appointed 21/01/2019)	Finance & Audit
Bill Acres (appointed 18/03/2019)	Chair's, Income Strategy
Paul Simmonds (appointed 18/03/2019)	Chair's, Finance & Audit, HR

Approval

This report was approved by the Trustees on 23rd July 2019 and signed on their behalf by:


Fiona Murphy (Chair)

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

Opinion

We have audited the financial statements of The Shakespeare Hospice (the 'charitable company') for the year ended 31 March 2019 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SHAKESPEARE HOSPICE (CONTINUED)

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

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE SHAKESPEARE HOSPICE (CONTINUED)

Auditors' responsibilities for the audit of the financial statements continued

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

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

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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



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

23 July 2019

Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31 March 2019

	Note	Current Year			Prior Year
		Unrestricted	Restricted	Total Funds	Total Funds
		£	£	£	£
Income:					
Donations and legacies	2	561,581	168,336	729,917	924,232
Income from charitable activities	3	71,983	236,268	308,251	239,211
Income from other trading activities	4	943,108	-	943,108	788,963
Investment Income	5	1,290	-	1,290	-
Other income	6	17,569	-	17,569	53,688
Total Income		1,595,531	404,604	2,000,135	2,006,094
Expenditure					
Costs of raising funds					
Fundraising		408,215	-	408,215	372,410
Retail		675,223	-	675,223	569,595
Total costs of raising funds	7	1,083,438	-	1,083,438	942,005
Expenditure on charitable activities					
Operation of a Hospice	8	817,909	438,066	1,255,975	1,323,544
Total expenditure		1,901,347	438,066	2,339,413	2,265,549
Net income/(expenditure) and net movement in funds for the year		(305,816)	(33,462)	(339,278)	(259,455)
Reconciliation of funds					
Total funds brought forward		1,994,535	1,130,655	3,125,190	3,384,645
Total funds carried forward		1,688,719	1,097,193	2,785,912	3,125,190

The Statement of Financial Activities includes all gains and losses recognised in the year. All amounts relate to continuing activities. The notes on pages 21- 33 form part of these accounts.

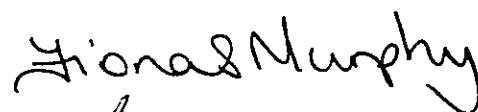
Balance Sheet at 31 March 2019

	Note	Current Year £	Prior Year £
Fixed assets			
Tangible assets	13	2,185,070	2,272,786
Total fixed assets		2,185,070	2,272,786
Current assets			
Stock		3,940	9,581
Debtors	14	161,063	259,766
Cash at bank and in hand		587,577	712,690
		752,580	982,037
Liabilities			
Creditors: amounts falling due within one year	15	151,738	129,633
Net current assets		600,842	852,404
Total net assets		2,785,912	3,125,190
The funds of the charity			
Unrestricted funds		1,688,719	1,994,535
Restricted funds	17	1,097,193	1,130,655
Total funds	18	2,785,912	3,125,190

Approved by the trustees on 23 July 2019 and signed and authorised for issue on their behalf by:

Fiona Murphy

Director



Charles Horton

Director



The notes on pages 21-33 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2019

	Note	Current Year £	Prior Year £
Cash used in operating activities	20	<u>(114,691)</u>	<u>(224,293)</u>
Cash flows from investing activities			
Interest		1,290	0
Purchase of property, plant and equipment		(11,712)	(53,387)
Net cash used in investing activities		<u>(10,422)</u>	<u>(53,387)</u>
Increase/(decrease) in cash and cash equivalents in the year		<u>(125,113)</u>	<u>(277,680)</u>
Cash and cash equivalents at start of year		712,690	990,370
Cash and cash equivalents at the end of the year	21	<u><u>587,577</u></u>	<u><u>712,690</u></u>

The notes on pages 21-33 form part of these accounts.

Notes to the Accounts for the Year Ended 31 March 2019

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The financial statements have been prepared in accordance with:

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

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

b) Legal status

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

c) Going concern

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

d) Fund accounting

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

e) Income

Income is recognised when the Hospice has entitlement to the funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Where income has related expenditure (as with fundraising income), the income and related expenditure are reported gross in the Statement of Financial Activities.

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

Income from NHS contracts, government and other grants, whether capital grants or revenue grants, are recognised when the Hospice has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

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

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

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

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place. Lottery income is accounted for in respect of those draws that have taken place in the year. Trading income is recognised on point of sale for both donated and purchased goods.

f) Expenditure and irrecoverable VAT

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

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

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

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

g) Volunteers

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

h) Fixed assets

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

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

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

The need for impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset, and is assessed by comparing the carrying value against the value in use or realisable value of the asset.

i) Revaluation of tangible fixed assets

The Hospice has not revalued any of its fixed assets.

j) Investments

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

k) Stock

Stock of retail goods is included at the lower of cost or net realisable value. Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed, because the Trustees consider it impractical to assess the net realisable value of donated stocks. This is because their eventual sale value is uncertain, there are no systems in place to record these items until they are sold, and undertaking a stock take would incur undue cost which would outweigh the benefits.

l) Debtors

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

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

m) Cash at bank and in hand

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

n) Creditors

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

o) Pensions

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

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

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

p) Operating leases

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

2 Income from Donations and Legacies

	Current Year			Prior Year
	Unrestricted £	Restricted £	Total £	Total £
Donations	520,584	168,336	688,920	708,725
Legacies	40,997	-	40,997	215,507
	561,581	168,336	729,917	924,232

The prior year total consists of unrestricted income of £787,902 and restricted income of £136,330

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

3 Income from Charitable Activities

	Current Year			Prior Year
	Unrestricted £	Restricted £	Total £	Total £
NHS Core Grant	70,264	-	70,264	70,384
NHS Hospice at Home Grant	-	214,428	214,428	112,040
NHS Grant - The Rigby Award	-	-	-	15,000
Grants for Young People's Service	-	21,840	21,840	41,247
Training Income	1,719	-	1,719	540
Total	71,983	236,268	308,251	239,211

The prior year total consists of unrestricted income of £70,924 and restricted income of £168,287

4 Income from Other Trading Activities

	Current Year			Prior Year
	Unrestricted £	Restricted £	Total £	Total £
Fundraising	127,661	-	127,661	60,009
Lottery	11,728	-	11,728	17,661
Retail	803,719	-	803,719	711,293
Total income from shops	943,108	-	943,108	788,963

The prior year total consists of unrestricted income of £788,963

Retail income was derived primarily from our 8 shops (prior year 8). A furniture store in Moreton-in-the-Marsh was closed in February 2019.

5 Investment income

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

+

6 Other Income

Current Year			Prior Year
Unrestricted	Restricted	Total	Total
£	£	£	£
17,569	-	17,569	53,688

The current year and prior year other income consists of an adjustment for recoverable VAT in respect of prior years not allocated elsewhere.

7 Costs of Raising Funds

	Current Year			Prior Year
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Fundraising				
Staff	234,248	-	234,248	189,687
Hospice events	42,778	-	42,778	43,788
Promotional costs	13,041	-	13,041	23,231
Support costs	66,588	-	66,588	66,241
Other	51,560	-	51,560	49,463
Total	408,215	-	408,215	372,410
Retail				
Staff	326,161	-	326,161	266,206
Bought in goods	22,942	-	22,942	18,401
Property costs	190,127	-	190,127	155,403
Support costs	44,392	-	44,392	44,161
Other costs	91,601	-	91,601	85,424
Total	675,223	-	675,223	569,595
Total costs of raising funds	1,083,438	-	1,083,438	942,005

The prior year total consists £942,005 of unrestricted costs.

8 Expenditure on Charitable Activities

	Current Year			Prior Year
	Direct Costs	Support Costs	Total	Total
	£	£	£	£
Day Hospice	438,275	177,567	615,842	658,731
Hospice at Home	307,128	88,784	395,912	399,315
Young People's Service	177,634	66,587	244,221	265,498
Total	923,037	332,938	1,255,975	1,323,544
Of which:			£	£
Unrestricted			817,909	942,757
Restricted			438,066	380,787

9 Analysis of support costs

	Current Year			Prior Year
	Management and Admin	Governance	Total	Total
	£	£	£	£
Fundraising	65,101	1,487	66,588	66,241
Retail	43,401	991	44,392	44,161
Costs of Raising Funds	108,502	2,478	110,980	110,402
Day Hospice	173,603	3,964	177,567	176,642
Hospice at Home	86,802	1,982	88,784	88,321
Young People's Service	65,101	1,486	66,587	66,240
Expenditure on Charitable Activities	325,506	7,432	332,938	331,203
Total	434,008	9,910	443,918	441,605

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

Analysis of Management and Administration Costs

	Current Year	Prior Year
	£	£
Payroll and staff related	327,691	317,507
IT and other overheads	89,611	97,084
Share of hospice premises costs	9,333	10,374
Depreciation	7,373	7,651
Total	434,008	432,616

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

	Current Year	Prior Year
	£	£
Wages and salaries	1,449,706	1,356,965
Social security costs	112,472	107,007
Pension costs	61,620	63,917
	1,623,798	1,527,889

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

The average monthly head count was 81 (prior year 82).

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

	<u>Current Year</u>	<u>Prior Year</u>
£60,000 to £69,999	1	-
£80,000 to £89,999	<u>1</u>	<u>1</u>

Pension contributions relating to staff earning over £60,000 totalled £14,547 (prior year: £12,692).

The key management personnel were the Chief Executive and 3 (prior year 4) senior managers. The Head of Human Resources ceased to be a senior management role in August 2018. Their total employee benefits were £307,137 (prior year: £275,614).

11 Net Income

Net income is stated after charging:

	<u>Current Year</u>	<u>Prior Year</u>
	£	£
Operating Lease Rentals	140,946	118,962
Shops		
Equipment	17,166	4,957
Depreciation and loss on disposal	99,428	102,645
Owned Assets		
Auditors' remuneration	<u>7,500</u>	<u>7,500</u>

12 Taxation

The company is a registered charity and as such is exempt from taxation on its income and gains falling with section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied for charitable purposes.

13 Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Medical Equipment £	Other £	Total £
Cost					
At start of year	2,858,058	272,494	35,373	45,284	3,211,209
Additions	-	8,117	3,595	-	11,712
Disposals	-	(7,184)	-	-	(7,184)
At end of year	2,858,058	273,427	38,968	45,284	3,215,737
Depreciation					
At start of year	658,163	216,949	27,212	36,099	938,423
Charge for the year	53,961	29,159	6,828	5,888	95,836
Eliminated on disposal	-	(3,592)	-	-	(3,592)
At end of year	712,124	242,516	34,040	41,987	1,030,667
Net book value					
At start of year	2,199,895	55,545	8,161	9,185	2,272,786
At end of year	2,145,934	30,911	4,928	3,297	2,185,070

14 Debtors

	Current Year £	Prior Year £
Prepayments	35,385	28,354
Accrued income	46,372	7,248
Tax recoverable	16,052	206,319
Other Debtors	63,254	17,845
Total	161,063	259,766

15 Creditors: amounts falling due within one year

	Current Year £	Prior Year £
Trade creditors	52,153	46,997
Taxation and social security	32,858	32,040
Other creditors and accruals	66,727	50,596
Total	151,738	129,633

16 Obligations Under Leasing Agreements

The following payments are committed under non-cancellable operating leases:

	Current Year			Prior Year		
	Land and Buildings £	Plant and Machinery £	Total £	Land and Buildings £	Plant and Machinery £	Total £
Expiring:						
Within 1 year	137,664	17,166	154,830	137,250	4,044	141,294
Between 1 and 5 years	76,115	33,982	110,097	190,727	12,132	202,859
In more than 5 years	-	-	-	-	-	-
Total	213,779	51,148	264,927	327,977	16,176	344,153

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

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

The Counselling and Bereavement Fund was set up in 2016 to assist with the delivery of our counselling and bereavement support services.

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

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

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

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

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

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

The Complementary Therapy Fund was set up to assist in funding complementary therapies.

The Transitional Care Fund was set to assist with the delivery of our transitional care services.

18 Analysis of net assets between funds

	Current Year			Prior Year		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£	£	£	£	£	£
Tangible fixed assets	1,088,117	1,096,953	2,185,070	1,142,371	1,130,415	2,272,786
Current assets	752,340	240	752,580	981,797	240	982,037
Creditors falling due in less than one year	(151,738)	-	(151,738)	(129,633)	-	(129,633)
	1,688,719	1,097,193	2,785,912	1,994,535	1,130,655	3,125,190

We are pleased to acknowledge the following support for the following services:

		£
The Garfield Weston Foundation	Hospice at Home	50,000
Stratford-upon-Avon Town Trust	Hospice at Home	50,000
BBC Children in Need	Children's Bereavement Service	21,840
The Rigby Foundation	Core	20,000
The WPH Charitable Trust	Hospice at Home	15,000
Birmingham Soft Drinks Foundation	Hospice at Home	12,500
Birmingham Soft Drinks Foundation	Core	12,500
The 29th May 1961 Charitable Trust	Core	10,000

19 Related party transactions

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

There were no outstanding balances with related parties at 31 March 2019.

There were no related party transactions in the prior year.

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

	<u>Current Year</u>	<u>Prior Year</u>
	£	£
Net movement in funds	(339,278)	(259,455)
Adjustments:		
Depreciation and loss on disposal	99,428	102,645
Bank interest	(1,290)	-
(Increase)/decrease in stocks	5,641	(1,006)
(Increase)/decrease in debtors	98,703	(98,159)
Increase/(decrease) in creditors	22,105	31,682
Net cash used in operating activities	<u>(114,691)</u>	<u>(224,293)</u>

21 Analysis of cash and cash equivalents

	<u>Current Year</u>	<u>Prior Year</u>
	£	£
Cash in hand	587,577	512,690
Cash on term deposits	-	200,000
	<u>587,577</u>	<u>712,690</u>