



Audited annual report and financial  
statements

For the year ended 31 March 2021

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## Acknowledgements

The Trustees would like to thank all our partners and donors for their generous support.

We are extremely grateful to our corporate partners, in particular Aberdeen Standard Capital Limited, Amazon Smile, Anchor Hanover, Deutsche Bank, Dignity UK, Haysmacintyre, Joules Limited, Lottoland, National Garden Scheme, NatWest Tyl, New Look Retailers Limited, Northern Trust, PwC Foundation, Raffolux, St. James's Place Wealth Management, The Co-operative Bank plc, Towergate Insurance and Unilever.

We would also like to acknowledge the unprecedented support we have received from so many Trusts and Foundations this year who have been invaluable in supporting Hospice UK's response to the COVID-19 emergency. In addition, we are especially grateful to Julia and Hans Rausing for their generous support of our NHS-aligned work to support clinical teams in palliative care, and our bereavement support services across the hospice network.

Our individual donors and event participants have continued to make a fantastic contribution to our work even in the very trying circumstances of the past year. We are equally grateful to the generous individuals who have left a gift to Hospice UK in their Will, or have pledged to do so in the future.

We would also like to thank our Vice-Presidents, Ambassadors, our Development Board and our London Events committee for their continued and unwavering support, as well as express our thanks to the many staff and trustees of member hospices who contribute so generously with their time and expertise.

Finally, we'd like to thank all of the staff and volunteers of Hospice UK, whose hard work, flexibility and dedication through the COVID-19 pandemic has been remarkable.

## Strategic report

### Who we are

Hospice UK is the national charity working for those experiencing dying, death and bereavement. We work for the benefit of people affected by death and dying, collaborating with our hospice members and other partners who work in end of life care. Our hospice members influence and guide our work to put people at the centre of all we do.

### Our vision

We believe that everyone, no matter who they are, where they are or why they are ill, should receive the best possible care at the end of their life. No one should die in avoidable pain or suffering.

### Our mission

Our mission is to transform the way society cares for the dying and those around them. To empower individuals, communities and populations to embrace the ethos of hospice care and extend its breadth and reach to improve everyone's experience of death, dying and bereavement.

### Strategic priorities

Hospice UK's five-year strategy, developed in 2017 and running to 2022, sets out four strategic goals which have continued to guide our work in spite of the significant disruptions caused by the COVID-19 pandemic.

Our four strategic goals are:

1. Extend our reach and enable hospice quality care to be delivered in any setting
2. Tackle inequality and widen access to hospice care
3. Work with communities to build capacity and resilience to care for those at the end of life
4. Empower a strong, dynamic and responsive hospice sector

A version of our strategy which sets out how these priorities translate into the children's hospice sector is available on our website.

### Public benefit

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, we consider how our planned activities will contribute to the aims and objectives we have set.

We are here to support the hospice and palliative and end of life care sector improve people's end of life experience in the UK. Hospice care is free for however long it is needed, and whether provided in someone's home, at the hospice or elsewhere in the community.

The following sections give an overview of our activities undertaken this year to meet our charitable objectives, including how we have responded to the COVID-19 pandemic.

## Activities, Achievements and Performance

### Responding to COVID-19

The impact of the COVID-19 pandemic on the hospice and end of life sector has been, and continues to be, profound. Our work and priorities were adapted significantly as a result. Cutting across, and guided by, our four strategic priorities, we undertook to support and guide the sector through the pandemic in a number of ways.

Early in the pandemic, Hospice UK made a persuasive case to government about the critical role that hospice services would play in supporting the national response to the virus, providing continuity of care for people affected by terminal illness and, importantly, helping to reduce pressure on stretched NHS services. As a result, the government allocated a total of £257 million across the year to support hospice services in England. Hospice UK worked closely with the Department of Health and Social Care and NHS England and NHS Improvement to rapidly distribute this funding to hospices to ensure frontline services could continue and expand as needed. Thanks to this funding, hospices in England provided around 7,500 beds for patients across inpatient and hospice at home services every single day, along with a further 65,000 community contacts each day.

We worked closely with devolved governments in Scotland, Wales and Northern Ireland to ensure that the consequential funding which was made available to the devolved administrations was used to support hospice and palliative care services in those nations. This totalled £24million in Scotland, £9.3 million in Wales and £13.6 million in Northern Ireland.

As well as securing this critical funding for the sector, we implemented and managed an entirely new national PPE distribution network for hospices in England. With 13 hospices acting as regional distribution hubs, we now co-ordinate the distribution of a million items of PPE each week to hospices, at no charge to them, equating to 50 million items during the year. We are also feeding into discussions to develop a more sustainable and robust system in the future. In addition, we successfully secured access to COVID-19 testing for hospice staff and priority access for hospice staff to the vaccination programme.

We know that without these efforts, the consequences for hospices and their patients could have been devastating. While significant challenges remain for the sector, and the pandemic is far from over, our work, in partnership with our members, ensured that hospice services made a huge contribution to the national COVID-19 response.

The following sections look at projects and activities relating to our four strategic priorities, both where they relate specifically to the COVID-19 response, and where ongoing work continued.

## Strategic priority 1: Extend our reach and enable hospice quality care to be delivered in any setting

Through a growing set of projects, networks and grants, we have continued to facilitate the sharing of knowledge, best practice and training to ensure that high quality end of life care can be delivered throughout the UK, whether in a hospice, care home or other setting. We strive for this work to be driven by the voices of those with lived experience, the experience of frontline practitioners, and the expertise of academic researchers. While some activities were inevitably disrupted by the pandemic, our established work in this area also proved vital in helping the hospice and end of life care community co-ordinate its response to the virus.

### Project ECHO

Project ECHO (Extension for Community Healthcare Outcomes) is an ‘all teach, all learn’ methodology that brings palliative care professionals together via virtual peer-support networks, to share knowledge and expertise and determine best-practice solutions for challenging situations and live cases in real time.

ECHO, which Hospice UK has championed in the UK since 2017, has proven a crucial tool during the pandemic. Working with our ‘superhub’ partners in Sheffield and Inverness, we have enabled the sharing of specialist clinical, research and business information during an uncertain time in which the sector had to adapt rapidly with a limited evidence base, and move quickly to radically reconfigure care for patients and families.

Hundreds of attendees joined our two national networks – the Clinical and Business Continuity ECHO networks – in the early months of the pandemic. Through these safe online spaces, chief executives, trustees and other senior managers from across the UK are able to share and learn with their peers about their experiences of what works and what doesn’t, which proved particularly valuable in the rapidly changing environment of spring and summer 2020.

In Northern Ireland, our contract with the Health and Social Care Board has also adapted to meet the demands of COVID-19, supporting transformation in the delivery of healthcare in the nation. Our Project ECHO team in the Hospice UK Belfast office have facilitated 380 sessions with more than 12,000 participants to support projects including the rollout of the vaccination programme in community pharmacies.

Despite the pandemic, the demand for ECHO training from organisations keen to become ECHO hubs did not reduce. With modules revised to a virtual delivery format, we have enabled the training of more than 60 hubs across the four nations, including colleagues from within the NHS, universities and the hospice sector. A significant focus of the new hubs has been to support the care home sector.

The tried and tested ECHO methodology will continue to be a transformational tool for hospices and other organisations dealing with the ongoing issues of the pandemic, and the next challenge of building back better together.

### Research and clinical innovation

ECHO methodology has also been the primary conduit for our research and clinical innovation work over the past year. Our aims are twofold: to enable hospices to use research findings to inform their

clinical practice, and vice versa, to connect leading palliative care academics with the hospice sector to facilitate internationally influential research.

The Clinical ECHO network, with more than 680 registered members, has brought together researchers and clinicians in a mutual learning space, leading to clinically-driven research, the findings of which have in turn been disseminated back to the sector to improve frontline work. Within this network Hospice UK has worked with the Universities of Oxford, Cambridge, Manchester, Lancaster, Kings College London, Hull, Southampton and Bristol.

The research-active hospice and end of life care community we have nurtured has:

- Contributed to the data collection of more than ten UK-wide palliative care research studies, including the CovPall Study<sup>1</sup>
- Guided the analysis of the CovPall study<sup>1</sup>
- Generated research questions for the Oxford Covid-19 Rapid Evidence Service and led a review of patient and carers' support needs<sup>2</sup> (also developed as an 'easy read' version to enhance the review's accessibility)
- Engaged with the findings of dozens of research studies presented through the ECHO
- Started to shape the future research agenda for hospice and palliative care research

In addition, we have an established Research and Evidence Community of Practice that incorporates a separate ECHO group and a bi-monthly bulletin; more than 360 people are registered members. The group, supported by Professor Fliss Murtagh of the Wolfson Palliative Care Institute, aims to facilitate the use of research in practice.

We additionally enable research in the sector by supporting proposals for research submitted to funding bodies such as the National Institute for Health Research and continue to regularly join research project steering groups for projects in line with our strategic aims.

### **Clinical Communities of Practice**

A Community of Practice is a facilitated network bringing together clinicians, managers and practitioners from across the hospice sector and beyond. After a brief pause at the outset of the pandemic, the six Hospice UK Communities of Practice were re-established in June 2020, in direct response to requests from clinicians who were ready to meet virtually to share their experiences, learning and supporting each other to build back better.

The Communities of Practice meet virtually using a webinar format, half-day event or using ECHO methodology on a monthly basis, working to support a participant-led curriculum. Membership of all six groups has increased in the last year across the four nations, with each network participating in their agreed programme of facilitated sessions that support and enhance their area of practice.

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<sup>1</sup> Rapid evaluation of the COVID-19 pandemic response in palliative and end of life care: national delivery, workforce and symptom management (CovPall) - <https://www.kcl.ac.uk/cicelysaunders/research/evaluating/covpall-study/covpall-study>

<sup>2</sup> <https://www.cebm.net/covid-19/how-can-patients-with-covid-19-and-their-family-or-unpaid-carers-be-enabled-and-supported-to-manage-palliative-care-treatment-safely-and-effectively-at-home/>

Feedback has shown the benefit that members feel that they have gained professionally, with a particular emphasis on the value of staying connected during the pandemic.

Our six Communities of Practice are:

- Clinical Leaders
- Hospice and End of Life Care Educators
- Palliative Care and Dementia
- Patient Safety
- Infection Prevention and Control
- Research Outcomes in Practice
- Transitions from children to adult services

### **Driving up end of life care standards in care homes**

This year we joined forces with the Gold Standards Framework (GSF), providing a new home for the leading provider of quality improvement training and accreditation in end of life care for generalist frontline health and social care staff. Our partnership aims to enhance the provision of services in settings such as hospitals, general practice, care homes, domiciliary care, retirement villages and prisons. The training and subsequent accreditation is considered a kite mark of excellence, recognised by the Care Quality Commission.

The Wolfson Foundation agreed to repurpose some of the Wolfson Bursary funds to support GSF's training and accreditation for care home staff in particular, with the GSF Care Homes Training programme the most widely used training programme for all care homes in the UK, supporting elderly residents as they near the end of their lives.

### **Listening to the voices of people affected by death, dying and bereavement**

The voice of people with lived experience of end of life and palliative care is at the heart of our work to shape and improve care services, thanks to the People in Partnership forum. The forum includes people with personal experience, current and former carers, and professionals with experience of user involvement.

The forum played an important role supporting work undertaken by NHS England and NHS Improvement on the development and revision of guidance on visits during the pandemic, with the forum's chair, Lesley Goodburn, presenting at the COVID-19 Clinical ECHO.

We have also reviewed and reconsidered the reach and representation on the group with a view to stepping up this work next year, in particular to do much more to listen to the voices of those who often aren't heard.

### **The HOLISTIC project (Hospice Led Innovations Study to Improve Care)**

Hospice UK continues to lead this important study, commissioned by NHS England in January 2017, examining the impact that hospice intervention can have on hospital stays. The ultimate aim of the research is to reduce the numbers of people who die in hospital when they have no clinical need or wish to be there. The pandemic has inevitably delayed progress on the project, but we hope to publish the findings later in 2021.



## Strategic priority 2: Tackle inequality and widen access to hospice care

**The COVID-19 pandemic exposed more than ever before the significant health inequalities that exist in the UK and sadly, end of life care is no different. We know that many people are still not able to access the help and support they need in their final days, and that this inequality reflects wider inequality in society. Our role as Hospice UK is to help drive a structural, system-wide and cultural change, through funding innovative projects to promote equality of access and disseminating the learnings from them. We are also working at a system level to better map what is happening in end of life care and where we are falling short.**

### **Grants programme with Masonic Charitable Foundation**

With generous support from the Masonic Charitable Foundation, we have awarded 16 grants totalling £450,000 to run a series of projects across the England seeking to improve access for a range of groups. From a project to build trust among racialised communities in Yorkshire, to promoting knowledge of hospice care among the LGBTQ+ community in south London, to embedding a social prescribing approach for minority groups in Essex, these grants aim to both improve patient care within a locality, while also providing learnings for the whole sector.

### **Collating better data**

Without clear, consistent and national data about what is happening in the end of life sector, promoting equality of access is impossible. This year we have continued our annual benchmarking survey of hospice accounts, published in November 2020, and our quarterly inpatient safety benchmarking exercise. Going beyond this, we have worked with our membership to define the further data it would be useful to collect nationally in order for the sector to widen access. As a result, our newly formed data working group is now driving forward the collation of data on workforce, patient activity and patient acuity. We will report on this work in 2021.

### **Mapping practice on equity and inclusion**

As part of our COVID-19 response work, Hospice UK sought examples from hospice providers across England of ways in which they are proactively reaching out within their communities to meet population need for palliative care – with a particular focus on equity and inclusion. More than 125 hospice leaders shared examples and evidence. The findings are informing a new programme of policy research projects looking in detail at a number of areas where end of life care must improve.

The first of those reports, to be published later in 2021, will examine the experiences of people in prison and detained settings. We are hopeful from early conversations that our recommendations for change will be heard, and that we can continue to work with the Ministry of Justice and other key stakeholders to look at the improvements that can be made.

### **Transitioning from children to adult services**

In September 2019, a three-year project began to consider and address the need of young people with long-term conditions as they make the often difficult transition from children to adult services. We identified three sites that were trained to become ECHO Hubs to facilitate learning and participate in the project. The project was paused in 2020 due to COVID-19 and staff redeployed within participating project sites. With the agreement of our funder the three sites were able to

recommence development in autumn 2020. Each is establishing an ECHO hub, setting a curriculum with their networks, and launching their first programmes in late spring 2021.

### Strategic priority 3: Work with communities to build capacity and resilience to care for those at the end of life

**Achieving our goals means working in partnership with communities, companies, employers, health and care staff and the wider public. Our projects under this strategic priority have grown in importance and strength through the pandemic. Partners of all types stepped up, recognising the role they could play in creating a society resilient enough to deal with the huge loss we faced. Whether through our Dying Matters campaign or our work with corporate partners, we aim to foster a culture in which dealing with death and dying is normalised and where those doing so are given all the physical and emotional support they need.**

#### Driving public conversations

While social distancing measures impinged on the traditional range of in-person activities we have seen for Dying Matters Awareness Week, we were pleased that the event went ahead and, given its increased relevance and importance, many thousands of people took to digital media to get involved. There were more than 50 online events, with strong participation, and a surge in visits to our website during the week; more than 90,000 users. We reached more than a quarter of a million people through our Facebook page, compared to just 44,000 in 2019. Our information packs about death, dying and bereavement were downloaded from the Dying Matters site more than 10,000 times. Recognising the growing relevance of and demand for the campaign, we made the strategic decision to expand Dying Matters to year-round activity. The #IRemember digital campaign in late October, in only its second year, proved to be a significant moment for people to remember loved ones they had lost.

#### Supporting health and social care staff

In spring 2020 we were commissioned by NHSE and DHSC to establish a bereavement support and trauma helpline for any health staff experiencing distress in their personal life or through witnessing multiple deaths in their work as a result of the pandemic. To deliver the service, we partnered with North Yorkshire Hospice Care, expanding their existing local service, Just 'B', to a confidential, national telephone helpline. The line offers emotional wellbeing, bereavement and trauma support to NHS, care sector staff and emergency service workers, and is also available to their family members. The service includes a Tagalog language service for Filipino staff. More than 340 staff have used the service since May 2020.

In partnership with Shout, Samaritans, Mind and the Royal Foundation, we launched the Our Frontline campaign in spring 2020 in direct response to COVID. The campaign was set up to provide mental health and wellbeing support to frontline health, social care and emergency workers during the pandemic, signposting the available services – including Just 'B' – provided by each partner in a simple and easy way. The Duke and Duchess of Cambridge took time in early 2021 to promote the work of the campaign to health workers, driving significant media and social media coverage and an increased interest in the different services.

#### Providing information and advice

Our range of information resources for both healthcare professionals and the public remain popular. We are very grateful to a number of Trusts and Foundations whose generous support has enabled this work, including the CSIS Charity Fund and the PwC Foundation.

Over the course of this year, we provided information to hundreds of thousands of people looking for help and advice on hospice and end of life care, and death and dying in general. More than 75,000 visits were made to our 'About Hospice Care' webpage, while in excess of 130,000 visits were made to our pages outlining what happens at the end of life (from UK users alone).

We have supported more than one thousand people with a personal or professional interest in hospice and palliative care via our information lines. People contacted us for advice on issues such as keeping in touch with loved ones, bereavement support, and coping with the fear of dying and loss. We heard from many people eager to support their local community through the pandemic by volunteering.

### **Working with corporate partners**

We have once again received incredible support throughout the year from our corporate partners, who have all stepped up through the pandemic, seeing both the importance of supporting our work financially, and the benefit to their staff of instigating conversations about death, dying and grief.

In January 2020, we launched a two-year partnership with Deutsche Bank in the UK. In spite of the fact that the pandemic restricted activity in Deutsche Bank's offices, we raised more than £1 million in the first year. Employees fundraised via payroll giving, plus online activities such as yoga, quizzes and online tours. The activity culminates in 'One Day', in September 2020, where employees showed enormous generosity by donating a day of their salary to Hospice UK. The Bank's staff have been hugely engaged in our messages about bereavement and grief, which supports the company's focus on mental health.

The National Garden Scheme remains one of our largest and most loyal supporters, donating £425,000 in a year like no other. Whether virtually or in-person, garden owners opened their outdoor spaces to provide much-needed support and comfort during the pandemic. To be able to offer hospice staff, patients and families the opportunity to enjoy a garden tour from the safety of indoors, at a time when visits were impossible, was of huge value.

Our partnership with the PwC Foundation raised over £140,000 in its first year. Colleagues across the country have supported Hospice UK through a range of fundraising, volunteering, and skill-sharing initiatives. PwC offices have supported their local hospices and joined in with our national awareness campaigns – we were delighted to see the PwC Embankment office lit up yellow in support of Hospice Care Week 2020.

The Co-operative Bank's generous customers donated more than £50,000 through their Everyday Rewards accounts, with the Bank donating an additional £75,000 to support our COVID-19 response. The Bank also enabled hospices in Greater Manchester to purchase technology to keep patients connected with their loved ones during lockdown. We're proud to be working with our retail partners New Look and Joules, who both found innovative ways to continue supporting hospice care through lockdown. New Look created a range of charity T-shirts and face coverings, while Joules enabled their customers to donate to Hospice UK online, as well as donating vital PPE and care packages for frontline staff.

### **Compassionate Employers**

As well as our corporate fundraising partnerships, we offer Compassionate Employers, which is our workplace support programme. Compassionate Employers helps employers support their staff who are affected by terminal illness, caring and bereavement, recognising leading employers through the

Compassionate Employers Award. Throughout COVID we adapted our resources and training workshops to deliver the programme virtually. Four corporate members are signed up, and we have seen increased demand for our support on how employers can best manage bereavement in the workplace.

### **Supporting people bereaved by COVID-19**

Collectively hospices support 72,000 families and carers each year with bereavement support, and are the largest provider of such assistance in the UK. Since March 2020 the number of people dealing with bereavement caused by an unexpected loss has quadrupled, with almost a million people now coping with the devastating effects of losing a loved one during the pandemic.

In response to this unprecedented need, and coupled with restrictions imposed due to social distancing, Hospice UK launched a pilot project to ensure that hospice-led bereavement support services received the training they needed to make the rapid switch from in-person to virtual delivery.

Ten expert-led training webinars were delivered to participating hospices focusing on the use of virtual technology and remote counselling skills in dealing with trauma and complex grief, so that people affected by a COVID-19 loss were able to access the bereavement support they needed virtually or over the phone.

This project will complete in autumn 2021 with a published report and replication guide for further dissemination across the wider hospice and palliative care sector.

#### Strategic priority 4: empower a strong, dynamic and responsive hospice sector

**Empowering and supporting the hospice sector to respond to the pandemic was a significant focus of our work, as highlighted throughout this report. We are nonetheless pleased that a series of projects this year have continued to look forward to the future of the sector, working with hospices, government and the wider health and care system with the shared aim of building an end of life care system which will thrive for decades to come.**

#### Building a sector fit for the future

Our Future Vision programme, launched in 2020, aims to build the capability, capacity and confidence of local end of life care providers to participate in system-wide strategic development and planning of end of life care in their area. The first phase of the programme, Discovery, was the start of a collective sector conversation about what a more sustainable future of palliative and end of life care might look like, examining the barriers and challenges that exist to getting there, and what support would be needed. A team from KPMG undertook over 370 conversations and 30 in-depth interviews with leaders from across hospices and end of life care to look at the key issues of finance, integration, governance, contracting and commercial, operation and to begin to consider how they might be overcome. The final report, published in September 2020, details the findings from this research and details nine principles for sustainability that offer a framework that hospices, end of life care and commissioners now use to provoke system-wide strategic conversations and re-imagine a new approach to end of life care delivery in their area.

The next phase, Progression, commenced early in 2021 is taking that conversation further forward by collating and sharing experience and expertise that will help all end of life care stakeholders – providers and commissioners – explore potential new solutions and initiatives, and build the relationships needed to drive transformation in end of life care for their communities.

#### Advocating on behalf of the sector across the four nations

Our advocacy work this year was heavily focused on the pandemic response, as noted. Despite the pandemic, 2021 was an election year in Scotland and Wales, and Hospice UK sought to raise the profile of hospice, palliative and end of life care among the parties contesting the elections. We published priorities which called for coordinated action to prioritise palliative care in the next administrations, action to meet growing population need for palliative and end of life care support, and steps to deliver more sustainability and stability in palliative care services. We reached out to all of the main parties contesting the elections, and also encouraged local hospice services to engage with candidates in their areas.

In Scotland, we undertook a major project to explore the future role of hospice care, in partnership with the Scottish Hospice Leaders Group. This involved a range of interviews and workshops with stakeholders from across health and social care, with a report due to be published later in 2021.

We continue to provide the secretariat to the All-Party Parliamentary Group for Hospice and End of Life Care, which held a session on the sector's response to COVID-19. In Wales, we provide the secretariat to the Cross Party Group of Hospice and Palliative Care, which published a new report on the Welsh Government's Compassionate Cymru programme.

## **Supporting the workforce**

Attracting, retaining and sustaining an empowered and professional workforce fit for the future has remained a key focus. This work includes increasing awareness of palliative care nursing careers and apprenticeship routes into nursing, as well as developing clinical leadership capacity across the sector. Of course, supporting staff through the pandemic as they made significant changes to service delivery models has also been a priority.

Our Strategic Leadership Programme with the Westcott Group has continued with a redesigned online format for the sixth cohort of 24 individuals. This award-winning programme, from which 120 hospice leaders have now benefitted, enhances a leader's ability to lead complex change. We also worked with the Florence Nightingale Leadership Foundation to fund two hospice nurses to join the Nightingale Leadership Programme.

Our bi-monthly palliative and end of life care education network has continued, with a focus on meeting the changing demands of the pandemic and sharing good practice with a focus on communication skills, advance care planning and symptom management. Staff wellbeing and support remains a high priority and we were pleased to launch a partnership project with the Foundation of Nursing Studies to deliver a Resilience Based Clinical Supervision Programme to complement regional wellbeing plans across the sector and provide wider access to staff support. In addition, the Wolfson Bursaries, distributed by Hospice UK, are designed to support the professional development of those working in the sector. Nearly 200 bursaries were awarded this year, totalling £156,359.

Working with strategic and HR leads across the sector we examined the workforce challenges, sharing guidance, training, assessment standards and wider best practice.

At a macro level we have undertaken a snapshot workforce survey in March 2021 to understand the current baseline of clinical workforce across the sector. To support future planning, we will publish a report in autumn 2021.

## **Practical support for hospices and their teams**

COVID-19 impacted considerably on the delivery of our support programmes particularly our programme of courses, conferences and learning events. As noted above, our focus shifted to critical support for hospices through government funding, testing and PPE, as well as delivering ECHO and other knowledge and skills sharing networks.

However, in addition we rapidly reviewed our other programmes of support to bolster hospices' ability to navigate the challenges of responding to COVID-19 on the frontline:

- We developed new networks for directors of fundraising and trustees, to help them share and explore the impact on fundraising and governance and to look forward.
- Our first virtual conference attended by over 140 hospice trustees that considered the challenges and impact of the pandemic on governance and boards with an opportunity to learn from the experience of others. Similarly our virtual Future Vision Conference, attended by over 900 delegates from across the sector, aimed to consider some of the strategic challenges facing the sector and look to the experience of others in helping to find a solution.

### **Celebrating the sector through Hospice Care Week 2020**

In October 2020, we planned and delivered a very different Hospice Care Week, in the midst of the pandemic. Using the same successful theme from 2019, 'This is What It Takes', it was encouraging to see very strong participation despite the challenges of social distancing. More than nine in ten member hospices took part, and we saw a growth in both media coverage and web traffic, the latter up by a quarter. Corporate partners particularly got behind the week getting their staff involved to support the week in a range of different activities.

### **Improving the care environment**

We ran two grants programmes focused on improving the physical environment in which care is delivered. A programme of ten grants totalling £112,143 supported by the Rank Foundation focused on enhancing the wellbeing of patients and families in adult hospices, with grants available for projects improving the physical environment. A further capital grants programme for eight projects designed to improve the physical environment of hospices delivering care to patients with dementia or a mental health condition was delivered, with support totalling £200,000 from a Trust that wishes to remain anonymous.

## Financial review

### Overall Financial Performance

Our net movement on funds, before investment gains, was a surplus of £791,000 (2019/20: deficit £74,000).

The key indicator by which the trustees measure our financial performance is the surplus or deficit on unrestricted general funds, before any investment gains / losses. We recorded a surplus on unrestricted general funds of £1.1M (2019/20: £180,000 deficit) before investment g. The trustees were satisfied with the financial performance.

Our total income for 2020/21 was £264.4M compared to £6.4M in the previous year. The dramatic increase income was due to £257M of exceptional income to ensure hospices could provide vital support to the NHSE during the COVID-19 epidemic.

Total expenditure also rose from £6.5 million in the previous year to £263.5M for similar reasons. We spent over 99% of our expenditure on charitable activities, and less than 1% on fundraising.

Our trading subsidiary Help the Hospices Trading made a profit of £61k (2019-20: £133k), which was donated to the charity under Deed of Covenant. As well as advertising income, the trading subsidiary runs education and training events, and carries out some fundraising activities, all under the control of and for the benefit of the charity. The performance in the year was significantly impacted by the COVID-19 epidemic.

During the nine months to March 2021, the Gold Standards Framework CIC, which is controlled by Hospice UK since July 2020, made a loss of £47k (loss in previous 15 months: £206k). Hospice UK is implementing a long term plan to return the Gold Standards Framework to profitability.

### Investment policy and performance

Our investment performance and holdings are regularly reviewed by the Finance Committee against a benchmark of similar investments. Our investments are held in line with our investment policy, which lays out guidelines for risk and asset mix, as well as ensuring there are appropriate ethical policies in place. Each of our investments performed in line with, or better than, its benchmark, and therefore overall the trustees were satisfied with this performance.

In the financial year under review, our investments increased in value by £406,000 (2019/20: £225,000 decrease). We also generated income of £107,000 (2019/20: £114,000) from our investments and cash holdings.

### Principal Funding Sources and Fundraising Strategy

The vast majority of the charity's income comes from fundraising income. More than half of this income is non-recurring, and therefore significant new fundraising income needs to be generated each year. The biggest sources of fundraising income are income from corporate partnerships and charitable trusts. Legacies, payroll giving and fundraising events are also significant sources. Our fundraising strategy focussed on maximising donations from existing income sources, while developing new income streams. To that end, we hope to grow our donations from corporate partners, commercial sponsors, major donors and individuals in future years.

### Reserves policy

The trustees have reviewed the reliability of income streams, our commitment to future expenditure and the risks we face as a charity. We are dependent on some volatile forms of fundraising income and much of our income is only committed for one year. However, we do have some forms of more reliable income, and our income streams are becoming more diverse as we seek to reduce our risk.

Based on an analysis of our commitments, and the risks associated with various income streams, the trustees have determined that we should aim to hold free reserves (defined as unrestricted general funds) of at least £3.9M. This is to ensure that we can meet our commitments to member hospices, our staff and other stakeholders, should our annual income not meet our expectations. Should our free reserves significantly exceed the levels set out in this policy, we will review our activities appropriately, and authorise additional expenditure on specific projects.

At 31 March 2020, the charity had total funds of £6.4M. Of these, £3.9M represent free reserves and therefore we are holding funds in line with our reserves policy.



## Impact of COVID-19 on our Activities and Finances

In common with all organisations in the UK, we expect our activities and finances in 2021-22 to continue to be significantly impacted by the COVID-19 epidemic.

Our reserves policy has been reviewed in light of the risks associated with the epidemic, and we are believe we are holding sufficient funds to ensure that our activities will not be impacted by any potential funding shortfalls in the short term.

### Grant making policy

Hospice UK aims to make a real, practical difference in everything we do. Our grant programmes demonstrate this commitment with a range of grants to hospices, including supporting their staff.

Our grant programmes are funded by the generous donations received from external sources, including trusts and foundations. We are grateful for their support. The criteria for each programme are agreed by the Hospice UK Governance Committee and each respective funder, taking into account any restrictions that funders wish to be included.

Applications for funding for individuals, e.g. through the Professional Development Grants programme, are considered and approved by the Head of Grants.

Applications for funding from major grant programmes are considered by the Major Grants Committee, which makes recommendations for approval as follows:

- to the Chief Executive for grants of up to a maximum of £25,000
- to the Governance Committee for grants of between £25,000 and £50,000
- to the Board for grants over £50,000 following their consideration by the Governance Committee.
- The Covid-19 grants programme operated in partnership with the funder, NHSE England, and that grant programme was subject to the governance processes of NHSE England. As well as our grants programmes, we also work with our corporate partners to raise money directly for local hospices. The funds raised through our corporate partnerships are allocated to local hospices that are twinned with our partners' branches or offices. The twinned hospice is chosen through a combination of the company's locality, previous relationships with hospices and its employees' preferences.

## Risk assessment

The Trustees, together with the Senior Management Team, regularly identify and monitor risks to which Hospice UK is exposed and ensure that appropriate systems and controls are in place to manage significant risks.

Risks are monitored in five key areas:

- **Financial risk**

The principal risk is that in an increasingly competitive environment, we are not able to raise sufficient funds to carry out our required activities. A fundraising plan is in place and progress is reviewed against this quarterly, and our reserves policy as set out on page 18 mitigates this risk.

- **Governance issues**

The main risks are around ensuring that we have the relevant skills and experience on our Board and various committees, and that conflicts of interest are managed. This is addressed by an election process for the Board and Advisory Council, co-opted places on the Board to address any skills gaps, and by the declaration of conflicts of interests at all meetings.

- **Operational issues**

Risks in this area include loss of key staff and loss of IT infrastructure, and a business continuity plan is in place to address these.

- **Compliance with laws and regulations**

Risks relate to Charity Commission regulations and employment legislation amongst others and the implementation of GDPR (EU General Data Protection Regulation), and are addressed by having policies in place to cover major areas, a clear schedule of delegated authority and by regular updates from our professional advisors.

- **External risks**

The most significant risks relate to not achieving our strategic priorities and events that might have a detrimental impact on our reputation with hospices or the public. These are managed by regular review of activity against our business plan and regular consultation with our members.

As part of this work, we maintain a risk register, which is reviewed and discussed regularly by the full Board of Trustees, and actions are taken to mitigate risk where appropriate.

## Compliance with Fundraising Standards

Staff employed by Hospice UK carry out the majority of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with payroll giving agencies to sign up supporters to our payroll giving schemes and specialist organisations to organise charity challenge events. All arrangements are governed by written agreements that cover the responsibilities of both parties, and ensure that anyone working on our behalf adheres to our strict ethical standards.

Hospice UK is registered with the Fundraising Regulator, and complies with the Code of Fundraising Practice and the Fundraising Promise. No instances of non-compliance with any relevant regulations or guidelines have been identified, and nor have we received any complaints about our fundraising activities.

Much of our income is generated from companies or trusts. When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate. In the past year we have not engaged in telephone marketing or in raising money from door to door or street collections

## Plans for Future Periods

We have identified six key priorities for 2020-21

1. Support hospices & the end of life care sector to respond to and recover from the COVID-19 epidemic
2. Transform Hospice and End of Life Care (through collaboration, integration and resources)
3. Tackle inequality related to death, dying and bereavement
4. Improve mental wellbeing related to death, dying and bereavement
5. Ensure Hospice UK has the resources it needs to thrive
6. Advocate for the best possible EOLC across the UK

This concludes the strategic report.

## Structure, governance and management

### Objectives

The objectives of the charity are:

- to facilitate and promote the relief, care and treatment of the sick, especially of the dying, and the support and care of their families and carers and of the bereaved;
- to facilitate and promote the charitable activities of those persons (whether individuals or organisations) which provide and/or support hospice care;
- to provide or facilitate education and training for professionals and volunteers engaged in palliative care and increase awareness among the public of the values, principles and practice of hospice and palliative care.

### Governance documents and constitution

Hospice UK is a charitable company limited by guarantee constituted on 29 September 1992 and governed by articles and memorandum of association. The trustees are also directors of the charity for the purposes of the Companies Act. No specific restrictions are imposed by the governing documents.

The charity has a wholly owned trading subsidiary, Help the Hospices (Trading) Ltd, (company number 2000660), which is used as a vehicle for fundraising and controls the Gold Standards Framework (a community interest company, number 07231949).

### The Board of Trustees

The charity has a membership for organisations whose primary purpose is to provide and / or support hospice care. Each member can nominate individuals to stand for election as trustees of the charity. Nominations are based on the skills, experience and competencies needed to ensure a representative balance of professional expertise on the Board of Trustees, and voted on by all members.

Hospice UK trustees are detailed on page 22. Two thirds of trustees are elected for a four-year term and can then be re-elected for a further four years. Trustees can co-opt any duly qualified person to serve as a trustee, providing the number of co-opted trustees does not exceed one-third of the total number of trustees. The full Board met eight times during the year.

New trustees receive a wide-ranging induction information pack and complete conflict of interest and eligibility statements on joining the charity. Trustees are welcomed with at least one familiarisation day visit to Hospice House, to meet with staff and other trustees. Further induction information is supplied as new trustees join Board committees and become involved in the charity's activities.

A number of trustees serve on Board committees or advisory panels, and the Chair of the Board is an ex-officio member of each. The Board monitors and controls the programme of the charity through at least four Board meetings each year and through a number of Board committees.

- Governance Committee

Responsibilities are to oversee the governance of the organisation including Board composition, associated trustee appointments, election processes, and reviewing Board performance and succession planning. The committee is responsible for overseeing all grant programmes including setting the eligibility criteria for each grant programme, the basis for making awards, and ensuring compliance with these criteria. The committee met two times during the year.

- People Committee

Sets the broad framework for remuneration packages of the leadership team, oversees the HR strategy of the organisation and approves key HR policies. The committee is also responsible for making sure our remunerations policy is appropriate and ensures that we have a consistent, objective and clear process across the charity for how we set individual salaries. The aim is to ensure that the salaries are realistic, sustainable but competitive against the external market and correctly aligned when the role is broken down and evaluated against others in the charity; to help ensure this a service provided by Croner Consulting, which compares salaries with comparative roles in the charity sector, is used. The People Committee approve the Senior Management Team salaries, and salaries of other staff proposed by the Chief Executive Officer. The committee met two times during the year.

- Finance Committee

Responsibilities include advising and monitoring budgets, financial controls and financial reporting, overseeing audit matters and ensuring adequate risk management and compliance. The committee met three times in the year, and the key activity during the year was the setting of the charity's budget and regular monitoring of performance against it.

Day-to-day management of the charity is delegated to the Chief Executive Officer and then across the organisation through a regularly reviewed schedule of delegation.

## Membership

The membership structure of Hospice UK came into being in April 2007. At 31st March 2021, there were 210 members (31 March 2020: 208)

Members of Hospice UK engage to shape our future programmes and priorities by:

- helping to shape the governance of the organisation by nominating and electing trustees to the Board – two thirds of the trustees of Hospice UK are elected from within and by member hospices, with the remaining one third co-opted
- ensuring country and regional views are represented at a national level by electing representatives to the Advisory Council and Forum of Chairmen and contributing their expertise to support our work through expert committees and other project steering committees

In the event of winding-up, each member is liable to pay a maximum of £1.

## The Advisory Council and the Forum of Chairmen

The Advisory Council plays a key role in Hospice UK and is the forum through which members formally communicate with Hospice UK. Member hospices, via elected representatives, advise our Board and Senior Management Team on key issues and priorities relating to hospice philosophy, policy, practice and professional development. Hospice UK communicates the work of the charity back to the members and seeks views.

The Forum of Hospice Chairmen, formerly the Forum of Chairmen of Independent Hospices, is a national network that promotes the role of hospice chairs and trustees and feeds back to Hospice UK issues relating to the governance of hospices in order to help shape our governance support programmes.

The Chairs of the Advisory Council (Tony Collins) and the Forum of Chairmen (Kate Tompkins) each hold a place on the Board of Hospice UK.

## Reference and administrative information

### Trustees

Paul Jennings #	Chair Appointed November 2020
Chloe Chik <sup>#,3</sup>	Appointed September 2021
Tony Collins <sup>* 1</sup>	Deputy Chair Reappointed May 2019
Emma Reynolds <sup>#,</sup>	Reappointed July 2020
Kate Tompkins <sup>*,1</sup>	Appointed in February 2017
John Stephen <sup>#,3</sup>	Appointed July 2016, Resigned July 2020
Tina Swani <sup>*</sup>	Retired March 2020
Stephen Roberts <sup>*1</sup>	Appointed July 2018
Dr Mike Miller <sup>* 1,2</sup>	Appointed May 2018
Sonia Rees <sup>* 2,3</sup>	Appointed July 2018, Resigned January 2021
Michelle Rollinson <sup>*2</sup>	Appointed May 2019
Martin Warhurst <sup>*1</sup>	Resigned July 2020
David Smith <sup>*3</sup>	Appointed November 2019
John Knight <sup>*3</sup>	Appointed November 2019

# A co-opted trustee

\* A trustee elected by the membership

### Membership of Board committees as of 31 March 2020

- 1 – Governance Committee
- 2 – People Committee
- 3 – Finance Committee

### Founder

Anne, Duchess of Norfolk CBE

### Vice-Presidents

Baroness Finlay of Llandaff

Martyn Lewis CBE  
Robert Peston

Prof. David Clark

Lord Howard of Lympne

### Senior Management Team (as at date of approval)

Tracey Bleakley	Chief Executive
Craig Duncan	Chief Operating Officer
Jonathan Ellis	Director of Advocacy and Change
Catherine Bosworth	Director of Income Generation
Rowena Lovell	Director of Strategy & Governance
Sarah West	Director of Campaigns and Communications

### Registered office

34-44 Britannia Street  
London  
WC1X 9JG

### Charity and company registration

Registered charity in England and Wales: 1014851  
Registered charity in Scotland: SC041112  
Company limited by guarantee: 2751549

### Solicitor

Bates, Wells and Braithwaite  
2-6 Cannon Street  
London  
EC4M 6YH

### Auditors

Price Bailey LLP  
1 Dane Street  
Bishop's Stortford  
Hertfordshire, CM23 3BT

### Bank

Coutts and Co.  
440 Strand  
London  
WC2 0QS



## Statement of trustees' responsibilities

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (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 operation.

The trustees are responsible for ensuring proper accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as trustees are aware:

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

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

### Auditors

Price Bailey LLP have expressed their willingness to continue as the charitable company's auditors, and a resolution to this effect will be proposed at the AGM.

**Approved by the Trustees on 17 September 2021 and signed on their behalf by**

A handwritten signature in black ink, appearing to read 'Paul Jennings', written in a cursive style.

**Paul Jennings**

**Chair of Trustees**

## Independent Auditor's Report to the Members of Hospice UK

### Opinion

We have audited the financial statements of Hospice UK (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise of the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group 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 group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

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

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the group financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### 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. The trustees are responsible for the other information contained within the annual report. 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.

### **Other information 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.

### **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 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 requires us to report to you if, in our opinion:

- adequate and proper 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, 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**

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable Group and the sector in which it operates and considered the risk of the Charitable Group not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable Group this included compliance with the Charities Act and SORP 2019, GDPR, employment law, safeguarding and health & safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management and officers of the Charitable Group and a review of the risk management processes and procedures in place including a review of the risk register maintained by the charitable group. We have also reviewed the procedures in place for the reporting of any incidents to the Trustee Board including serious incident reporting of these matters as necessary with the Charity Commission.

Management override: To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk and evaluated the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates, including treatment of legacies and grant income, and the valuation of investments.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

#### **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 the act. 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.



***Helena Wilkinson BSc FCA DChA (Senior Statutory Auditor)***

For and on behalf of  
**Price Bailey LLP**  
Chartered Accountants  
Statutory Auditors  
3rd Floor,  
24 Old Bond St,  
Mayfair,  
London  
W1S 4AP

**Date: 7 October 2021**

**Consolidated statement of financial activities**  
**(Incorporating an income and expenditure account)**  
**For the year ended 31 March 2021**

	Note	Unrestricted Funds		Restricted Funds £'000	2021 Total £'000	2020 Total £'000
		General £'000	Designated £'000			
<b>Income</b>						
Donations and legacies:	<b>2</b>					
Funds raised for Hospice UK		3,573	0	1,552	<b>5,125</b>	4,992
Government grants to support COVID response		0	0	257,808	<b>257,808</b>	0
Funds raised for independent hospices		0	0	165	<b>165</b>	259
Income from other trading activities		43	0	306	<b>349</b>	94
The Coronavirus Job Retention Scheme Income		172	0	0	<b>172</b>	0
Investment income		107	0	0	<b>107</b>	114
Income from charitable activities:						
Supporting those providing end of life care		629	0	0	<b>629</b>	917
<b>Total income</b>		<b>4,524</b>	<b>0</b>	<b>259,831</b>	<b>264,355</b>	6,376
<b>Expenditure</b>						
Expenditure on charitable activities:	<b>3</b>					
Extend our Reach		778	13	409	<b>1,200</b>	1,112
Tackle Inequality		244	8	586	<b>838</b>	1,584
Work with Communities		963	8	38	<b>1,009</b>	668
Empower a Strong Hospice Sector		259	10	973	<b>1,242</b>	1,845
COVID-19 response in England		61	8	258,102	<b>258,171</b>	0
Costs of raising funds	<b>3</b>	1,088	16	0	<b>1,104</b>	1,241
<b>Total expenditure</b>		<b>3,393</b>	<b>63</b>	<b>260,108</b>	<b>263,564</b>	6,450
<b>Net income/(expenditure) before gains/(losses) on investments</b>		<b>1,131</b>	<b>(63)</b>	<b>(277)</b>	<b>791</b>	<b>(74)</b>
Realised gains on investments		0	0	0		0
Unrealised gains/(losses)	<b>10</b>	406	0	0	<b>406</b>	(225)
<b>Net income for the year</b>	<b>5</b>	<b>1,537</b>	<b>(63)</b>	<b>(277)</b>	<b>1,197</b>	<b>(299)</b>
<b>Net movement in funds</b>		<b>1,537</b>	<b>(63)</b>	<b>(277)</b>	<b>1,197</b>	<b>(299)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward	<b>1</b>	2,350	2,817	1,200	<b>6,367</b>	<b>6,666</b>
<b>Total funds carried forward</b>	<b>16</b>	<b>3,887</b>	<b>2,754</b>	<b>923</b>	<b>7,564</b>	<b>6,367</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above and in note 16 to the financial statements.

**Balance sheet**  
**As at 31 March 2021**

	Note	The group		The charity	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
<b>Fixed assets</b>					
Tangible fixed assets	9	1,119	1,176	1,118	1,176
Investments	10	3,523	2,798	3,175	2,798
		<b>4,642</b>	<b>3,974</b>	<b>4,293</b>	<b>3,974</b>
<b>Current assets</b>					
Debtors	14	41,176	949	41,087	1,285
Cash at bank and in hand		6,014	4,620	5,874	4,206
		<b>47,190</b>	<b>5,569</b>	<b>46,961</b>	<b>5,491</b>
<b>Creditors</b>					
Amounts due within one year	15	44,268	3,176	43,829	3,114
		<b>2,922</b>	<b>2,393</b>	<b>3,132</b>	<b>2,377</b>
<b>Net current assets</b>		<b>2,922</b>	<b>2,393</b>	<b>3,132</b>	<b>2,377</b>
<b>Total net assets</b>	13	<b>7,564</b>	<b>6,367</b>	<b>7,425</b>	<b>6,351</b>
<b>Funds</b>					
Restricted funds	16	923	1,200	923	1,200
Unrestricted funds					
General funds		3,887	2,350	3,749	2,335
Designated funds					
Building Repairs Fund		185	191	185	191
Web & Digital		300	300	300	300
Fixed assets		1,119	1,176	1,118	1,176
2017-2022 Strategy		1,150	1,150	1,150	1,150
<b>Total funds</b>		<b>7,564</b>	<b>6,367</b>	<b>7,425</b>	<b>6,351</b>

The notes on pages 35 to 57 form part of these financial statements.

Approved by the trustees 17 September 2021 and signed on their behalf by

Paul Jennings  
CHAIR OF TRUSTEES

Company number 2751549





**Consolidated statement of cashflows**  
**For the year ended 31 March 2021**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
<b>Cashflows from operating activities:</b>		
Net cash generated by operating activities	<b>1,394</b>	75
<b>Cashflows from investing activities:</b>		
Payments to acquire tangible fixed assets		(76)
Payments to acquire investments	<b>0</b>	0
Receipts on the disposal of investments	<b>0</b>	0
	<b>0</b>	(76)
<b>Change in cash and cash equivalents in the reporting period</b>	<b>1,394</b>	<b>(1)</b>

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

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Net movement in funds for the year	<b>1,197</b>	(301)
Non-operating cashflows eliminated		
Depreciation	<b>59</b>	45
(Gains)/losses on investments	<b>(406)</b>	225
Increase in debtors	<b>(40,227)</b>	517
Increase in creditors	<b>41,092</b>	(411)
Transfer of assets from GSF	<b>(321)</b>	0
Loss on Disposal of Fixed Assets	<b>0</b>	0
<b>Net cash generated by operating activities</b>	<b>1,394</b>	<b>75</b>

**Analysis of cash and cash equivalents**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Cash in hand at the beginning of the year	<b>4,620</b>	4,621
Increase in cash in hand	<b>1,394</b>	(1)
<b>Cash in hand at the end of the year</b>	<b>6,014</b>	<b>4,620</b>

**Analysis of changes in net debt**

Cash and cash equivalents 01.04.2020	<b>4,620</b>	4,621
Cash flows	<b>1,394</b>	(1)
Other non cash changes		
<b>Cash and Cash equivalents 31.03.2021</b>	<b>6,014</b>	<b>4,620</b>

## Notes to the financial statements

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### 1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the Financial Statements are shown below.

#### a. Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity 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.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1000.

#### b. Legal status of the charity

Hospice UK is a charitable company limited by guarantee incorporated in England, Wales and Scotland and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is 34-44 Britannia Street, London, WC1X 9JG. The principal activity of the charity is to support those providing end of life care.

#### c. Going concern

At the balance sheet date the Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future cash flows forecasts and budgets indicate that the charity can continue to operate into 2022.

With regard to the following year, the most significant area of uncertainty is the level of donations which need to be raised each year. This is covered in more detail in the performance and risk sections of the trustees' annual report. The trustees however believe the charitable company remains a going concern due to the ability of the organisation to settle liabilities as they fall due for a period of at least 12 months from the date of this report.

#### d. Group financial statements

These financial statements consolidate the results of the charitable company, Hospice UK and its wholly-owned subsidiaries, Help the Hospices (Trading) Limited and The Gold Standards Framework Centre CIC on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charitable company has not been presented because the charitable company has taken advantage of the exemption afforded by section 408 of the Companies Act

## 1. Accounting policies (continued)

### e. Income

Income is included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- any performance conditions attached to the income have been met;
- it is probable that the income will be received; and
- the monetary value can be measured with sufficient reliability.

Where income has related expenditure (as with fundraising or contract income) the income and related expenditure are reported gross in the SoFA.

During the period all income arose from within the UK.

#### Grants and donations

Donations, grants and gifts are recognised when receivable.

In the event that a donation is subject to conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Sponsorship from events and events registration fees are recognised when the event takes place.

Revenue grants are recognised when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the grant income is deferred.

#### Legacy income

Pecuniary legacies are recognised on notification. For residuary legacies, entitlement is taken on a case by case basis as the earlier of the date when the charity is aware that probate has been granted, and either:

- the estate has been finalised and estate accounts have been received by the charity; or
- notification has been made by the executor(s) to the charity that a distribution will be made and the distribution has been made since the year end.

Receipt of a legacy is only considered probable when the amount can be measured reliably.

#### Investment income

Investment income represents interest receivable from UK bank deposits and investments. This is included in the accounts when receivable.

Investment gains and losses includes any gain or loss resulting from change in market value at the end of the year and any gain or loss on the sale of investments.

## 1. Accounting policies (continued)

### f. Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

#### Costs of raising funds

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including commercial trading; and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

#### Expenditure on charitable activities

Expenditure on charitable activities is analysed by the charity's key charitable objectives as identified in the charity's current strategy.

Expenditure on charitable activities comprises the costs of activities undertaken to further the purposes of the charity and their associated support costs.

#### Support and governance costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance cost, finance, and office costs.

Support costs include irrecoverable VAT.

Support costs are allocated to each of the activities on the basis of estimated average headcount deployed supporting each objective in the year.

### g. Grants

Grants payable are recognised on approval of the grant by the Grants Committee and notification to its recipient.

### h. Taxation

Hospice UK meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company 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 for charitable purposes.

## 1. Accounting policies (continued)

### i. Pension

Hospice UK contributes towards defined contribution pension plans for employees. Pension costs are recognised when they fall due.

The costs of the defined contribution scheme are included with the associated staff costs and allocated to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The charity has no liability beyond making its contributions and paying across the deductions for employees' contributions.

### j. Fixed Assets

All assets costing more than £1,500 are capitalised at their historical cost when purchased. Assets are reviewed for impairment if circumstances indicate their value in the accounts may exceed their net realisable value and value in use.

Depreciation is incurred at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The annual depreciation rates in use are as follows:

Freehold land	nil %
Building and improvements	2% of cost
Furniture and office equipment	25% of net book value
IT equipment and software	33% of cost

### k. Investments

Investments are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost.

The SOFA includes the net gains and losses arising on revaluation and disposals throughout the year.

### 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 short term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## **1. Accounting policies (continued)**

### **n. Creditors**

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

### **o. Fund accounting**

Restricted funds are to be used for specified purposes as laid down by the donor. Expenditure which meets these criteria is identified to the fund, together with an agreed allocation of management and support costs.

Unrestricted funds are donations and other incoming resources received or generated to further any of the charitable purposes of Hospice UK.

Designated funds are unrestricted funds which the trustees have decided at their discretion to set aside to use for a specific purpose.

The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

### **p. Operating Leases**

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

### **q. Judgements and key sources of uncertainty**

No judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies.

The key assumptions concerning the future and key sources of estimation uncertainty at the key reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- Estimation of the useful economic life of buildings, furniture and office equipment and IT equipment.

### **r. Foreign currencies**

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the SoFA.

## **1. Accounting policies (continued)**

### **s. Financial instruments**

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity are measured at cost with the exception of investments in the charity's portfolio, which are measured at fair value as at the balance sheet date using the closing market value with all realised and unrealised gains included in the statement of financial activities. The value of investments as well as their original cost is stated in note 10. Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation. Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

**2. Donations and Legacies - Group**

	2021			2020		Total £'000
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	
Corporate donations	1,576	6	<b>1,582</b>	279	67	346
Trusts and other charities	278	1,064	<b>1,342</b>	155	1,598	1,753
Payroll giving	311	165	<b>476</b>	303	192	495
Challenge events	105	0	<b>105</b>	705	0	705
Campaigns and special events	21	0	<b>21</b>	85	0	85
National Garden Scheme	425	0	<b>425</b>	450	50	500
Legacies	771	0	<b>771</b>	810	0	810
Individual donors	82	0	<b>82</b>	69	0	69
Government and statutory income	0	482	<b>482</b>	0	484	484
COVID-19 response in England	0	257,808	<b>257,808</b>	0	0	0
Other voluntary income	4	0	<b>4</b>	4	0	4
<b>Total Donations and Legacies</b>	<b>3,573</b>	<b>259,525</b>	<b>263,098</b>	<b>2,860</b>	<b>2,391</b>	<b>5,251</b>

Donation and legacy income can be analysed as follows:

Income for Hospice UK	3,573	1,552	<b>5,125</b>	2,860	2,132	4,992
Government grants to support COVID response	0	257,808	<b>257,808</b>	0	0	0
Income for hospices	0	165	<b>165</b>	0	259	259
	<b>3,573</b>	<b>259,525</b>	<b>263,098</b>	<b>2,860</b>	<b>2,391</b>	<b>5,251</b>



3. Analysis of expenditure - Group

a) 2021	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2021
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	825	332	334	471	275	745	864	3,846
Grants payable (Note 4)	25	384	150	363	257,264	0	0	258,186
Local hospices donations	0	0	0	165	0	0	0	165
Other expenditure	132	(6)	397	76	504	63	201	1,367
	982	710	881	1,075	258,043	808	1,065	263,564
Support and governance	218	128	128	167	128	296	(1,065)	0
<b>Total expenditure 2021</b>	<b>1,200</b>	<b>838</b>	<b>1,009</b>	<b>1,242</b>	<b>258,171</b>	<b>1,104</b>	<b>0</b>	<b>263,564</b>
b) 2020	Direct Costs: Charitable activities					Cost of Raising Funds	Support and governance	2020
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 7)	662	306	311	718	0	589	654	3,240
Grants payable (Note 3)	44	942	0	144	0	0	0	1,130
Local hospices donations	0	0	0	259	0	0	0	259
Other expenditure	214	144	165	261	0	306	732	1,821
	920	1,392	476	1,382	0	895	1,386	6,450
Support and governance	192	192	192	463	0	346	(1,386)	0
<b>Total expenditure 2020</b>	<b>1,112</b>	<b>1,584</b>	<b>668</b>	<b>1,845</b>	<b>0</b>	<b>1,241</b>	<b>0</b>	<b>6,450</b>

3. Analysis of expenditure - Group (continued)

Support costs are not attributable to a single activity and have been apportioned on the basis of the number of people employed within an activity.

c. Analysis of support costs - 2021	Charitable activities					Cost of Raising Funds £'000	2021 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	37	22	22	29	22	51	183
Facilities	48	28	28	37	28	65	234
Governance	14	8	8	11	8	19	68
Human Resources	38	23	23	29	23	52	188
Communications	1	0	0	1	0	1	3
Strategy & Legal	2	1	1	1	1	2	8
Irrecoverable VAT	8	5	5	6	5	11	40
IT & Business Systems	70	41	41	53	41	94	340
Hospice Accounts	0	0	0	0	0	0	0
	<u>218</u>	<u>128</u>	<u>128</u>	<u>167</u>	<u>128</u>	<u>295</u>	<u>1,064</u>

d. Analysis of support costs - 2020	Charitable activities					Cost of Raising Funds £'000	2020 £'000
	Reach	Inequality	Communities	Strong Hospice Sector	COVID-19 response in England		
	£'000	£'000	£'000	£'000	£'000		
Finance	47	47	47	114		85	340
Facilities	47	47	47	111		83	335
Governance	12	12	12	29		22	87
Human Resources	31	31	31	73		55	221
Communications	1	1	1	3		3	9
Strategy & Legal	1	1	1	3		2	8
Irrecoverable VAT	7	7	7	18		13	52
IT & Business Systems	46	46	46	111		83	332
Hospice Accounts	0	0	0	1		0	1
	<u>192</u>	<u>192</u>	<u>192</u>	<u>463</u>	<u>0</u>	<u>346</u>	<u>1,385</u>

#### 4. Grants payable - Group

	2021	2020
	£'000	£'000
Grants given comprise of:		
Grants to support COVID-19 response in England	<b>257,098</b>	-
Grants to support COVID-19 response in England PPE	<b>165</b>	-
Grants for capital projects to enhance wellbeing	<b>312</b>	-
Professional development grants	<b>207</b>	172
Grants to develop bereavement services in hospices	<b>450</b>	448
Other grant programmes	<b>228</b>	43
Grants to support conditions other than cancer		27
Grants to support regional capital projects		44
Grants to family carers		483
	<b>258,460</b>	1,217
Provision for grants which may not be claimed	<b>(274)</b>	(87)
<b>Note 3</b>	<b>258,186</b>	1,130

A full list of grants awarded in the year is available from our website at [www.hospiceuk.org/grantsawarded](http://www.hospiceuk.org/grantsawarded).

All 1432 (2020: 311) grants were made to organisations.

#### 5. Net income for the year - Group

This is stated after charging / crediting:	2021	2020
	£'000	£'000
Depreciation	<b>(59)</b>	<b>(45)</b>
Trustees' indemnity insurance	<b>1</b>	<b>1</b>
Auditors' remuneration:		
Audit - Hospice UK	<b>15</b>	<b>14</b>
Audit - Help the Hospices (Trading) Ltd.	<b>4</b>	<b>4</b>
Audit - The Gold Standards Framework Centre CIS	<b>6</b>	<b>0</b>
Other services	<b>2</b>	<b>1</b>
Operating leases	<b>40</b>	<b>46</b>
<b>Note 18</b>	<b>40</b>	<b>46</b>

#### 6. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Help the Hospices (Trading) Limited pays all its available profits to the charity under a deed of covenant. Its charge to corporation tax in the year was nil (2020: £nil).

## 7. Analysis of staff costs - Group

### a) Staff numbers

The average monthly head count was 82 (2020: 72). The average number of employees during the year was as follows:

	<b>2021</b>	2020
	<b>No.</b>	No.
Extend our Reach	<b>14</b>	8
Tackle Inequality	<b>8</b>	8
Work with Communities	<b>8</b>	8
Empower a Strong Hospice Sector	<b>10</b>	20
COVID-19 response in England	<b>19</b>	-
Raising Funds	<b>8</b>	14
Support and Governance	<b>15</b>	14
	<b>82</b>	72

### b) Staff costs

	<b>2021</b>	2020
	<b>£'000</b>	£'000
Salaries and wages	<b>3,093</b>	2,686
Social security costs	<b>324</b>	283
Pension contributions	<b>231</b>	231
Holiday Pay Accrual	<b>196</b>	0
Temporary and agency staff	<b>0</b>	40
	<b>3,844</b>	3,240

Total emoluments paid to staff were: **3,094**      **2,726**

The charity considers its key management personnel to be its trustees and the members of the Senior Management Team (SMT).

The charity's trustees were not paid and did not receive any benefits from employment with Hospice UK in the year (Prior year: £nil). They were reimbursed expenses during the year as stated in note 17.

The value of payments and other benefits, including pension contributions, to members of SMT in the year was £734k (2020: £703k). The charity also offers travel loans to staff (interest free up to the value of £10,000). At the year end, none (2020: two) of the Senior Management Team had outstanding loans (2020: £2,727).

## 7. Analysis of staff costs - Group (continued)

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

	<b>2021</b>	2020
	<b>No.</b>	No.
£60,000 - £70,000	<b>3</b>	3
£70,000 - £80,000	<b>1</b>	-
£80,000 - £90,000	<b>3</b>	2
£90,000 - £100,000	<b>2</b>	3
£100,000 - £110,000	<b>1</b>	1

Pensions contributions for higher paid employees totalled £107k (2020: £96k).

## 8. Pension - Group

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £283k (2020: £316k). There was no amounts outstanding at the year end (2020: £nil)

## 9. Tangible fixed assets - group and charity

	Freehold land £'000	Building £'000	Furniture and office equipment £'000	IT equipment £'000	<b>Total £'000</b>
<b>Cost</b>					
At the start of the year	163	1,595	337	154	<b>2,249</b>
Fixed assets acquired on acquisition	0	0	0	28	<b>28</b>
Additions	0	0	0	1	<b>1</b>
Disposals	0	0	0	0	<b>0</b>
<b>At the end of the year</b>	<b>163</b>	<b>1,595</b>	<b>337</b>	<b>183</b>	<b>2,278</b>
<b>Depreciation</b>					
At the start of the year	0	675	246	153	<b>1,074</b>
Charge on acquired assets	0	0	0	26	<b>26</b>
Charge for the year	0	33	24	2	<b>59</b>
<b>At the end of the year</b>	<b>0</b>	<b>708</b>	<b>270</b>	<b>181</b>	<b>1,159</b>
<b>Net book value</b>					
<b>At the end of the year</b>	<b>163</b>	<b>887</b>	<b>67</b>	<b>2</b>	<b>1,119</b>
At the start of the year	163	920	91	2	1,176

## 10. Investments - group and charity

### a) Group

	2021	2020
	£'000	£'000
Market value at the start of the year	2,798	3,023
Investment acquired on acquisition of GSF	319	0
Disposal proceeds	0	0
Realised gain on disposal	0	0
Unrealised gain	406	(225)
<b>Market value at the end of the year</b>	<b><u>3,523</u></b>	<b><u>2,798</u></b>
Historic cost at the year end	<b><u>2,361</u></b>	<b><u>2,361</u></b>

Investments comprise:	2021	2020
	£'000	£'000
UK Common investment funds	<b><u>3,523</u></b>	<b><u>2,798</u></b>

### b) Charity

	2021	2020
	£'000	£'000
Market value at the start of the year	2,798	3,023
Disposal proceeds	0	0
Realised gain on disposal	0	0
Unrealised gain	377	(225)
<b>Market value at the end of the year</b>	<b><u>3,175</u></b>	<b><u>2,798</u></b>
Historic cost at the year end	<b><u>2,361</u></b>	<b><u>2,361</u></b>
Investments comprise:	2021	2020
	£'000	£'000
UK Common investment funds	<b><u>3,175</u></b>	<b><u>2,798</u></b>

## 11. Subsidiary Undertaking

### a) Trading

Help the Hospices (Trading) Limited - company number 02000660 is registered in England and Wales.

An investment of £100 is held by Hospice UK in Help the Hospices (Trading) Ltd. This represents the cost of acquiring the whole of the ordinary share capital of the company. Help the Hospices (Trading) Limited is used for non-primary purpose trading activities.

The results of Help the Hospices (Trading) Limited are shown below and have been consolidated on a line by line basis into group financial statements. Available profits are distributed to the charitable company by deed of covenant.

	<b>2021</b>	2020
	<b>£'000</b>	£'000
Turnover	489	717
Cost of sales	<u>(306)</u>	<u>(390)</u>
<b>Gross profit</b>	<b>183</b>	<b>327</b>
Administrative expenses	<u>(122)</u>	<u>(194)</u>
<b>Profit on ordinary activities</b>	<b>61</b>	<b>133</b>
Payment under Deed of Covenant	<u>(61)</u>	<u>(133)</u>
<b>Net result</b>	<u><b>0</b></u>	<u><b>0</b></u>
The aggregate of the assets, liabilities and funds was:	<b>2021</b>	2020
	<b>£'000</b>	£'000
Assets	<b>173</b>	499
Liabilities	<u>(155)</u>	<u>(481)</u>
<b>Funds</b>	<u><b>18</b></u>	<u><b>18</b></u>

**b) GSF**

On 1 July 2021 the charitable company became the sole gaurantor of Gold Standards Framework CIC (GSF). Gold Standards Framework CIC - company number 07231949 is registered in England and Wales.

No fee for paid for the acquisition of GSF. The principle activity of GSF is training to professionals who work in a range of settings in providing end of lide care.

The results of GSF are shown below and have been consolidated on a line by line basis into group financial statements since the date of accquisition.

	<b>9 months to 31 March 2021</b>		2020 as restated
	<b>£'000</b>	£'000	
Turnover	157	463	
Cost of sales	<u>(142)</u>	<u>(252)</u>	
<b>Gross profit</b>	<b>15</b>	<b>211</b>	
Administrative expenses	<u>(96)</u>	<u>(483)</u>	
<b>Profit on ordinary activities</b>	<b>(81)</b>	<b>(271)</b>	
Other operating income	<u>56</u>	<u>(8)</u>	
<b>Operating Deficit</b>	<b>(24)</b>	<b>(279)</b>	
Gains/(losses) on listed investments	<u>1</u>	<u>10</u>	
<b>Net result</b>	<b><u>(23)</u></b>	<b><u>(269)</u></b>	
The aggregate of the assets, liabilities and funds was:	<b>2021</b>	2020	
	<b>£'000</b>	£'000	
Assets	517	620	
Liabilities	<u>(540)</u>	<u>(620)</u>	
<b>Funds</b>	<b><u>(23)</u></b>	<b><u>(0)</u></b>	



## 12. Parent charity

Hospice UK's gross income and the results for the year are as follows:

	<b>2021</b>	2020
	<b>£'000</b>	£'000
Gross income	<b>264,243</b>	5,761
Net income/(expenditure) before gains/(losses) on investments	<b>846</b>	(75)

## 13. Analysis of net assets between funds - Group

### a) 2021

	General	Designated	Restricted	<b>2021</b>
	£'000	£'000	£'000	<b>Total</b>
				<b>£'000</b>
Tangible fixed assets	0	1,120	0	<b>1,120</b>
Investments	3,523	0	0	<b>3,523</b>
Net current assets	364	1,634	923	<b>2,921</b>
	<b>3,887</b>	<b>2,754</b>	<b>923</b>	<b>7,564</b>

### Charity

	General	Designated	Restricted	<b>2021</b>
	£'000	£'000	£'000	<b>Total</b>
				<b>£'000</b>
Tangible fixed assets	0	1,120	0	<b>1,120</b>
Investments	3,175	0	0	<b>3,175</b>
Net current assets	574	1,633	923	<b>3,130</b>
	<b>3,749</b>	<b>2,753</b>	<b>923</b>	<b>7,425</b>

### b) 2020

	General	Designated	Restricted	2020
	£'000	£'000	£'000	Total
				£'000
Tangible fixed assets	0	1,174	0	1,174
Investments	2,798	0	0	2,798
Net current assets	(448)	1,643	1,200	2,395
	<b>2,350</b>	<b>2,817</b>	<b>1,200</b>	<b>6,367</b>

### Charity

	General	Designated	Restricted	2020
	£'000	£'000	£'000	Total
				£'000
Tangible fixed assets	0	1,174	0	1,174
Investments	2,798	0	0	2,798
Net current assets	(464)	1,643	1,200	2,379
	<b>2,334</b>	<b>2,817</b>	<b>1,200</b>	<b>6,351</b>

#### 14. Debtors

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	262	122	183	49
Amounts due from subsidiary	0	0	0	421
Prepayments and accrued income	40,914	827	40,904	815
	<b>41,176</b>	<b>949</b>	<b>41,087</b>	<b>1,285</b>

Within prepayments and accrued income is £280k (2020: £267k) of prepayments relating to fundraising events which will be held after the year end.

#### 15. Creditors: amounts due within one year

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade and other creditors	111	280	205	261
Tax and social security	93	10	67	10
Amounts due to subsidiary HTH	0	0	104	0
Amounts due to subsidiary GSF	0	0	33	0
Amounts due to independent hospices	173	7	173	7
Grants committed but not yet due	2,069	2,345	2,069	2,345
Accruals and deferred income	41,822	534	41,177	491
	<b>44,268</b>	<b>3,176</b>	<b>43,828</b>	<b>3,114</b>

Within accruals and deferred income is £389k (2020: £235k) of deferred income relating to fundraising events which will be held after the year end.

The Charity is part of a group VAT registration and therefore is potentially liable for VAT liabilities of its subsidiaries. As at 31 March 2021 its subsidiary trading company, Help the Hospices had a creditor value relating to value added tax of £59,152 (2020 £39,276).

#### b) Deferred income reconciliation

	The group		The charity	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Balance brought forward	370	523	337	452
Amount recognised in year	(178)	(523)	(337)	(452)
Amount deferred in the year	817	370	389	337
<b>Balance carried forward</b>	<b>1,009</b>	<b>370</b>	<b>389</b>	<b>337</b>

## 16. Movements in funds

a) 2021 Group	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At 31 March 2021 £'000
<b>Restricted funds</b>						
St. James's Place Foundation	0	0	0	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
NHS England	0	257,631	(257,619)			12
Department of Health and Social C:	0	177	(165)			12
Other projects	1,200	1,963	(2,264)	0	0	899
<b>Total restricted funds</b>	<b>1,200</b>	<b>259,831</b>	<b>(260,108)</b>	<b>0</b>	<b>0</b>	<b>923</b>
<b>Unrestricted funds</b>						
Designated funds:						
Building repairs fund	191	0	(6)	0	0	185
Fixed assets	1,176	0	(58)	0	0	1,118
Fixed assets acquired on acquisition of GSF	0	2	(1)	0	0	1
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
<b>Total designated funds</b>	<b>2,817</b>	<b>2</b>	<b>(65)</b>	<b>0</b>	<b>0</b>	<b>2,754</b>
General funds	2,350	4,522	(3,391)	406	0	3,887
<b>Total unrestricted funds</b>	<b>5,167</b>	<b>4,524</b>	<b>(3,456)</b>	<b>406</b>	<b>0</b>	<b>6,641</b>
<b>Total funds</b>	<b>6,367</b>	<b>264,355</b>	<b>(263,564)</b>	<b>406</b>	<b>0</b>	<b>7,564</b>
<b>b) 2021 Charity</b>						
	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At £'000
<b>Restricted funds</b>						
St. James's Place Foundation	0	0	0	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
NHS England	0	257,631	(257,619)			12
Department of Health and Social C:	0	177	(165)			12
Other projects	1,200	1,964	(2,264)	0	0	900
<b>Total restricted funds</b>	<b>1,200</b>	<b>259,831</b>	<b>(260,108)</b>	<b>0</b>	<b>0</b>	<b>923</b>
<b>Unrestricted funds</b>						
Designated funds:						
Building repairs fund	191	0	(6)	0	0	185
Fixed assets	1,176	0	(58)	0	0	1,118
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
<b>Total designated funds</b>	<b>2,817</b>	<b>0</b>	<b>(64)</b>	<b>0</b>	<b>0</b>	<b>2,753</b>
General funds	2,335	3,745	(2,708)	377	0	3,749
<b>Total unrestricted funds</b>	<b>5,152</b>	<b>3,745</b>	<b>(2,772)</b>	<b>377</b>	<b>0</b>	<b>6,502</b>
<b>Total funds</b>	<b>6,352</b>	<b>263,577</b>	<b>(262,880)</b>	<b>377</b>	<b>0</b>	<b>7,425</b>

**16. Movements in funds (continued)**

**c) 2020  
Group**

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At 31 March 2020 £'000
St. James's Place Foundation	0	533	(533)	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
Other projects	1,050	1,799	(1,649)	0	0	1,200
	<b>1,050</b>	<b>2,392</b>	<b>(2,242)</b>	<b>0</b>	<b>0</b>	<b>1,200</b>
Designated funds:						
Building repairs fund	191	0	0	0	0	191
Fixed assets	1,144	0	(44)	0	76	1,176
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
Total designated funds	<b>2,785</b>	<b>0</b>	<b>(44)</b>	<b>0</b>	<b>76</b>	<b>2,817</b>
General funds	2,831	3,985	(4,165)	(225)	(76)	2,350
	<b>5,616</b>	<b>3,985</b>	<b>(4,209)</b>	<b>(225)</b>	<b>0</b>	<b>5,167</b>
	<b>6,666</b>	<b>6,377</b>	<b>(6,451)</b>	<b>(225)</b>	<b>0</b>	<b>6,367</b>

**d) 2020  
Charity**

	At 1 April 2019 £'000	Income £'000	Expenditure £'000	Unrealised gains/(losses) £'000	Transfers between funds £'000	At 31 March 2020 £'000
St. James's Place Foundation	0	533	(533)	0	0	0
Health & Wellbeing Alliance	0	60	(60)	0	0	0
Other projects	1,050	1,799	(1,649)	0	0	1,200
	<b>1,050</b>	<b>2,392</b>	<b>(2,242)</b>	<b>0</b>	<b>0</b>	<b>1,200</b>
Designated funds:						
Building repairs fund	191	0	0	0	0	191
Fixed assets	1,144	0	(44)	0	76	1,176
Fundraising	0	0	0	0	0	0
Web & Digital	300	0	0	0	0	300
2017-2022 Strategy	1,150	0	0	0	0	1,150
Total designated funds	<b>2,785</b>	<b>0</b>	<b>(44)</b>	<b>0</b>	<b>76</b>	<b>2,817</b>
General funds	2,813	2,860	(3,037)	(225)	(76)	2,335
	<b>5,598</b>	<b>2,860</b>	<b>(3,081)</b>	<b>(225)</b>	<b>0</b>	<b>5,152</b>
	<b>6,648</b>	<b>5,252</b>	<b>(5,323)</b>	<b>(225)</b>	<b>0</b>	<b>6,352</b>

## 16. Movements in funds (continued)

### c) Purposes of restricted funds

NHS England provided funding to Hospice UK to enable it to support hospices in England to facilitate the provision of palliative care and Covid-19 clinical services for the benefit of patients of all ages through both inpatient and community provision.

Department of Health and Social Care provided funding to enable Hospice UK to reimburse hospices in England for additional PPE (personal protective equipment) costs they had incurred as a result of the COVID-19 epidemic.

**Health & Wellbeing Alliance** - NHE England awarded £60,000 to a consortium of charities (NCPC, Hospice UK, Marie Curie & Together for Short Lives) in relation to our membership of the Alliance. The Alliance is a partnership of voluntary organisations who work to bring the voice of the sector into policy-making. Hospice UK leads the partnership.

**Other projects** - represents restricted funds for a variety of programmes supporting hospice care in the UK.

### d) Purposes of designated funds

**Building Repairs Fund** - This fund was set aside in 2015 to cover the costs of maintaining our freehold property. An additional designation of £75,000 was made in 2018 to cover costs expected over the next five years.

**Fixed Assets Fund** - represents the net book value of the tangible fixed assets. £nil was transferred to the Fixed Asset Fund from General Funds to reflect to cost of fixed asset additions in year (2020: £76k).

**Web & Digital Fund** -In 2018 the trustees agreed to designate £300k towards future investment in our web and digital capability. It is envisaged that around £100k of this will be spent in the next year replacing our existing website(s) and the remainder over a five year period, including on upgrading our membership, fundraising and grants databases.

## 17. Related party transactions

### a) Independent hospices and trustees

Over 80% of the Trustees are closely associated with independent charitable hospices and palliative care. As we have awarded 287 grants during the year to organisations working in palliative care, it is not unusual that some of these grants are to organisations with which our trustees are associated.

Trustees who sit on the awards committee withdraw from all decisions regarding grants to any organisation, or individual within the organisation, with which they are associated and so cannot influence these decisions in any way.

A summary of the grants awarded to organisations, or individuals within the organisation, associated with our trustees is given below. The total value of all grants awarded in the year is disclosed in note 4.

Hospice UK's member hospices also benefit from funding through our national corporate partnerships and our payroll giving scheme. The total value of all local hospice donations in the year is disclosed in note 3.

	Number of grants	Value of grants £'000	NHSE Grants £'000	Hospice Donations <b>2021</b> £'000	2020 £'000
Saint Michael's	1	10	1,616	<b>0</b>	1,626
Dorothy House Hopsice Care	1	17	2,670	<b>0</b>	2,686
Naomi House and Jacksplace	0	0	1,196	<b>1</b>	1,197
North Devon Hospice	0	0	1,427	<b>0</b>	1,427
St Andrew's Hospice	0	0	1,245	<b>0</b>	1,245
LOROS Hospice	8	12	2,678	<b>1</b>	2,691
Teesside Hospice	1	33	598	<b>0</b>	632
<b>Total</b>	<b>11</b>	<b>72</b>	<b>11,430</b>	<b>2</b>	<b>11,504</b>

Hospice UK paid the cost of travel and expenses incurred by Trustees whilst fulfilling their duties to Hospice UK. This includes the reimbursement of expenses totalling £nil (2020: £4k) for trustees.

Following an open tender process, the group commissioned St Michaels Hospice Harrogate to provide a national telephone support line for NHS staff and other care workers. A trustee of Hospice UK is the Chief Executive of St Michaels Harrogate. £270k was paid to St Michaels Haarrogate for providing this service during the year (2020: nil)

## 17. Related party transactions (continued)

### b) Worldwide Hospice and Palliative Care Alliance (WHPCA)

The Chief Operating Officer of Hospice UK, Craig Duncan, is a trustee of the Worldwide Hospice and Palliative Care Alliance (WHPCA), a charity registered in the UK.

Hospice UK provided various services to WHPCA, including financial and payroll processing, and financial management and reporting support, charged at £11k (2020: £13k).

At the end of the year Hospice UK owed £20k to WHPCA (2020: Hospice UK owed £5k to WHPCA).

The Trustees do not consider WHPCA to be a subsidiary or an associate and the results and net assets of WHPCA have not been included in the group accounts.

There were no other related party transactions in the year.

## 18. Operating lease commitments

Net income for the Group is stated after charging operating lease payments on equipment of £40k (2020: £46k)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	<b>2021</b>	2020
	<b>£'000</b>	£'000
No later than one year	<b>40</b>	46
Later than one year and not later than five years	<b>6</b>	46

### **19. Ultimate controlling party**

There is no overall controlling party.

### **20. Post balance sheet events**

There were no post balance sheet events.

### **21. Contingent Assets**

The charity has been notified of a number of potential legacies which do not meet the conditions for recognition as income at the balance sheet date. The value of these gifts is uncertain, but is estimated at £1.5M. The charity is extremely grateful to all the generous donors who support it through gifts in wills.



**22. Consolidated statement of financial activities**  
**(Incorporating an income and expenditure account)**  
**For the year ended 31 March 2020**

	Unrestricted Funds		Restricted Funds £'000	2020 Total £'000
	General £'000	Designated £'000		
<b>Income</b>				
Donations and legacies:				
Funds raised for Hospice UK	2,860	0	2,132	<b>4,992</b>
Funds raised for independent hospices	0	0	259	<b>259</b>
Income from other trading activities	94	0	0	<b>94</b>
Investment income	114	0	0	<b>114</b>
Income from charitable activities:				
Supporting those providing hospice care	917	0	0	<b>917</b>
<b>Total income</b>	<b>3,985</b>	<b>0</b>	<b>2,391</b>	<b>6,376</b>
<b>Expenditure</b>				
Expenditure on charitable activities:				
Extend our Reach	553	6	553	<b>1,112</b>
Tackle Inequality	479	6	1,099	<b>1,584</b>
Work with Communities	494	6	168	<b>668</b>
Empower a Strong Hospice Sector	1,409	15	421	<b>1,845</b>
				<b>0</b>
Costs of raising funds	1,230	11	0	<b>1,241</b>
<b>Total expenditure</b>	<b>4,165</b>	<b>44</b>	<b>2,241</b>	<b>6,450</b>
<b>Net (expenditure)/income before (losses)/gains on investments</b>	<b>(180)</b>	<b>(44)</b>	<b>150</b>	<b>(74)</b>
Unrealised (losses)/gains	(225)	0	0	<b>(225)</b>
<b>Net income for the year</b>	<b>(405)</b>	<b>(44)</b>	<b>150</b>	<b>(299)</b>
Transfer between funds	(76)	76	0	<b>0</b>
<b>Net movement in funds</b>	<b>(481)</b>	<b>32</b>	<b>150</b>	<b>(299)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	2,831	2,785	1,050	<b>6,666</b>
<b>Total funds carried forward</b>	<b>2,350</b>	<b>2,817</b>	<b>1,200</b>	<b>6,367</b>

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