

# Annual Report & Accounts 2019 - 2020



# Contents

<b>Welcome from Chair/CEO</b>	<b>3</b>
<b>Value in Calderdale</b>	<b>4</b>
<b>Trustees Strategic Report</b>	<b>5</b>
Our Mission	
Our Philosophy of Care	
Explaining our Strategy	
<b>Impact of Covid-19</b>	<b>6</b>
<b>Our Strategic Objectives</b>	<b>8 - 9</b>
Service Development	
Our Facilities	
Partnership and Engagement	
Our Workforce	
Income Generation	
<b>Impact of our Services</b>	<b>10 - 16</b>
<b>Risk Report</b>	<b>18 - 19</b>
<b>Statement of Trustees Responsibility</b>	<b>20</b>
<b>Structure, Governance and Management</b>	<b>21 - 22</b>
<b>Reserves &amp; Investment</b>	<b>23</b>
<b>Financial Review</b>	<b>24</b>
<b>Financial Accounts</b>	<b>25 - 56</b>
<b>Thank You</b>	<b>57</b>

## Welcome to this year's annual report which we hope you will find informative.

2019/20 has been an incredible year with various challenges and developments but we are incredibly proud to share our significant successes in this report.

As reported in our 2018/19 annual report, we received approval in April 2019 for our ambitious plans to build a new Inpatient Unit and redevelop our existing building and Day Hospice. This year has seen detailed planning work start in preparation for a Capital Appeal to raise the funds needed to build the new facilities.

In the meantime we continued to provide excellent local services and are always looking to achieve our main objective to reach out to more people.

We are seeing more people than ever in Day Hospice and continue our excellent end of life care in our Inpatient Unit. We have worked hard to expand our current services to reach out to more people at different stages in their diagnosis.

We have introduced new services under the 'Time To' banner, offering specialist support for dementia patients, a new drop-in bereavement service and a wellbeing drop-in session.

We have continued to deliver education and training in the community which included a very successful study day focused on palliative care in homelessness, alcohol and substance misuse. All of the above are some of the examples of how we continue to reach out to more people and address the need to improve accessibility to everyone in our community.

The recognition we have received from the wider community this year has been overwhelming. We were also over the moon to celebrate one of our young volunteers, Alex Ainley who won an award at a ceremony at the Royal Armouries in Leeds for her dedicated work for the Hospice.

We were delighted that one of our longest serving nurses, Liz Forster received a lifetime achievement award at the Community Foundation for Calderdale's Community Spirit Awards in November 2019. It was a well-deserved recognition for Liz who was fundamental in establishing our Day Hospice services and had recently celebrated her retirement.

The evening ended on a high with Overgate Hospice was awarded the Charity of the Year award in recognition of our continued dedication to providing the very best care to our community.

Our sincere thanks as always to all of our incredible supporters who continue to excel in their enthusiasm and dedication in raising valuable funds which allows the Hospice to continue to do what we do best – providing end of life care and support for individuals and their loved ones in all communities in Calderdale.



**Janet Cawtheray**  
Chief Executive



**Sheila Dent**  
Chair of the Board of Trustees



# Because you care, we can

Registered Charity Number 511619



# Trustees Strategic Report

## Our Mission

We are an independent charity that aims to improve the quality of life for adults in Calderdale with a life limiting illness.

## Our Philosophy of Care

Our philosophy of care is centred on the patient. We respect individuality and each person's dignity and right to privacy. We care for the whole person – their physical, emotional, spiritual and social needs and goals. Our care includes support for their families and carers through an individual's illness and into bereavement.

We care for people during the advanced stages of all life limiting conditions including cancer, heart failure, lung, kidney and neurological diseases.

## We value:

- Community support
- Diversity & respect
- Innovation & improvement
- Reputation
- Compassion
- Going the extra mile
- Team work
- Every penny
- Passion & positivity

## Explaining our Strategy

Last year we reviewed and updated our five year strategic plan. In doing so we considered the local changes taking place within health and social care as well as the ambitions set out by Hospice UK to transform hospice care across the country.

Our strategic plan recognises the growing demand for quality end of life care. It considers how we can extend our reach and support the needs of our diverse local communities through partnership working with local health and social care professionals and by working with our communities. Our overall aim is to identify where our specialist skills can make a positive impact on people living with life limiting conditions as they reach the end of their life.

We know that we cannot directly provide care for all dying people in Calderdale and recognise the value in sharing our expertise, knowledge and skills more widely to enable a greater number of people to benefit from hospice type care in the community. Our plans therefore include our role in influencing, training and educating local health and social care professionals to help local services meet the growing demand for end of life care in Calderdale.

How much we can deliver is very much dependent on the funding we receive. The Board of Trustees and the Senior Leadership Team ensure that we have robust governance arrangements and strong financial management to make sure we remain sustainable and resilient for the long term. We also ensure that we share good practice and learn from others.

Each year our strategic plan is supported by a more detailed annual plan, which sets out the actions we will take in the short term to achieve the overall strategy.

Our plans are kept under review to ensure we respond effectively to challenges and opportunities both internally and in the external environment.

# Impact of Covid-19

This year has been an incredible year for the Hospice. However as the financial year drew to a close, the Covid-19 pandemic began to impact every part of life at Overgate.

Whilst this Annual Review highlights the wonderful achievements and service developments throughout the year, it is important to note that the pandemic has had a huge impact on many of our services and the way in which we raise money.

Within this review you will see that our financial position at the end of the year is very positive. This will hopefully limit the impact that this crisis will have on our overall finances. We had planned to designate some of this surplus to our Capital Development plans however in light of the pandemic this money will be kept in reserves to ensure we can continue to care for our community throughout this difficult time.

In the last two weeks of March, we made the difficult decision to close our Day Hospice and support groups in order to keep our vulnerable patients safe. Our Inpatient Unit remained open, caring for those in our community at the end of their lives. Personal Protective Equipment was introduced to ensure the safety of staff as well as patients and their families. Our counselling service moved online with sessions continuing through video calls. We made the heart-breaking decision to ask our 700 volunteers to pause their volunteering roles and remain at home to keep them safe.

Government guidelines meant the closure of all of our charity shops and the cancellation of almost all of our fundraising events. Our Income Generation Team immediately began to plan new and innovative 'virtual' ways to raise money by launching emergency appeals, as well as quickly identifying grant income to help us through this difficult time.

The impact of this crisis will be seen for many months and years. The full impact, and how we have adapted our care during this time, will be documented in our 2020/2021 Annual Review.





# Our Strategic Objectives



## Service Development

Our objective is to seek and explore ways in which the Hospice and hospice care can reach more people in Calderdale.

### Key Achievements in 2019/20

- Continued development of Clinical Strategy and action plan to deliver
- Introduced new Specialist Support Services including Time for Me, Time to Talk and Time to Think
- Appointed a new Deputy Director of Clinical Services
- Cared for more people than ever before

### Future plans for 2020/21

- Manage the impact of Covid-19 and the opportunities that arise, including development of virtual services
- Continue to improve diversity amongst our patients
- Continue the development of Nurse Led Care, including outreach work
- Complete and start to implement the Clinical Strategy

## Our Facilities

Our objective is to improve the experience for patients, families and their carers, staff and volunteers by developing and designing facilities fit for the future as well as ensuring they are inclusive of our diverse local population.

### Key achievements in 2019/20

- Received planning approval for our new Inpatient Unit and Day Hospice redevelopment
- Developed a virtual 3D tour of the new building plans to further engage staff and volunteers
- Upgraded all computers to Windows 10

### Future plans for 2020/21

- Implement Microsoft Office 365
- Continue to facilitate increased home working where possible, in response to Covid-19
- Implement Working Safely guidance in relation to Covid-19
- Reassess feasibility for Capital Redevelopment following Covid-19

## Partnership and Engagement

Our objective is to actively seek and drive improvement in local end of life care in partnership by developing an integrated model of care.

### Key achievements in 2019/20

- Participated in national campaigns including Hospice Care Week and Dying Matters
- Collaborated with key partners at the local authority and Calderdale Clinical Commissioning Group to develop local integrated end of life care

## Future plans for 2020/21

- Continue to develop education and training in end of life care to partner organisations and other providers
- Explore how the Hospice could support new primary care networks
- Collaborate across the whole health and social care sector in response to Covid-19

## Our Workforce

Our objective is to continually develop and inspire our staff and volunteer workforce by having an integrated approach to workforce planning.

### Key achievements in 2019/20

- Updated and implemented a new pay structure
- Developed and embedded a Leadership Toolkit
- Improved internal communication by relaunching weekly Staff News bulletin and implementing monthly Meet & Mingle events
- Appointed new trustees to further strengthen the skills and experience on our Board
- Reviewed and updated our governance structure
- Completed a staff survey, sharing the results with our workforce and acting on feedback
- Developed a Business Continuity Plan to allow the Hospice to respond to a crisis
- Introduced two mental health first aiders to support our staff and volunteers
- Implemented full exit interviews for all staff leaving the Hospice to identify any areas where improvements can be made

### Future plans for 2020/21

- Introduce a new internal Intranet
- Further embed the Leadership Toolkit across the organisation
- Ensure staff and volunteers have access to effective education and training that supports their development and helps them in the delivery of high quality services

## Income Generation

Our objective is to continue to raise enough funds to sustain our current and future services, and ensure they are spent wisely with our aims and values at the core of all expenditure decisions.

### Key achievements in 2019/20

- Recruitment of a Capital Appeal team and development of a plan to raise the income required
- Development of key marketing materials to support the Capital Appeal
- Opened two new charity shops in Hipperholme and Illingworth as well as expanding our specialist children's shop, Little Stars, in Elland
- Strengthened our longer-term financial planning
- Successfully managed the running costs of the Hospice within the budgets set and without compromising any aspect of the quality care we provide
- Successfully partnered with our local newspaper, Halifax Courier, to raise awareness of the Hospice
- Won the Charity of the Year award at the Calderdale Community Spirit Awards
- Delivered an overall surplus of £752k.

### Future plans for 2020/21

- Explore training and education programmes in the community which could generate income
- Explore new income generation business initiatives
- Create income generation initiatives in response to the impact of Covid-19
- Reopen our charity shops, adhering to all guidance in relation to Covid-19
- Further financial planning in response to Covid-19



# Impact of our Services

## Inpatient Unit

In 2019/20, our Inpatient Unit continued to provide exceptional palliative care to the Calderdale community.

We continue to provide holistic care, paying special attention to the patient's spiritual and social needs. Fulfilling patient's final wishes remains a large part of the care we give and we have continued to go above and beyond for our patients this year.

We had the privilege of organising a wedding for one of our patients in the last weeks of life. This provided the opportunity for the whole Hospice team to work together to make this special day happen.

We also worked with The Piece Hall in Halifax to arrange a visit to their Christmas carousel for a patient after discussing her favourite childhood memories. The smile on her face as she watched her grandchildren ride the carousel was magical.

With so many of these special moments, we are so grateful to our local community who help us to make this happen.

“It was my first experience of a hospice and I was so impressed. Every single member of staff was kind, friendly and considerate.”

“A little piece of paradise! Many thanks to one and all for making everything so special and for the care and support that I received.”

“I cannot thank Overgate and its wonderful staff adequately for the absolutely first class compassionate care given to my mother, during the weeks she spent in the hospice.”

“My mum and her family were cared for in the most amazing way. Her last few days were in a loving, compassionate environment and she was not alone. Added to that, the care my family received was second to none. Thank you.”

“Everything was taken care of and what was a very sad time was made easier by Overgate. Thank you.”

## Day Hospice

Day Hospice has had another successful year, supporting more patients and carers than ever before. We continued to promote patient wellbeing in a relaxed and caring environment, helping people to live their lives as fully as possible. Day Hospice continues to move forward, implementing innovative ways to utilise our resources to better support patients and carers.

We remain committed to improving our services and a large part of this is gathering feedback from our patients and their carers. As part of this ongoing commitment, we were visited by Healthwatch Kirklees and Healthwatch Calderdale in September. Representatives from the organisations completed an 'Enter and View' report, gathering evidence of service users' experiences of Day Hospice. We were delighted with their findings which are summarised below:

**“It was a pleasure to visit Overgate Day Hospice, and to see the excellent care that the patients had from the caring and dedicated staff and volunteers. We were made very welcome, and although we were there during lunchtime, and while the afternoon's activities were being set up, the atmosphere was calm**

**and relaxed. We saw lots of examples of person-centred care and patients being given choices about what they wanted to do."**

This year, we recognised the need for specialist support for patients in Calderdale living with dementia and launched a new service, Time to Think, providing care and support to patients and their carers. We have received excellent feedback from the attendees of this group and hope to build on this in the coming year.

Our other services continue to go from strength to strength, with our Drop-In service seeing an incredible increase in attendances. This means we are reaching more people at different stages in their diagnosis and are able to support them in every step of their journey.



**Patient & Family Support Team**

We continue to provide holistic care to both the patients in our care, as well as their loved ones. Our Patient & Family Support Team includes a Chaplain, Social Workers, Physiotherapist, Complementary Therapists, Psychotherapist, Volunteer Counsellors and an Activity Coordinator.

In June 2019, we successfully launched a new drop-in bereavement group; Time to Talk. This group is held once every four weeks and provides the opportunity for attendees to talk to others going through similar experiences. The aim of the sessions is to provide comfort, support and friendship during the grieving process for those who may find it beneficial. The sessions have been well attended and feedback has been positive.

Recognising the increased isolation felt by many of the patients and families in our care, in September 2019, we introduced Time for Me, a wellbeing drop-in session. These sessions run once every four weeks with the aim being to reduce loneliness and isolation and improve health and wellness.

We continue to help our patients maintain independence and dignity throughout their illness and in their

death and do all we can to support their loved ones as they face this loss and bereavement.

“ I was nervous about coming, but needn't have worried. When I arrived I wasn't tense. I could let myself go and be myself. Lots of understanding.  
- Time to Talk attendee ”

“ The craft activity was excellent - relaxing and productive and encouraged chatting.  
- Time for Me attendee ”

“ Great to get out and meet other people; to laugh; to listen to stories - very interesting.  
- Time for Me attendee ”

## Education & Training

We remain committed to delivering a programme of education, training and communication to all health and social care professionals across Calderdale to improve the care our community receives. The champion's programme, which is into its third year, is designed to develop confidence and skills of professionals caring for patients in the last year of their life. This has been expanded to incorporate hospital staff as well as staff from care home and learning disability settings. This has been very well received, with staff feeding back how much more confident they feel whilst caring for patients approaching the end of their lives.

We held a study day in May titled 'Palliative care in homelessness, alcohol and substance misuse'. It was aimed at reaching out to professionals working in those settings, to understand the problems they face and provide support to them. It was also an opportunity for professionals from various organisations to come together and look at how we can work together in the future to better support this group of patients. The initial response was amazing with professionals from as far afield as London showing interest. Over 100 delegates attended the study day and the feedback was incredibly positive. This has already started to bridge the gap to ensure palliative care services are accessible to everyone in our community who needs them.

Our Educator underwent training to be an Advance Care Planning Facilitator for the Yorkshire and Humber network and has now cascaded this training to over 100 people across the locality.

Verification of Expected Death training has now been delivered to over 100 registered nurses working on the frontline of care in our community and in our hospitals. This is now allowing patients to have the right care, given at the right time, by the right individuals.

“ Thanks to @OvergateHospice for delivering their train the trainer session to our #EoLC #paramedic divisional leads on difficult conversations. Lots of learning that our team can help cascade to our @YorksAmbulance clinicians. ”

“ Fantastic study day - very well presented with good use of videos & written materials. Really motivated me to go away & make a difference in my service for the benefit of our patients. Thank you very much! ”

## Volunteers

Overgate Hospice began with volunteers with a vision; today that vision is only possible through their support.

The introduction and expansion of our patient services, as well as the growth of our income generation activities, are all dependant on volunteer support. New services such as Time for Me as well as the opening

of two new shops, has meant the need to increase our numbers of volunteers.

Our number of registered volunteers increased from 652 in 2019 to 722 in 2020. We are extremely fortunate that we have a wide diversity of volunteers both in age, with the youngest being 14 and the eldest being 91 years old, as well as cultural diversity, with over 13 ethnic origins being represented.

We are committed to supporting our volunteers and during 2019/20, we offered first aid training to all volunteers as well as running various education sessions such as Cyber Security.

We welcome younger volunteers and the skills they can bring to the Hospice and work with many students who are completing their Duke of Edinburgh Award.

A number of our volunteers were recognised by external organisations this year for their contribution to Overgate. This included nominations for Volunteer of the Year at the Community Spirit Awards, as well as Alex Ainley, a young volunteer who won an award at a ceremony at the Royal Armouries in Leeds for her dedicated work for the Hospice.

We are indebted to each and every volunteer for choosing to support Overgate and look forward to welcoming new volunteers in the future.

“ I enjoy a feeling of helping a fantastic cause and the time with my fellow volunteers whilst helping customers and feeling useful. ”

“ Everyone I have spoken to has been so friendly and welcoming and it is always such a lovely atmosphere to be in. I have gained confidence and team working skills and had lots of fun whilst doing so. ”

## Raising Funds

We are very proud that all our services are provided free of charge to patients and their families and carers. However they are not free of cost. Every year we need to raise £4.5m to enable us to provide care. The Fundraising and Retail Teams, supported by our wonderful volunteers, are crucial in ensuring we can continue to offer care to patients and their families.

### Fundraising Team

The Fundraising Team, with the support of our community, have organised many campaigns and events during 2019/20. Our events calendar continued to grow and the success of our events and campaigns led to a total fundraising income raised during this year of £1.3m.

In 2019/20 we encouraged members of the community to become a Hospice Hero and take on a challenge for Overgate and as usual Calderdale did not disappoint. From jumping out of planes to shaving heads and walking up mountains - you name it, our supporters did it! We have been inundated with images of all these amazing challenges and it is humbling to see.

We introduced a number of new events during the year to add more variety to our events calendar. One of these was our first ever Santa Dash. 340 people dressed as Santa Clause on the start line in Wellholme Park in Brighouse was a sight to see. The event included a festive warm up and a visit from St. Nicholas himself! We also introduced our Dance-a-Thon in March which had supporters dancing non-stop for over 12 hours, raising sponsor money for the Hospice.

One of our objectives in 2019/20 was to engage with local schools, not only to fundraise for us but to educate children about the Hospice and the care we provide. The Fundraising Team, led by the Community Fundraiser, launched a brand new Christmas schools campaign; The Overgate Reindeer Run. The campaign asked schools to encourage their children to take part in a sponsored walk during school time, dressed as a reindeer. A phenomenal 4,200 children took part in schools and nurseries across Calderdale, raising over £27,000.

Overgate provided an extra day of care in February 2020 due to the leap year and whilst this day was an extra day for our patients and their families to make memories, this was also an additional day to fund. The Fundraising Team organised our first direct mail appeal which asked our supporters to donate towards this extra day of care and the response was incredible. £24,000 was raised by the local community which paid the full running costs of this extra day plus funding an additional day of hospice care.

We continued to improve the supporter journey for anyone who engages with the Hospice. Improving a supporter's journey means that we ensure that any contact a supporter has with the Hospice is a positive one; this can be anything from a smile as they enter the Hospice, to ensuring any thank you is personal and timely. By ensuring our supporters feel valued, we hope they will continue to support the Hospice in future years and share their positive experience with friends and family.

We continued to be supported by our dedicated volunteer Friends Groups and the Overgate Hospice Choir who work tirelessly to promote the work of the Hospice and raise vital funds.

Grant funding continues to be an important source of income generation for the Hospice, not only to support core running costs but to help us introduce new services and support more patients. Details of the Trusts and Foundations that have supported us this year can be found on page 55.

St. James's Place Charitable Foundation generously donated £2,100 to provide specialist Auto Logic mattresses for our Inpatient Unit.

The mattresses are filled with air, meaning the patient's body weight is evenly distributed, reducing the likelihood of pressure sores and increasing comfort. More patients can now have an air mattress as soon as they arrive at the Hospice, which means less distress than starting on a standard mattress and having to be moved.

**The new mattresses have helped several patients who had developed pressure sores prior to admittance at Overgate, patients like Sarah\*. Sarah was admitted to Overgate Hospice to help with her progressing symptoms of Airways Disease, Sarah's immobility and reduced oxygen levels had caused a severe pressure sore. Within three days the ulcer had shown signs of improvement and two weeks into her stay with us Sarah's sore was healed. A large part of this was down to the ability to provide the correct pressure relief for Sarah using the Auto Logic mattress. Without this we may not have been able to see such quick and clear results and Sarah may have needed a longer stay with us. - Ward Sister**

\*Name changed for patient confidentiality

The D'Oyly Carte Charitable Trust kindly donated £3,828 to provide HOOT Creative Arts therapy and music sessions to people living with a life limiting illness at Overgate Hospice's Day Hospice. These sessions are incredibly valuable to our patients and offer ways to connect and share feelings, memories and moments with others, positively impacting the patient's wellbeing, enjoyment, and mental health whilst they are living with a life-limiting illness or the loss of a loved one.

**The sessions help with many things such as managing breathlessness symptoms by using singing to breathe more slowly and deeply, improving posture and giving more control over a patient's breathing which can reduce the feelings of panic and anxiety.**

**The sessions help patients living with Dementia through reminiscence as in this group a more familiar song will be sung to calm patients and create a peaceful atmosphere. Specially trained HOOT facilitators are able to use many different methods to inspire memories and words from the patients, working with the patients to create a song together. Often carers and patients will work together on the song, and often carers are family members - mothers, husbands, daughters or sons, and so this activity is so important because they can have fun, laugh together and not think about the stresses of the illness and its repercussions but spend time as a family - Day Hospice Sister**



In 2019/20 we continued with our ambitious capital appeal plans by successfully recruiting a Head of Capital Appeal and supporting team. The team have established a volunteer development board made up of influential people from within our community. We also began creating links with supporters and charitable organisations who may be able to support the appeal.

Gifts that are left to the Hospice in wills are an important part of our income generation and we are very honoured when our supporters leave us a gift, helping to secure the future of our specialist care for local people for many years to come. In 2019/20, legacy gifts from our supporters raised an incredible £853,000 for the Hospice.

As we look to the coming year, we acknowledge the huge impact Covid-19 will have on our fundraising activities. We will continue to respond to the changing landscape as the crisis develops and work on innovative ways to continue to raise funds whilst ensuring our staff's, volunteers' and supporters' safety.

### **Our Fundraising Approach**

We fundraise ethically and do not carry out telephone calls asking for donations, cold calling or door to door fundraising. When we write to people, we contact those that have supported the Hospice previously and who we believe want to hear about the Hospice's key developments and future fundraising. We always give an opportunity for recipients to opt out of future contact from us and we follow the latest General Data Protection Guidelines.

We are registered with the Fundraising Regulator and follow their guidelines throughout our fundraising practices.

### **Overgate Hospice Trading Company**

Overgate Hospice Support Ltd (OHS) is our retail trading 'arm' which includes all our charity shops and our lottery. OHS achieved excellent sales last year with total income reaching £1.3m. OHS was created to contribute to the charitable works of the Hospice, and in 2019/20 has donated a substantial £806k.

Following additional investment in the Retail Team in 2018, the team were able to identify new opportunities for income, including opening two new shops. In October 2019 we opened our 13th charity shop; this shop is based in the heart of the Illingworth community and is the first of our shops not to be situated in a town centre. In December 2019, we opened our 14th shop in Hipperholme and due to its prime location and excellent parking facilities, it is already proving to be a prosperous shop.

We also grasped the opportunity to expand one of our existing shops, our specialist children's shop; Little Stars, into the adjacent premises when it became vacant. This shop continues to go from strength to strength with the additional space allowing us to sell large stock such as nursery furniture, prams and pushchairs. The shop has also become a community hub for local parents.

Our charity shops continued to feel the impact of the high street decline during 2019/20 but maintained shop sales similar to the previous year. This is also partly due to the closure of all of our charity shops in the last two weeks of the year, as the Covid-19 pandemic hit.

We continued to build on our successful gift aid income in our shops, raising a staggering £82k through the scheme during 2019/20. The Gift Aid scheme allows us to claim 25p from HMRC for every £1 of sales where items were donated by a UK taxpayer. This makes donations to our shops go even further and we plan to continue to promote gift aid in the future to build on this success.

In February 2020, our Hebden Bridge shop was devastated by severe flooding for the third time and was forced to close. Despite the damage, we were overwhelmed by the community support we received to help us to clear the damaged stock and clean up the shop. The shop was left requiring extensive repair work, which has been delayed due to the pandemic.

As part of the growth of our retail income, the team developed new income streams including growing our eBay shop and online presence. These have performed well, raising additional income for the Hospice and we hope to continue this growth in the coming year as online shopping becomes more prevalent. We also rolled out the sale of new goods to the majority of our shops which has proved successful financially as well as being positively received by our customers.

We recognise the challenges our Retail Team will face in the coming year as a result of the Covid-19

pandemic and our focus will be on reopening all of our shops. We also plan to increase our online presence as well as continuing to identify other opportunities for income generation within retail.

OHS could not operate without the dedication and passion showed by the Retail Team, including the incredible support of our volunteers. Their commitment and the support of our loyal customers, means we continue to raise fantastic levels of income from our shops to ensure the Hospice's services can continue.

### Support Services

We could not run the Hospice without our support services, staff and volunteers working behind the scenes, who, as if by magic, make sure that things are in the right place at the right time.

These include:

- **Finance** – making sure every penny is accounted for and spent wisely
- **Human resources** – recruiting the best staff, and supporting ongoing training and development
- **Catering** – providing patients with home-cooked meals
- **Housekeeping** – keeping our Hospice sparkling clean and safe
- **Administration** – supporting all of our teams to work efficiently and effectively
- **Quality and Audit** – assessing our standards and continually promoting improvement in our care



# Risk Report

## The key strategic risks during 2019-20

As part of our commitment to providing good quality and effective care for patients, supporting our staff and volunteers and providing a safe environment for everyone, we have robust risk management systems and processes in place to identify, mitigate and manage risks.

We recognise that it's not possible to eliminate all risk, but our aim is to minimise it wherever possible. We do this through a pyramid approach, where risks are managed within departments and escalated as necessary using a risk decision matrix.

The risk registers are regularly reviewed and updated at each Board, Sub-committee, Senior Leadership Team and Operational Leadership Team meetings.

## Overgate Hospice

Risk	Risk Mitigation
Challenges in maintaining and developing services alongside the capital appeal and redevelopment.	Five year financial plan approved and will be reviewed annually as part of the budget setting process. Additional funding secured from CCCG and NHS England - recurrent (£21k) and non-recurrent (£179k). Income Generation Strategy (Income Plan) being developed to explore new business opportunities to further increase our income.
Insufficient funding to redevelop the Hospice site including a new Inpatient Unit.	Capital redevelopment project, including all costs approved. Capital Development Appeal Board set up. Additional staff appointed to the Capital Appeal Team. Capital appeal Recognition Policy approved.
The significant increase in running costs in years six and seven widening the gap between income and expenditure in the financial plan.	Income Generation Strategy (Income Plan) being developed. Consider Business Development / Enterprise Manager role.
Medical recruitment will not be filled and will leave vacancies within the team.	Review of medical pay structure, including benchmark data from other hospices. New clinical development plan approved, including new structure for medical team.
Nursing staff recruitment will not be filled.	Review of nursing pay structure approved. Working with Kirkwood Hospice to recruit rotational posts. New clinical development plan approved.

Risk	Risk Mitigation
IT systems will not be supported, increasing our risk of cyber-attack.	Budget to support the upgrading project included in 2019-20 plan. Completion expected April 2020.
Impact of the Coronavirus on the operational running of the Hospice and income generation.	Mobilise crisis management plan – impact mainly affecting 2020-21 activity. Launched emergency funding appeal. Paused capital appeal fundraising activity.

## Overgate Hospice Support LTD

Risk	Risk Mitigation
Challenging retail environment .	Two new shops opened in Hipperholme and Illingworth. Strengthen retail infrastructure to ensure sustainability of current income levels and deliver an increase in income.
Shop rate relief changed from mandatory to discretionary.	Increased costs included in 2019/20 and 2020/21 budget forecasts.



# Statement of Trustees Responsibility

## Responsibilities

The trustees (who are also directors of Overgate Hospice for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including FRS102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

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

Approved by the Board of Trustees on the 20th October 2020 and signed on its behalf by



**Steven Brennan - Trustee**

# Structure, Governance & Management

## Organisational Structure

Overgate Hospice is a charitable company limited by guarantee and a registered charity in England and Wales. It was set up under a Memorandum of Association which lays out the objects and powers of the charity and it is governed by the Articles of Association.

During the year a full and detailed review of our governance arrangements was conducted to ensure they reflect current legislation and support the strategic ambitions for the hospice in the future. As part of the review the Board of Trustees considered different constitutional models for charities. With legal guidance and support of the membership it adopted the constitution model of a 'Charitable Incorporated Organisation'. The Trustees consider the changes provide a solid framework to support the aspirations for Overgate to have more community engagement and involvement throughout Calderdale and to influence how end of life care develops to meet our local community's differing needs. The revised constitutional document was approved at a Special Resolution Meeting on 21 January 2020.

## Board of Trustees

The charity is governed by a Board of Trustees who are responsible for the strategic direction of Overgate and monitoring the performance of the Hospice to ensure the charitable funds are used appropriately. The Articles of Association allow for not less than five and up to 15 Trustees, who are also Directors under company law.

Trustees' term of office is three years and they are eligible for reappointment for up to a further two terms of three years. The Trustees do not receive any benefit from the charity and all are required to complete an annual declaration of interests, gifts and hospitality.

The Trustees who have served during the year are set out on page 26.

The Board of Trustees meet at least six times a year to review performance in line with the strategy and annual plan, review financial and non-financial management information and to approve key decisions and business cases as they arise. In addition to the Board meetings, the Board have a minimum of two Board Strategy and Development days.

### The Board is supported by six sub-committees;

- **Finance and Income** which meets a minimum of 10 times a year
- **Clinical** which meets a minimum of four times a year
- **Human Resources** which meets a minimum of four times a year
- **Infrastructure** which meets a minimum of four times a year
- **Governance** which meets a minimum of four times a year
- **Capital Redevelopment** which meets a minimum of four times a year

The Board and each of its sub-committees have terms of reference which set out their roles and responsibilities.

## Trustee Appointments and Induction

The Trustees are all volunteers with a range of skills, experience and backgrounds. When we identify a skills gap or a need for succession planning, we adopt an open recruitment process highlighting the skills we are looking for. Each new Trustee has a formal induction programme to familiarise them with all aspects of the hospice governance, strategy and operations. In addition, Trustees are required to complete relevant online mandatory training and there are formal annual review meetings with the chair or vice-chair. Trustees are also encouraged to support Overgate's internal and external activities to enable them to meet staff, volunteers and service users informally.

## Senior Leadership Team

The Board delegates the operational management of Overgate Hospice and Overgate Hospice Support to the Chief Executive and the Senior Leadership Team.

A Scheme of Delegation clarifies the responsibilities reserved for the Board and those delegated to Board sub-committees and the Senior Leadership Team.

## Remuneration

In 2017-18 an out of date pay structure was on the Board Risk Register. To mitigate this risk and ensure that Overgate continues to be able to attract, retain and support its staff, a detailed review of the pay structure, approach to agreeing pay awards and principles for applying pay awards was completed. The recommendations from the review were approved by the Board in May 2019.

In line with the new approach to pay, on an annual basis the Human Resources subcommittee reviews a number of specified external factors, including benchmarks for other hospices and general economic trends, to determine an appropriate allocation of funding required for pay reviews (which can be zero). The Finance and Income subcommittee considers this level of funding when drafting the annual budget, with the Board having the final decision on any increased remuneration expenditure. The Human Resources subcommittee is responsible for overseeing the methodology for awarding pay increases, in line with the agreed principles.

## Public Benefit

Consideration of public benefit is a key factor in Board decisions.

Overgate Hospice provides direct benefit to local patients and their families enabling them to access specialist palliative care. It also provides education and training about high quality end of life care to professionals working across Calderdale, thereby helping patients and their families indirectly. In addition, the Charity provides employment and volunteering opportunities that offer individual and wider social benefit to the Calderdale community. The Board is aware of the Charity Commission's guidance in relation to Public Benefit. This report indicates how our activities have delivered public benefit in 2019/20. The Board, consisting of the trustees, is responsible for the management of the business of the Charity and for exercising its powers in pursuit of its charitable objects.

All trustees give their time voluntarily and receive no benefit from the Charity. All trustees were required to complete and sign an annual declaration of interests and of any relevant gifts received during the year.

## Statement of Disclosure

The Trustees have taken all necessary steps to make sure they are aware of any relevant audit information and to establish that the auditors are aware of that information. As far as the Trustees are aware, there is no relevant audit information of which the charity's auditors are unaware.

# Reserves & Investments

Our investments are managed on a discretionary basis on behalf of the Trustees by Investec Wealth and Investment within the parameters of an agreed policy. Funds are invested with the balancing objective of providing both income and long-term growth, with provisions to allow sufficient flexibility for Overgate to effectively manage its cash flow. Investec Wealth Management and Investment understand the objectives and ethos of Overgate Hospice and the investment policy requires it to advise the Charity should any potential investments be at odds with the ethos.

During the year, the total return, including dividends and interest was £42k (£35k in 2018/19). The Trustees consider it prudent that Overgate Hospice has a policy of retaining reserves equivalent to a minimum of between 6 and 12 months forward expenditure budget.

At 31st March 2020, Overgate Hospice held free unrestricted reserves of £3.4m which represents 64 weeks of the Hospice's charitable activities costs. The trustees aim is to maintain a level of reserves that allow the Hospice to plan service developments and ensure the long-term future of the Charity for the benefit of patients and their families. The Trustees calculate those free reserves as that part of the Charity's general reserves that are represented by readily realisable investments and net current assets. Funds that have been restricted or otherwise earmarked for special building or major projects are excluded.

During 2019/20 we have not made any changes to our policy for holding reserves.





# Financial Review

For the last few years the Hospice has set a deficit budget; that is we have planned to spend more than the income we expect to receive. The majority of our income is unpredictable each year and although we set annual income targets, these are not guaranteed as it depends on the success of every event we hold, how well our shops perform and the generosity of our local community. With prudent spending and all fundraising targets being achieved or exceeded we have ended each year in a surplus position. We hope this will continue but we recognise the need to raise additional income and we will work hard to achieve this so we can continue to sustain all the services we provide and continue to meet the growing demand for our care.

## Income

During 2019/20 our income was £5.4m compared with £4.4m for the previous year. Through the generosity of local people we received £1.7m in legacies and donations compared with £1.1m for the previous year. The main reason for this increase of £0.6m is an increase in legacies of just over £0.5m. We also raised £523k from fundraising activities and, with significant efforts from the fundraising team and the continued generosity of the local people, this year has increased by £50k compared with the previous year.

Overgate Hospice Support Ltd, our trading arm which runs our Overgate shops, generated £1.3m (also £1.3m in 2018/19) which is a result of the hard work of our shop staff and volunteers and represents an excellent position in the continuing difficult retail environment. Our lottery continued to make an important contribution to our income and generated £145k, which is a slight increase from the previous year's £143k. We generated investment income of £42k (2018/19 £35k). We also received grants of £322k (2018-19 £263k). This includes £195k support grants for our shops to support them due to lockdown restrictions related to Covid-19.

We continued to receive a significant contribution of £1.07m from the Calderdale Clinical Commissioning Group (CCCG) towards our running costs (2019/20 £1.05m). This equates to 20% of our overall income.

Our remaining income came from areas such as catering, VAT refunds and other miscellaneous sources.

## Expenditure

Overall expenditure for Overgate and its trading subsidiary was £4.6m compared with £4.3m in 2018/19. Our expenditure on providing charitable activities was £2.76m an increase from £2.64m in 2018/19. Expenditure on raising funds has increased to £1.79m from £1.61m in 2018/19. This increase relates in part to an increase in the infrastructure supporting the Overgate shops and the Fundraising Team, which has resulted in increased income from both areas. Our fundraising expenditure consists mainly of the costs of running our retail shops and other trading activities of £1,070k (£985k in 2018/19), and raising donations and legacies of £711k (£622k in 2018/19)

## Overall Position

A surplus of £752k (2019/20 218k) was achieved for the financial year. As well as maintaining trading income and increasing fundraising income, this was helped by the significant increase in legacy income and the receipt of support grants for our shops. This represents a very good financial position for the hospice moving into 2020/21. The surplus is carried forward as part of our reserves and is therefore available to support our ongoing work in future years.

We know that our financial position in 2020/21 will be impacted on by the Covid-19 pandemic and in particular the lockdown measures put in place to reduce the spread of the virus. This has impacted on our ability to generate income through our shops and fundraising events. We are working hard to minimise the impact of this, for example, through new fundraising initiatives, and additional financial support received from the government via Hospice UK and furlough scheme. We are also taking prudent steps to minimise expenditure where this will not impact on our ability to deliver services.

However, the strong financial performance in 2019/20 along with our existing reserves position means that we are well placed to be able to cope with the financial impact of Covid-19 during 2020/21 and to be able to continue excellent care and support for the people of Calderdale.

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**LEGAL AND ADMINISTRATIVE DETAILS**

**Status**

Registered Charity No 511619  
Company No 1510521

**Registered Office**

Overgate Hospice  
30 Hullen Edge Road  
Elland  
West Yorkshire  
HX5 0QY

**Patrons**

K F Marshall  
O J Hirst  
C R Woodward  
B Whitaker

**Directors**

P B Andrew (resigned 19 November 2019)  
V Atkinson (appointed 1 January 2020)  
A Bradshaw (appointed 1 April 2019)  
S P Brennan (Treasurer)  
J Crowther (appointed 20 January 2020)  
S Dent (Chairman)  
C S Dunne (appointed 1 April 2019)  
T J Jackson  
H Marshall (appointed 1 May 2019)  
V L Pickles (appointed 1 April 2019)  
C Riley (appointed 1 April 2019)  
G Smith-Moorhouse (resigned 30 April 2019)  
S Uka (appointed 1 September 2019)  
R R Unsworth (resigned 18 August 2020)  
J Weiglus  
S Wishart (resigned 30 April 2019)

**Chief Executive Officer**

J Cawtheray

**Bankers**

Lloyds Bank plc  
Commercial Street  
Halifax  
HX1 1BB

Yorkshire Bank  
16 Bradford Road  
Brighouse  
HD6 1RN

**Auditors**

Walter Dawson & Son  
7 Wellington Road East  
Dewsbury  
WF13 1HF

**Investment Brokers**

Investec Wealth & Investment  
Quayside House  
Canal Wharf  
Leeds  
LS11 5PU

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OVERGATE HOSPICE**

We have audited the financial statements of Overgate Hospice for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure Account, the Consolidated and Parent Company Balance Sheets, the Consolidated Cash Flow Statement and the related notes to the financial statements on pages 35 to 50, 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 FRS102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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

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

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISA's (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 Charity in accordance with ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF OVERGATE HOSPICE (CONT.)**

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 on 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 trustees' report (incorporating the strategic report and the directors' report) have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (including strategic 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 accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or,
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibility of the trustees**

As explained more fully in the trustees' Responsibilities Statement set out on page 20, the trustees 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

### **Our responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA's (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 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

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF OVERGATE HOSPICE (CONT.)**

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.



**Graham Atkinson FCA (Senior Statutory Auditor)**  
**For and on behalf of Walter Dawson & Son**  
Chartered Accountants and Statutory Auditor  
7 Wellington Road East  
Dewsbury  
WF13 1HF

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

(incorporating a consolidated income and expenditure account and  
statement of total recognised gains and losses)

FOR THE YEAR ENDED 31 MARCH 2020

	Note	Unrestricted £	Restricted £	Endowment £	Total £	2019 £
<b>Income</b>						
<i>Income from donations and legacies:</i>						
Donations	2	829,768	-	-	829,768	757,904
Legacies		852,950	-	-	852,950	343,667
Grants	3	216,852	106,015	-	322,867	263,030
		1,899,570	106,015	-	2,005,585	1,364,601
<i>Income from other trading activities:</i>						
Retailing	4	1,268,552	-	-	1,268,552	1,264,243
Lottery	5	145,427	-	-	145,427	142,370
Fundraising events		522,869	-	-	522,869	472,774
		1,936,848	-	-	1,936,848	1,879,387
Investment Income	6	42,117	-	-	42,117	35,485
<b>Total income from generated funds</b>		<b>3,878,535</b>	<b>106,015</b>	<b>-</b>	<b>3,984,550</b>	<b>3,279,473</b>
<i>Income from charitable activities:</i>	7	1,394,424	-	-	1,394,424	1,142,284
<b>Total Income</b>		<b>5,272,959</b>	<b>106,015</b>	<b>-</b>	<b>5,378,974</b>	<b>4,421,757</b>
<b>Expenditure:</b>						
<i>Cost of raising funds:</i>						
Expenditure on raising donations and legacies		710,537	847	-	711,384	621,873
Expenditure on other trading activities		1,070,224	-	-	1,070,224	985,225
Investment management costs		10,115	-	-	10,115	6,148
<b>Total expenditure on raising funds</b>		<b>1,790,876</b>	<b>847</b>	<b>-</b>	<b>1,791,723</b>	<b>1,613,246</b>



**OVERGATE HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

(incorporating a consolidated income and expenditure account and  
statement of total recognised gains and losses)

FOR THE YEAR ENDED 31 MARCH 2020

	Note	Unrestricted £	Restricted £	Endowment £	Total £	2019 £
<i>Expenditure on charitable activities:</i>						
Inpatient Care		2,329,441	130,721	-	2,460,162	2,343,557
Day Care		255,601	12,928	-	268,529	262,240
Bereavement & family support		26,469	-	-	26,469	23,915
Governance costs		9,080	-	-	9,080	8,800
<b>Total expenditure on charitable activities</b>		<b>2,620,591</b>	<b>143,649</b>	<b>-</b>	<b>2,764,240</b>	<b>2,638,512</b>
<b>Total expenditure</b>	8	<b>4,411,467</b>	<b>144,496</b>	<b>-</b>	<b>4,555,963</b>	<b>4,251,758</b>
<b>Net income for year before investment gains/(losses) and Taxation</b>	11	<b>861,492</b>	<b>(38,481)</b>	<b>-</b>	<b>823,011</b>	<b>169,999</b>
<b>Net income for year before investment gains/(losses)</b>		<b>861,492</b>	<b>(38,481)</b>	<b>-</b>	<b>823,011</b>	<b>169,999</b>
Tax charge for the year	12	(14)	-	-	(14)	-
Net gains/(losses) on Investments	15	(71,385)	-	-	(71,385)	48,032
Net income for the year		<b>790,093</b>	<b>(38,481)</b>	<b>-</b>	<b>751,612</b>	<b>218,031</b>
Transfers Between Funds	18	3,949	(3,949)	-	-	-
Reconciliation of funds		794,042	(42,430)	-	751,612	218,031
Total funds brought forward		5,099,169	1,070,764	85,000	6,254,933	6,036,902
<b>Total funds carried forward</b>	18-20	<b>5,893,211</b>	<b>1,028,334</b>	<b>85,000</b>	<b>7,006,545</b>	<b>6,254,933</b>

There were no recognised gains or losses other than those shown above and there were no acquisitions or discontinued operations in either this or the preceding year.

Under the provisions of Section 408, Companies Act 2006 a separate statement of financial activities for the parent company alone is not required.

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

(incorporating a consolidated income and expenditure account and  
statement of total recognised gains and losses)

FOR THE YEAR ENDED 31 MARCH 2020

There were no movements on Endowment Funds during the year therefore no separate statutory summary income and expenditure account has been prepared.

The notes on pages 35 to 50 form part of these financial statements.

		Group		Charity	
	Note	2020 £	2019 £	2020 £	2019 £
<b>Fixed assets:</b>					
Tangible	13	1,387,996	1,445,900	1,383,593	1,426,505
Investment property	14	703,610	703,610	703,610	703,610
Investments	15	950,774	1,028,313	950,775	1,028,314
		<b>3,042,380</b>	<b>3,177,823</b>	<b>3,037,978</b>	<b>3,158,429</b>
<b>Current assets:</b>					
Debtors	16	1,300,529	445,249	1,570,605	637,530
Short term deposits		314,235	314,235	314,235	314,235
Cash at bank and in hand		3,274,449	2,610,606	2,894,355	2,373,029
		<b>4,889,213</b>	<b>3,370,090</b>	<b>4,779,195</b>	<b>3,324,794</b>
Creditors: amounts falling due within one year	17	(925,048)	(292,897)	(810,628)	(228,290)
<b>Net current assets</b>		<b>3,964,165</b>	<b>3,077,193</b>	<b>3,968,567</b>	<b>3,096,504</b>
<b>Provision for Liabilities</b>		<b>-</b>	<b>(83)</b>	<b>-</b>	<b>-</b>
Deferred Taxation					
<b>Net assets</b>		<b>7,006,545</b>	<b>6,254,933</b>	<b>7,006,545</b>	<b>6,254,933</b>
<b>Represented by Funds:</b>					
<b>Restricted and endowment</b>					
Restricted	18	1,028,334	1,070,764	1,028,334	1,070,764
Permanent endowment	19	85,000	85,000	85,000	85,000
		<b>1,113,334</b>	<b>1,155,764</b>	<b>1,113,334</b>	<b>1,155,764</b>

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

(incorporating a consolidated income and expenditure account and  
statement of total recognised gains and losses)

FOR THE YEAR ENDED 31 MARCH 2020

		<b>Group</b>		<b>Charity</b>	
	Note	<b>2020 £</b>	<b>2019 £</b>	<b>2020 £</b>	<b>2019 £</b>
<b>Unrestricted</b>	20				
General funds		4,639,295	3,672,569	4,639,295	3,672,569
Designated funds		1,087,290	1,082,957	1,087,290	1,082,957
Revaluation reserve		166,626	343,643	166,626	343,643
		<b>5,893,211</b>	<b>5,099,169</b>	<b>5,893,211</b>	<b>5,099,169</b>
<b>Total funds</b>	21	<b>7,006,545</b>	<b>6,254,933</b>	<b>7,006,545</b>	<b>6,254,933</b>

**Company Registration No. 1510521**

Approved by the trustees on 20th October 2020 and signed on their behalf by:



**Steven Brennan – Trustee and Treasurer**

The notes on pages 35 to 50 form part of these financial statements.

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**CONSOLIDATED CASH FLOW STATEMENT**  
FOR THE YEAR ENDED 31 MARCH 2020

	2020		2019	
	£	£	£	£
<b>Reconciliation of net incoming resources to operating cash flows</b>				
Net incoming resources for the year before investment gains/(losses)		<b>822,997</b>		169,999
Investment income		<b>(42,117)</b>		(35,485)
Investment management charges paid		<b>6,350</b>		6,162
Depreciation charge		<b>98,423</b>		95,037
Profit on disposal of fixed asset		<b>4,817</b>		183
Tax charge		<b>14</b>		-
Decrease/(Increase) in debtors		<b>(855,280)</b>		230,394
Increase/(Decrease) in creditors		<b>632,054</b>		(34,885)
<b>Net cash inflow from operating activities</b>		<b>667,258</b>		431,405
<b>Returns on investments</b>				
Interest received	<b>11,668</b>		5,545	
Dividends received	<b>30,449</b>		29,940	
		<b>42,117</b>		35,485
<b>Investing activities</b>				
Payments to acquire tangible fixed assets		<b>(45,336)</b>		(53,595)
Payments to acquire new investment funds		<b>(196)</b>		(1,438)
Payments to acquire investment property		-		(1,800)
Proceeds on disposal of tangible fixed assets		-		2,000
<b>Net cash inflow/(outflow) for the year</b>		<b>663,843</b>		412,057
<b>Analysis of change in cash during the year</b>				
<b>Short term deposits, cash and bank balances</b>				
At 1 April 2019		<b>2,924,841</b>		2,512,784
Increase in balances		<b>663,843</b>		412,057
<b>At 31 March 2020</b>		<b>3,588,684</b>		2,924,841

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

## **1. Accounting Policies**

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

### **(a) Basis of Preparation**

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

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

### **(b) Legal status of the Charity**

The charity is a company limited by guarantee 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. At 31 March 2020 there were 13 members (2019: 43).

The articles of association have been reviewed and updated in the year, included in the revision is that the Charity no longer holds external members. All members of the charity are trustees of the charity.

### **(c) Going concern**

The trustees consider that there are no material uncertainties about Overgate Hospice's ability to continue as a going concern. The most significant areas of adjustment and key assumptions that affect items in the accounts are to do with estimating legacies receivable in these accounts. With regard the following year, the most significant areas of uncertainty of the charity are the level of donation income which needs to be raised each and every year and is covered in more detail in the performance and risk sections of the trustees' annual report.

### **(d) Group financial statements**

The financial statements consolidate the results of the charity and its wholly owned subsidiary Overgate Hospice Support Ltd on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

### **(e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

Restricted funds are donations where the donor has specified they should only be used for particular areas of the hospice's work. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements. Investment income, gains and losses are allocated to the appropriate fund.

Endowment funds arise when the donor has expressly provided that the gift is to be invested and only the income of the fund may be spent.

### **(f) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can



**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities. Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance 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. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from NHS contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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

Interest on deposit funds held is included on an accruals basis provided that the amount can be measured reliably by the charity. Dividends are recognised upon notification by our investment advisor of the dividend yield of the investment portfolio.

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

#### **(g) Donated goods and services**

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

#### **(h) Expenditure and irrecoverable VAT**

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

Expenditure on charitable activities includes the costs of providing specialist palliative care and support undertaken to further the purposes of the charity and their associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated to each of the activities to best allocate the costs to each attributable heading. More detail on the analysis and basis of allocation is given in note 9 to the financial statements.

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**(i) Volunteers**

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

**(j) Fixed assets**

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

Freehold property	2% per annum
Leasehold improvements	over term of lease
Equipment	20% per annum
Motor vehicles	25% per annum

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

**(k) Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price, except for the shares in the trading subsidiary which are carried at cost. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

**(l) Stock**

Donated items of stock for resale or distribution are not included in the financial statements until they are sold or distributed because the Trustees consider it impractical to be able to assess the amount of donated stocks as there are no systems in place which record these items until they are sold. Stocks of bought in retail goods for resale are not included as there are no perpetual stock records and undertaking a stock take would incur undue cost for the charity which far outweigh the benefits.

**(m) Debtors**

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

**(n) Short term deposits**

Short term deposits are short term highly liquid investments with a maturity of three months or more from the date of acquisition or opening of the deposit or similar account.

**(o) Cash at bank and in hand**

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

**(p) Creditors**

Creditors are recognised where the charity has a present obligation resulting from a past event that will

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

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.

**(q) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**(r) Pensions**

**NHS Pension Scheme**

Employees who join Overgate Hospice who are currently contributing to an NHS pension scheme and who are eligible to remain in their scheme as per their offer letter, are entitled to remain members of that scheme which provides benefits based on final pensionable pay. The NHS Pension Scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of Secretary of State, in England and Wales. As a consequence it is not possible to identify the Hospice's share of the underlying scheme liabilities. Therefore, the scheme is accounted for as a defined contribution scheme and the cost of the scheme is equal to the contributions payable to the scheme for the accounting period.

Employers' pension costs contributions are charged to operating expenses as and when they become due. Employer contribution rates are reviewed every four years following a scheme valuation carried out by the Government Actuary. On advice from the actuary the contribution may be varied from time to time to reflect changes in the scheme's liabilities. The last valuation on which contribution rates were based (31 March 2016) was published on 15 February 2019 and noted a notional deficiency of £19.4bn (7.0% of notional fund valuation). The recommendation of the Government Actuary was that employer contribution rates would be increased to 20.6% of pensionable pay from 1 April 2019. The next full actuarial valuation to be used for funding purposes will be as at 31 March 2020 which is expected to be completed in 2023. The charity has received confirmation that for 2020-21 the additional NHS Pension costs will be applied to the pension fund centrally by NHS England. They have committed that the additional funding will recur annually until 31st March 2023 but the payment arrangements for these subsequent years is yet to be agreed

**Royal London Pension Scheme**

Other employees are entitled to join a defined contribution 'money purchase' scheme. The costs of the defined contribution scheme are included with the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs and charged to the unrestricted funds of the charity.

The money purchase plan is managed by Royal London and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as when they are eligible for a state pension. The expenses of the plan are deducted from the investment fund annually. The charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

**(s) Operating leases**

Operating leases are recognised over the period of which the lease falls due. Any benefit receivable as an incentive to sign an operating lease is recognised on a straight line basis over the period of the lease.

**(t) Investment property**

Investment property is shown at its most recent valuation. Any aggregate surplus or deficit arising from changes in fair value is recognised in the statement of financial activities.

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**(u) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the 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 to charitable purposes.

<b>2. Donations</b>	<b>2020 £</b>	<b>2019 £</b>
General	<b>384,982</b>	327,156
In memoriam	<b>202,588</b>	182,025
Event participant sponsorship	<b>112,562</b>	123,577
Corporate support	<b>69,217</b>	58,743
Collecting boxes	<b>25,299</b>	28,456
Friends groups including choir (see analysis)	<b>35,120</b>	37,947
	<b>829,768</b>	757,904
Gift Aid included in above total donations	<b>135,594</b>	138,038
Friends Groups	<b>20,620</b>	21,447
Overgate Choir	<b>14,500</b>	16,500
	<b>35,120</b>	37,947

**3. Grants Received**

<i>Unrestricted funds:</i>		
General purpose grants	<b>21,852</b>	60,951
Local authority grant (Covid-19)	<b>195,000</b>	-
	<b>216,852</b>	60,951
<i>Restricted funds:</i>		
Capital appeal for redevelopment	<b>17,350</b>	50,000
End of Life education	<b>66,125</b>	97,168
Equipment renewals	-	-
Staff education	<b>5,273</b>	150
Patient care	<b>14,262</b>	5,273
Other	<b>3,005</b>	49,488
	<b>106,015</b>	202,079
<b>Total</b>	<b>322,867</b>	263,030

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

<b>4. Retailing</b>	<b>2020 £</b>	<b>2019 £</b>
Income from sale of goods	<b>1,191,276</b>	1,176,474
Recycling credits	<b>77,276</b>	87,769
Total income derived from retailing	<b>1,268,552</b>	1,264,243
Direct cost of sales	<b>42,745</b>	24,143
Staff costs	<b>492,346</b>	459,166
Other staff and volunteer costs	<b>1,089</b>	1,769
Property costs	<b>254,815</b>	235,098
Motor running	<b>26,062</b>	21,362
Till and IT costs	<b>21,955</b>	16,100
Other costs	<b>56,865</b>	57,792
Total expenditure	<b>895,877</b>	815,430
Net profit arising from retail activities	<b>372,675</b>	448,813
Gift Aid recoverable	<b>82,031</b>	97,144
Grant income	<b>195,000</b>	-
Shop event income	<b>18,169</b>	23,433
Other Income	<b>50,424</b>	8,021
Total net income arising through retail activities	<b>718,299</b>	577,411
Number of shops	<b>14</b>	12

All shop income in both the current and previous year relates to unrestricted funds.

**5. Lottery**

Income from lottery sales	<b>145,427</b>	142,370
Prize money	<b>(52,000)</b>	(52,000)
Other lottery costs	<b>(17,827)</b>	(18,301)
Net profit arising from lottery	<b>75,600</b>	72,069
Donations through lottery	<b>12,215</b>	2,703
Total net income arising through lottery operations	<b>87,815</b>	74,772

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

<b>6. Investment Income</b>	<b>2020 £</b>	<b>2019 £</b>
Income from listed investments	<b>30,449</b>	29,940
Bank interest	<b>11,668</b>	5,545
	<b>42,117</b>	35,485

<b>7. Income from charitable activities</b>	<b>Government Funding £</b>	<b>Other Funding £</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Hospice funding	1,071,120	-	<b>1,071,120</b>	1,050,120
Canteen	-	48,487	<b>48,487</b>	39,390
VAT Refund Scheme	30,000	-	<b>30,000</b>	30,000
Sundry Income	179,000	65,817	<b>244,817</b>	22,774
	1,280,120	114,304	<b>1,394,424</b>	1,142,284

<b>8. Analysis of resources expended</b>	<b>Direct costs £</b>	<b>Support costs (note 9) £</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Cost of generating voluntary income	588,747	122,637	711,384	621,873
Fundraising trading costs	617,180	453,044	1,070,224	985,225
Investment management costs	10,115	-	10,115	6,148
<b>Cost of generating funds</b>	<b>1,216,042</b>	<b>575,681</b>	<b>1,791,723</b>	<b>1,613,246</b>
Inpatient care	1,983,842	476,320	2,460,162	<b>2,343,557</b>
Day care	220,897	47,632	268,529	<b>262,240</b>
Bereavement and family support	21,177	5,292	26,469	<b>23,915</b>
<b>Charitable activities</b>	<b>2,225,916</b>	<b>529,244</b>	<b>2,755,160</b>	<b>2,629,712</b>
<b>Governance costs</b>	<b>-</b>	<b>9,080</b>	<b>9,080</b>	<b>8,800</b>
<b>Total</b>	<b>3,441,958</b>	<b>1,114,005</b>	<b>4,555,963</b>	<b>4,251,758</b>



**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

<b>9. Analysis of support costs</b>	<b>Establishment light &amp; heat £</b>	<b>Management &amp; IT £</b>	<b>Other costs £</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Cost of generating voluntary income	38,089	15,760	68,788	122,637	128,820
Fundraising trading:					
Costs of goods sold and other costs	254,815	21,955	176,274	453,044	417,665
Cost of generating funds	292,904	37,715	245,062	575,681	546,485
Charitable services	173,516	71,798	283,930	529,244	453,900
Governance costs	-	-	9,080	9,080	8,800
<b>Total</b>	<b>466,420</b>	<b>109,513</b>	<b>538,072</b>	<b>1,114,005</b>	<b>1,009,185</b>

<b>10. Wages and Salaries</b>	<b>2020 £</b>	<b>2019 £</b>
Wages and salaries	<b>2,727,420</b>	2,549,555
Employer's national insurance	<b>214,506</b>	185,584
Pension costs	<b>184,215</b>	195,895
<i>Employee costs</i>	<b>3,126,141</b>	2,931,034
<i>Other:</i>		
Medical Consultant	<b>157,732</b>	144,557
	<b>3,283,873</b>	3,075,591

The average monthly head count of payroll employees (excluding temporary employed staff) in the year was 129 (2019: 123). As at 31 March 2020 there were 25 (2019: 30) bank staff being utilised.

The number of employees whose remuneration (excluding employer pension contributions) fell into the band between £60,001 and £70,000 during the year was 2 (2019: 3). Employer pension cost payments in the year in respect of employees earning above £60,000 was £17,674 (2019: £25,053).

The trustees received no remuneration or other financial benefit for their services during the year (2019: £nil).

Insurance cover is provided through a trustee indemnity insurance policy.

The Hospice consider that the key group management personnel comprise the trustees and the directly employed members of the senior management team comprising the Chief Executive and 4 other employees. The total gross remuneration of those remunerated members of the senior management team was £216,622 (2019: £206,236) and the total of employer pension contributions paid was £22,433 (2019: £22,017). The total cost of those employed members of the senior management team was therefore £239,055 (2019: £228,253). A further member of the senior management team is the Medical Consultant and the costs charged to the Hospice for the services provided are shown above.

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

<b>10. Wages and Salaries (cont.)</b>	<b>2020 Actual number</b>	<b>2020 Full time equivalent</b>	<b>2019 Actual number</b>	<b>2019 Full time equivalent</b>
Functional analysis of the average numbers of employees of the group:				
Direct charitable services	<b>70</b>	<b>48</b>	69	48
Fundraising	<b>46</b>	<b>38</b>	42	36
Governance	<b>1</b>	<b>1</b>	1	1
Administrative services	<b>12</b>	<b>10</b>	11	9
<b>Total</b>	<b>129</b>	<b>97</b>	123	94

<b>11. Net incoming resources</b>	<b>2020 £</b>	<b>2019 £</b>
Net incoming resources before investment gains/(losses) is stated after charging:		
Depreciation	<b>98,423</b>	95,037
Auditors remuneration:		
- For audit services	<b>9,080</b>	8,800
- For other services	-	-
Operating lease rentals – retail properties	<b>160,490</b>	149,440

## 12. Taxation

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

The profits of the trading subsidiary are donated to the Hospice in full. Taxation has arisen due to differences in the tax and accounting treatment of assets in the subsidiary only.

Analysis of tax charge

The tax charge on the profit of the group for the year was as follows:

	<b>2020 £</b>	<b>2019 £</b>
Current tax:		
UK corporation tax	97	-
Deferred tax	(83)	-
<b>At 31 March 2020</b>	<b>14</b>	<b>-</b>

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**13. Tangible fixed assets**

<b>a) GROUP</b>	<b>Freehold property £</b>	<b>Leasehold property improvements £</b>	<b>Medical &amp; other equipment £</b>	<b>Motor vehicles £</b>	<b>Total £</b>
<b>Cost</b>					
At 1 April 2019	2,615,289	21,263	618,276	27,900	3,282,728
Additions	-	-	45,336	-	45,336
Disposals	-	-	(41,286)	-	(41,286)
<b>At 31 March 2020</b>	<b>2,615,289</b>	<b>21,263</b>	<b>622,326</b>	<b>27,900</b>	<b>3,286,778</b>
<b>Depreciation</b>					
At 1 April 2019	1,291,400	21,263	500,083	24,082	1,836,828
Charge for the year	48,744	-	48,017	1,662	98,423
Disposals	-	-	(36,469)	-	(36,469)
<b>At 31 March 2020</b>	<b>1,340,144</b>	<b>21,263</b>	<b>511,631</b>	<b>25,744</b>	<b>1,898,782</b>
<b>Net book value</b>					
<b>31 March 2020</b>	<b>1,275,145</b>	<b>-</b>	<b>110,695</b>	<b>2,156</b>	<b>1,387,996</b>
31 March 2019	1,323,889	-	118,193	3,818	1,445,900

<b>b) CHARITY</b>	<b>Freehold property £</b>	<b>Medical &amp; other equipment £</b>	<b>Total £</b>
<b>Cost</b>			
At 1 April 2019	2,615,289	568,750	3,184,039
Additions	-	44,880	44,880
Disposals	-	-	-
<b>At 31 March 2020</b>	<b>2,615,289</b>	<b>613,630</b>	<b>3,228,919</b>
<b>Depreciation</b>			
At 1 April 2019	1,291,400	466,134	1,757,534
Charge for the year	48,744	39,048	87,792
Disposals	-	-	-
<b>At 31 March 2020</b>	<b>1,340,144</b>	<b>505,182</b>	<b>1,845,326</b>

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

<b>b) CHARITY (CONT.)</b>	<b>Freehold property £</b>	<b>Medical &amp; other equipment £</b>	<b>Total £</b>
<b>Net book value</b>			
<b>31 March 2020</b>	<b>1,275,145</b>	<b>108,448</b>	<b>1,383,593</b>
31 March 2019	1,323,889	102,616	1,426,505

<b>14. Investment property</b>	<b>Group £</b>	<b>Charity £</b>
<b>Cost or valuation</b>		
At 1 April 2019	703,610	703,610
Additions	-	-
<b>At 31 March 2020</b>	<b>703,610</b>	<b>703,610</b>
<b>Net book value</b>		
<b>31 March 2020</b>	<b>703,610</b>	<b>703,610</b>
31 March 2019	703,610	703,610
<b>Valuation at 31 March 2020</b>	<b>703,610</b>	<b>703,610</b>

The investment property is the next door property which has been purchased for the the sole purpose of using the site for future redevelopment of the Hospice, to update the existing inpatient services and to continue to provide services into the 21st century.

<b>15. Investments</b>	<b>Group £</b>	<b>Charity £</b>
<b>a)</b>		
At 1 April 2019	1,028,313	1,028,314
New funds added	196	196
Withdrawal of funds	-	-
Net gains on disposals	9,918	9,918
Net gains on revaluation	(81,303)	(81,303)
Investment management charges paid	(6,350)	(6,350)
<b>At 31 March 2020</b>	<b>950,774</b>	<b>950,775</b>

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

<b>b) ANALYSIS OF INVESTMENTS</b>	<b>2020 £</b>	<b>2019 £</b>
Managed listed investments and authorised unit trusts	903,158	1,000,144
Cash held as part of the investment portfolio	47,616	28,169
Total Group	<b>950,774</b>	<b>1,028,313</b>
Investment in subsidiary	1	1
Total Charity	<b>950,775</b>	<b>1,028,314</b>

Investments in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange and are carried at fair value which is equivalent to market value using bid price.

Historical cost of the investments excluding cash and subsidiary is £736,532 (2019: £656,501).

Investment risks are mitigated by retaining expert advisors and an investment policy that provides for a high degree of diversification of holdings within asset classes that are quoted on recognised stock exchanges. No use is made of derivatives and similar complex financial instruments as the view is taken that investments are held for longer term yield and historic studies of quoted financial instruments have shown that volatility in any five year period will normally be corrected.

**c) TRADING SUBSIDIARY**

The hospice has a wholly owned subsidiary, Overgate Hospice Support Ltd, whose main purpose is to sell goods to raise funds for the charity.

The summarised accounts of the subsidiary are as follows:

<b>Subsidiary's profit and loss account</b>	<b>2020 £</b>	<b>2019 £</b>
Turnover	<b>1,771,818</b>	1,537,914
Cost of sales	<b>(616,091)</b>	(565,791)
Gross profit	<b>1,155,727</b>	972,123
Operating expenses	<b>(349,613)</b>	(319,940)
Grants received	-	-
Operating profit before charitable donations	<b>806,114</b>	652,183
Taxation	<b>(14)</b>	-
Gift Aid donation to hospice	<b>(806,100)</b>	(652,283)
Retained profit/(loss) for the year	-	(100)

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**c) TRADING SUBSIDIARY (CONT.)**

<b>Subsidiary's balance sheet</b>	<b>2020 £</b>	<b>2019 £</b>
Fixed assets	<b>4,403</b>	19,395
Current assets	<b>705,685</b>	300,790
Current liabilities	<b>(710,087)</b>	(320,101)
Provision for liabilities	-	(83)
Total assets less (liabilities)	<b>1</b>	1
Represented by:		
Capital	<b>1</b>	1
Reserves	-	-
	<b>1</b>	1

**16. Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2020 £</b>	<b>2019 £</b>	<b>2020 £</b>	<b>2019 £</b>
Trade debtors	<b>578,747</b>	32,955	<b>578,460</b>	32,735
Group debtors	-	-	<b>595,667</b>	255,494
Group donation receivable	-	-	-	-
Other debtors	<b>19,000</b>	4,508	<b>19,000</b>	3,331
Taxation recoverable	<b>39,100</b>	135,647	<b>28,086</b>	129,500
Legacies receivable	<b>145,000</b>	14,500	<b>145,000</b>	14,500
Prepayments and other accrued income	<b>518,682</b>	257,639	<b>204,392</b>	201,970
	<b>1,300,529</b>	445,249	<b>1,570,605</b>	637,530

**17. Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2020 £</b>	<b>2019 £</b>	<b>2020 £</b>	<b>2019 £</b>
Trade creditors	<b>143,099</b>	78,943	<b>77,464</b>	62,872
Other taxation and social security	<b>59,110</b>	52,457	<b>59,013</b>	52,457
Sundry creditors and deferred income	<b>722,839</b>	161,497	<b>674,151</b>	112,961
	<b>925,048</b>	292,897	<b>810,628</b>	228,290



**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**18. Restricted funds**

GROUP & CHARITY	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
<b>Funding for capital asset acquisitions:</b>					
Property redevelopment	818,621	-	(45,396)	-	<b>773,225</b>
DoH – holistic funding	77,785	-	(1,897)	-	<b>75,888</b>
Medical equipment and chairs	6,193	-	(2,294)	-	<b>3,899</b>
Kitchen	2,942	-	(1,158)	-	<b>1,784</b>
IT Equipment	6,881	-	(1,424)	-	<b>5,457</b>
<b>Funding of revenue costs:</b>					
Capital Appeal Funds	51,500	17,350	(13,470)	-	<b>55,380</b>
End of Life educator	32,735	66,125	(54,573)	(10,897)	<b>33,390</b>
Staff training	5,863	5,273	(4,760)	(1,992)	<b>4,384</b>
Patient care and others	24,730	14,262	(12,076)	662	<b>27,578</b>
Wish list items	43,514	3,005	(7,448)	8,278	<b>47,349</b>
	1,070,764	106,015	(144,496)	(3,949)	<b>1,028,334</b>

Restricted fund balance carried forward at 31 March 2020 is represented by

	£
<b>Unexpended capital funding</b>	<b>860,253</b>
<b>Unexpended revenue funding</b>	<b>168,081</b>
	<b>1,028,334</b>

**19. Endowment funds**

	£
<b>At 1 April 2019 and 31 March 2020:</b>	
1981 Property Fund	70,000
Halifax District Nursing Charity Fund	15,000
	<b>85,000</b>

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**20. Unrestricted funds**

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
<b>Group:</b>					
<b>General fund</b>	<b>3,672,569</b>	5,269,959	(4,429,367)	177,017	<b>4,690,178</b>
<b>Designated fund</b>	<b>1,082,957</b>	3,000	(53,499)	3,949	<b>1,036,407</b>
<b>Revaluation reserve</b>	<b>343,643</b>	-	-	(177,017)	<b>166,626</b>
	<b>5,099,169</b>	5,272,959	(4,482,866)	3,949	<b>5,893,211</b>
<b>Charity:</b>					
<b>General fund</b>	<b>3,672,569</b>	4,304,241	(3,463,649)	177,017	<b>4,690,178</b>
<b>Designated fund</b>	<b>1,082,957</b>	3,000	(53,499)	3,949	<b>1,036,407</b>
<b>Revaluation reserve</b>	<b>343,643</b>	-	-	(177,017)	<b>166,626</b>
	<b>5,099,169</b>	4,307,241	(3,517,148)	3,949	<b>5,893,211</b>

**21. Net assets by funds**

	Unrestricted £	Restricted £	Endowment £	Total £
Investments	950,774	-	-	<b>950,774</b>
Investment Property	703,610	-	-	<b>703,610</b>
Tangible fixed assets	442,743	860,253	85,000	<b>1,387,996</b>
Current assets	4,721,132	168,081	-	<b>4,889,213</b>
Creditors due in less than one year	(925,048)	-	-	<b>(925,048)</b>
Provision for liabilities	-	-	-	<b>-</b>
<b>Total at 31 March 2020</b>	<b>5,893,211</b>	<b>1,028,334</b>	<b>85,000</b>	<b>7,006,545</b>

**22. Financial performance of the Hospice**

The consolidated statement of financial activities includes the results of the wholly owned trading subsidiary and no separate statement of financial activities or income and expenditure account has been shown for the Charity alone as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the Charities SORP.

**OVERGATE HOSPICE**  
(A company limited by guarantee)  
**NOTES TO THE ACCOUNTS**

**22. Financial performance of the Hospice (cont.)**

The summarised results of the charity for the year are as follows:

	<b>2020 £</b>	2019 £
External income	<b>3,645,253</b>	2,822,630
Expenditure	<b>(3,590,259)</b>	(3,366,027)
Surplus/(deficit) before other income	<b>54,994</b>	(543,397)
Donation from trading subsidiary	<b>806,100</b>	652,283
Surplus for the year before investment gains and losses	<b>861,094</b>	108,886
(Loss)/profit on sale of investments	<b>9,918</b>	1,036
Unrealised investment gains/(losses)	<b>(81,303)</b>	46,996
Total increase in reserves	<b>789,709</b>	156,918

**23. Operating Lease Commitments**

Group annual commitments under non-cancellable operating leases are as follows:

	<b>2020 £</b>	2019 £
Expiry date:		
Within one year	<b>141,279</b>	135,351
Between two and five years	<b>161,279</b>	226,797
In more than five years	<b>-</b>	1,084

**24. Controlling Interest**

Overgate Hospice is managed by the Board of Directors, the members of which are the trustees of the charity.

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**THE FOLLOWING PAGES DO NOT FORM PART OF THE  
AUDITED FINANCIAL STATEMENTS**

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2020

	2020			2019
	Charity £	Subsidiary £	Total £	Total £
<b>Income</b>				
Legacies and bequests	852,950	-	852,950	343,667
Donations in lieu of flowers	202,588	-	202,588	182,025
Other fortuitous giving	314,543	12,215	326,758	266,109
Gift aid	53,563	82,031	135,594	138,038
Patient care	17,146	-	17,146	10,208
Fund raising, other donations and sundry income	617,262	18,169	635,431	596,351
Retail shop operations incl. recycling credits	-	1,268,552	1,268,552	1,264,243
Catering	48,487	-	48,487	39,390
Calderdale CCG grant	1,071,120	-	1,071,120	1,050,120
Restricted grants released to match costs in year	147,112	-	147,112	140,864
Other grant income	18,852	195,000	213,852	60,951
VAT refund scheme	30,000	-	30,000	30,000
Friends of Overgate and Overgate Choir	35,120	-	35,120	37,947
Overgate Hospice lottery	-	145,427	145,427	142,370
Sundry Income	194,393	50,424	244,817	22,774
	3,603,136	1,771,818	5,374,954	4,325,057
Investment portfolio income	30,449	-	30,449	29,940
Bank interest	11,668	-	11,668	5,545
	42,117	-	42,117	35,485
Income sub-total	3,645,253	1,771,818	5,417,071	4,360,542
<b>Operating expenditure</b>	(3,590,259)	(965,704)	(4,555,963)	(4,251,758)
Donation to Overgate Hospice	806,100	(806,100)	-	-
<b>Net income before investment gains/(losses)</b>	861,094	14	861,108	108,784
Gain/(Loss) on realised investments	9,918	-	9,918	1,036
Unrealised investment gain/(loss)	(81,303)	-	(81,303)	46,996
<b>Net income for the year before taxation</b>	789,709	14	789,723	156,816

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2020

	2020			2019
	Charity £	Subsidiary £	Total £	Total £
Net income for the year before taxation	789,709			
Excess of expenditure over restricted grant income received in year	(38,481)			
Excess of income over designated grant expenditure received in year	384			
Increase in Net Assets in year	751,612			
<b>Expenditure</b>				
<b>Care expenses</b>				
Staff costs and Doctors fees	2,018,329	-	2,018,329	1,992,047
Catering	54,412	-	54,412	50,266
Sundry nursing and medical expenses	97,187	-	97,187	74,510
Travel expenses	28,521	-	28,521	29,073
Cleaning and laundry	13,395	-	13,395	14,952
Depreciation	14,071	-	14,071	14,964
	2,225,915	-	2,225,915	2,175,812
<b>Hospice establishment expenses</b>				
Staff costs	21,652	-	21,652	8,836
Heating and lighting	39,800	-	39,800	37,736
Council tax, water charges and insurance	47,325	-	47,325	40,140
Repairs and maintenance	54,083	-	54,083	59,310
Recruitment and training	-	-	-	265
Depreciation	48,744	-	48,744	48,744
	211,604	-	211,604	195,031
<b>Fund raising and publicity</b>				
Staff costs	422,698	492,346	915,044	779,012
Recruitment and training	3,137	1,089	4,226	7,857
Expenses, event and other costs	162,914	648	163,562	169,693
Retailing costs	-	53,270	53,270	33,750

**OVERGATE HOSPICE**  
(A company limited by guarantee)

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2020

	2020			2019
	Charity £	Subsidiary £	Total £	Total £
Shop rent, rates, light, heat and Insurance	-	219,967	219,967	193,213
Shop repairs and maintenance	-	34,818	34,848	41,885
Overgate Hospice lottery	-	69,827	69,827	70,301
Cash collection handling charges	6,703	14,923	21,626	26,064
Legal	-	-	-	525
(Profit) Loss on disposal of fixed asset	-	4,817	4,817	-
Depreciation	-	10,631	10,631	11,464
	595,452	902,366	1,497,818	1,333,764
<b>Administrative expenses</b>				
Staff costs	328,848	-	328,848	295,696
General recruitment, training and staff benefits	20,543	26,062	46,605	43,957
Postage, printing and stationery	34,251	6,118	40,369	34,880
Telephone	7,812	2,221	10,033	8,897
HR, investment and legal	32,459	-	32,459	26,631
IT costs	87,558	21,955	109,513	92,391
Sundry expenses	10,224	(320)	9,904	7,161
Subscriptions	5,536	3,302	8,838	8,690
Accountancy charges	-	-	-	-
Auditors' remuneration	5,080	4,000	9,080	8,800
(Profit) Loss on disposal of fixed asset	-	-	-	183
Depreciation	24,977	-	24,977	19,865
	557,288	63,338	620,626	547,151
<b>Total expenditure</b>	3,590,259	965,704	4,555,963	4,251,758



# Thank You

**The Hospice is fortunate and very grateful to receive grants from the following organisations in 2019/20:**

Calderdale Clinical Commissioning Group  
The Finderman Trust  
Community Foundation For Calderdale  
The D'Oyly Carte Charitable Trust  
Todmorden War Memorial Fund (1914/1918)  
Cambrea Endowment Fund  
The Ross Smith Foundation  
Community Foundation For Calderdale  
The Sir George Martin Trust  
The Rotary Club Of Hebden Bridge Trust Fund  
St. James's Place Charitable Foundation  
Active Calderdale  
Bearder Charity  
Mazars Charitable Trust  
Halifax  
The Kathleen Mary Lumb Charitable Trust  
Masonic Charitable Foundation  
Hospice Aid UK  
Yorkshire Building Society Charitable Foundation  
Gay and Peter Hartley's Hillards Charitable Trust

The Hospice is continually thankful to Sylvia Graucob MBE for donating her beloved home to enable patients and their families in Calderdale to benefit from palliative care. Sylvia died in November 2017 but we continue to remember her kindness and generosity.

The Hospice as it stands today is a testament to the overwhelming support we receive from our local community.

## Because you care, we can

**Hospice:**

01422 379151

info@overgatehospice.nhs.uk

**Fundraising:**

01422 387121

fundraising@overgatehospice.nhs.uk

**Overgate Hospice shops:**

**Brighouse,**

45 Bethel Street, HD6 1JR  
01484 723147

**Designer Shop,**

49 Bethel Street, HD6 1JR  
01484 723147

**Brighouse Furniture Shop,**

5A Park Street, HD6 1AD  
01484 718346

**Elland**

35 Southgate, HX5 0BW  
01422 310170

**Overgate Little Stars**

Elland, 54A Southgate, HX5 0DQ  
01422 374253

**Hebden Bridge**

1/3 Crown Street, HX7 8EH  
01422 844995

**Illingworth**

14 Bank Edge Road, HX2 8JU  
01422 246507

**Hebden Bridge Furniture & Vintage**

Valley Road, HX7 7BZ  
01422 845731

**Halifax**

50 Southgate, HX1 1DL  
01422 366056

**King Cross**

218 King Cross Road, HX1 3JP  
01422 340502

**Ovenden**

26 Keighley Road, HX2 8AL  
01422 365650

**Todmorden**

13 Halifax Road, OL14 5AG  
01706 839555

**West Vale**

5 Stainland Road, HX4 8AD  
01422 377992

**Hipperholme**

3 Co-operative Buildings,  
Denholme Gate Rd, HX3 8LT  
01422 201224