



ANNUAL REPORT & FINANCIAL REVIEW

Year Ended 31 March 2024

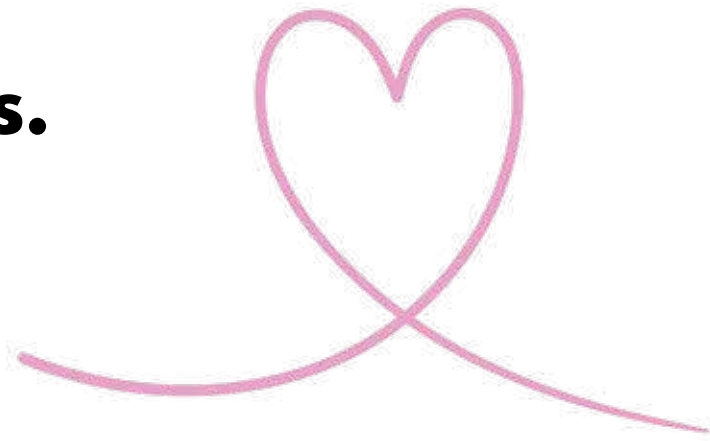


**You are at the heart of
everything we do!**





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Mission Statement.

**Our Mission is
'to add quality
to the lives of
people with
life-limiting
illnesses.'**

Our Values.

Our Core Value:

You are at the heart of everything we do!

Inclusiveness

We recognise, respect and embrace the diversity of our communities and will ensure and promote equality in all that we do.

Openness & Transparency

We promote and encourage an open culture across all our services and departments and encourage you to share your opinions and ideas with us.

Dignity & Respect

We will treat you with respect and uphold your privacy and dignity at all times.

Responsiveness

We will be responsive to your individual and changing needs and preferences and will be proactive in how we manage these within the wider health and social care system.

Compassion

We will treat you with compassion and be sensitive to your personal needs and wishes.

High Quality Care

We are dedicated to providing the highest quality, holistic care that delivers the very best outcomes for you.





About Dr Kershaw's Hospice.

Dr Kershaw's Hospice is an adult hospice serving the Oldham community and its surrounding areas, providing specialist end-of-life and palliative care for those with life-limiting illnesses as well as support for those who are important to them - loved ones, families, friends and even pets.

Dr Kershaw's Hospice opened its doors in 1989 and has been providing high quality care and support for the people of Oldham and the local boroughs, both during a person's illness, at death, and into bereavement - for as long as they need us.

The Hospice has a devoted and highly skilled clinical team of doctors, nurses and healthcare assistants who support patients in the Hospice's Inpatient Unit and Wellbeing Centre along with supporting patients in the community through the Hospice at Home service and Caring Hands, the Hospice's domiciliary care service.

The Hospice reaches out into family homes, hospitals and care homes. We pride ourselves on our ability to offer

and provide emotional, spiritual and practical support to our colleagues.

The Trustees (who are also Trustees of the charity for purposes of company law) present their financial statements and annual report for the Year Ended 31 March 2024. The other general information given in this report covers the year between Annual General Meetings.



Acknowledgements.

Dr Kershaw's Hospice's Board of Trustees would like to express their thanks and appreciation to all the funders and supporters, from over the past year, for their invaluable financial contributions. Your donations have enabled Dr Kershaw's to continue its vital work and support patients, and their families, within the community of Oldham.

It has been a pleasure working in partnership with the Greater Manchester Integrated Care System (ICS) and we thank them for their support.

Thanks, must also be given to our Corporate Partners for their generous support, which included, but was not limited to; Comfortex, Co-op, Delete-A-Dent, Molnlycke, Monarch Metals Ltd, NatWest Bank, Northern Pest Management,

Olympic Construction Ltd, Park Cakes Bakery, Pilgrim International Ltd, Ribble Packaging, ROC Fire & Security, Roma Publications Ltd, Ryder & Dutton, Spindles Shopping Centre, Tuco Ltd, Urban Green Space Ltd and Yodel – Middleton.

We are also extremely grateful to all the Trusts and Foundations who have given generously to the Hospice throughout the year, including: Action Together, Crane Fund for Widows and Children, Sarah Lees Relief Trust, The Albert Hunt Trust, The Treehouse Trust and Tyl Giveback Community Fund.

The Hospice relies on our local community for their continued support, and we express our sincere thanks to all the individual donors and event participants, without whom our work would not be possible, and to the generous people who left a gift to Dr Kershaw's in their Will, or have pledged to do so in the future. Thank you to you all for your unfaltering support and kindness.

Management & Financial Details.



Trustees.

| | |
|------------------------------|--|
| Dr Paul Cook (Chair) | Appointed January 2020 |
| Jacqueline Wood (Vice Chair) | Appointed January 2021, Resigned 11th June 2024 |
| Jonathan Lipton (Vice Chair) | Appointed January 2015 |
| Sue Briscall | Appointed April 2014, Resigned 28th April 2023 |
| Peter Wakefield | Appointed December 2018, Resigned 20th July 2023 |
| Rachel Damianou | Appointed October 2019 |
| Kim Wrigley | Appointed January 2021 |
| Stephen Schofield | Appointed January 2021 |
| Eileen Jones | Appointed November 2022 |
| Richard Buchanan | Appointed November 2022 |
| Mark Hadfield | Appointed November 2022 |
| David Macdonald | Appointed November 2022 |
| Ian Chapman | Appointed November 2022, Resigned 26th June 2024 |

Trading Company.

| | |
|---------------------------|-------------------------------------|
| Dr Kershaw's Hospice Ltd | Company Secretary – Rachel Damianou |
| Company Number – 05221414 | Charity Number – 1105924 |

Senior Management Team.

| | |
|---------------------|--|
| Adele Doherty | Chief Executive Officer |
| Dr Matthias Hohmann | Medical Director |
| Lindsey Harper | Director of Clinical Services |
| Rebecca Bentham | Director of Income Development & Marketing |
| Sabrina Dawson | Finance Manager |
| Lyndsey Donbavand | Corporate Services Manager |
| Kelly Foster | Inpatient Unit Manager |
| Sarah Longmore | End-of-Life Nurse Educator |
| Kathryn Harding | Wellbeing Centre Manager |
| Corinne Collier | Community Services Manager |
| Mandi Halton | HR Manager |

Banking Services.

| | |
|----------------------|---|
| Barclays Bank PLC | 25 High Street, Oldham, OLI 3AZ |
| RBC Brewin Dolphin | 1 The Avenue, Spinningfields Square, Manchester, M3 3AP |
| Royal Bank of Canada | 1 The Avenue, Spinningfields Square, Manchester, M3 3AP |

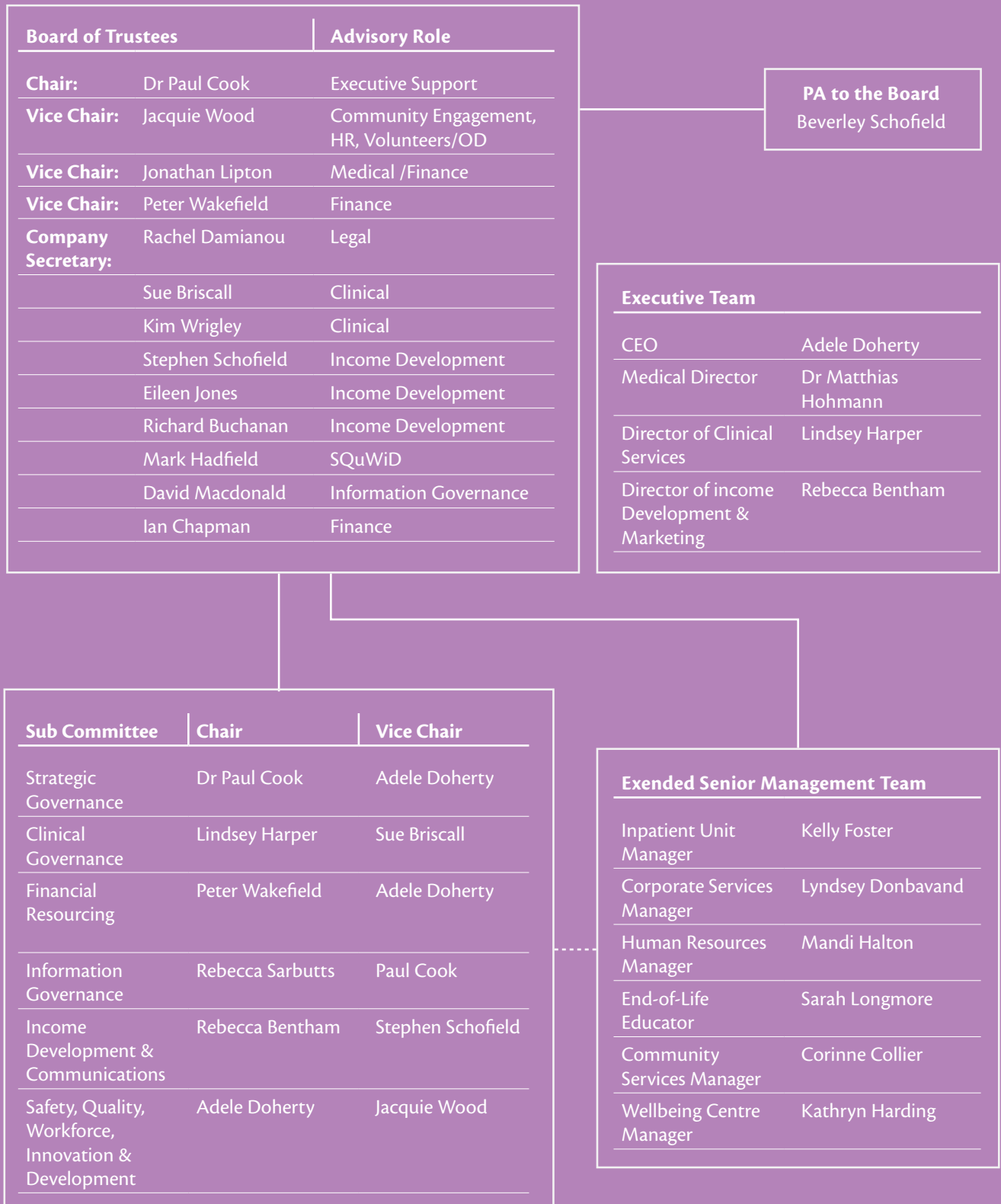
External Auditors.

Chadwick & Company - Chartered Accountants
Capital House, 272 Manchester Road
Droylsden, Manchester M43 6PW

Structure, Governance & Management.

Dr Kershaw's Hospice organisational governance structure is shown in the diagram below.

Board Governance Structure - 2023/24.



Our Hospice.

Safeguarding.



Dr Kershaw's Hospice is fully committed to safeguarding the welfare of all those we care for, our visitors and staff. We promote an ethos that embraces diversity and inclusion and respects the rights of all involved within our services. We recognise our responsibility to promote safe practice and to protect all from harm. We have measures in place to ensure we are able to handle safeguarding issues effectively:

- The Hospice has proactive membership within the Oldham Safeguarding Adults Board governance structure and is an active participant in Greater Manchester Hospices Safeguarding Forum.
- The Safeguarding Vulnerable Adults and Safeguarding Children Policies form part of our core policies that all staff must read.
- We have a Safeguarding and Deputy Safeguarding Lead for the organisation, they complete Level 5 Safeguarding training every three years.
- The Hospice ensures that it adheres to the six principles of safeguarding and this is referred to throughout the core mandatory training and delivered in line with RCN intercollegiate document recommendations.
- The Hospice has promoted all aspects of safeguarding training in a bespoke manner. All staff must undertake a range of training including:
 - Safeguarding Adults
 - Safeguarding Children
 - Prevent
 - Restraint
 - Mental Capacity Act, Deprivation of Liberty (DoLs) and Restraint (Clinical Staff)
 - Equality, Diversity and Human Rights
 - Learning Disabilities, Autism and Mental Health Awareness
 - LGBTQ+ Awareness
 - Chaperones and Consent (Clinical Staff)
- Our volunteers are required to complete Safeguarding Training upon joining and every three years.
- We have a number of staff members trained as Mental Health First Aiders.
- Established safeguarding supervision for staff with an associated policy adhering to the supervision standards.
- The Hospice has tried and tested systems in place for reporting safeguarding incidents and concerns. Safeguarding incidents at the Hospice are rare but processes are in place to manage these.
- The Hospice has an ethos and a culture of proactive and reflective learning. Any incident or safeguarding concern is seen as an opportunity to drive quality and improve systems.
- Safeguarding, DoLS and DBS audits form part of the Audit Calendar.
- We have robust recruitment practices in place with mandatory DBS processes for staff and volunteers including renewals.

Our Hospice.

Information Governance.

During 2023/24, the Hospice has continued to develop the Information Governance programme and has made several developments with the support of our partners – our contracted Data Protection Officer from St Ann’s Hospice, North West Cyber Resilience and Foresight I.T. Services.

Data Security Protection Toolkit

The team worked hard to meet all of the standards set out in the Data Security Protection Toolkit and in June 2023, we submitted our annual toolkit and met all of the mandatory requirements.

Cyber Essentials

This year we took the important decision to expand the scope of our Cyber Essentials accreditation and included the trading company. Foresight I.T. Services have continued to assist in meeting all of the technical requirements set out by Cyber Essentials. Due to the expanded scope and the extra

requirements around ‘bring your own device’ we plan to submit our evidence for certification in 2024-25.

North West Cyber Resilience

The Hospice continues to utilise the services offered by North West Cyber Resilience and complete bi-annual phishing campaigns to support awareness amongst staff and find compliance issues. Overall, we have been happy with the outcome of the phishing campaigns and extra training has been delivered where necessary.

Senior Information Risk Owner

The Chief Executive became the Senior Information Risk Owner (SIRO) and completed training in April 2023 along with the Clinical Data & Quality Manager. In January 2024, we strengthened the information governance workforce which led to a change of role for the Clinical Data & Quality Manager to Information Governance & Data Systems Lead.



Our Hospice.

Organisational Governance.

The Board of Trustees are fully committed to the values and principles of the Hospice.

They are accountable to the Charity Commission to act in the best interests of the Hospice and to manage its resources responsibly whilst seeking to minimise risks.

They have continued to ensure that Dr Kershaw's has a clear strategy, that it remains true to its original vision, and that it complies with all necessary rules and legal obligations.

The day-to-day management of the Hospice is under the direction of the Chief Executive and the accompanying Executive Team. The Hospice, with oversight from the Board, has progressed well with the strategic objectives set out in its current 5-Year Strategy.

The Chair wishes to thank all our staff and volunteers in delivering another successful year, despite challenges within the healthcare system, and our Trustees for the significant time commitment and contribution to improving outcomes for users of Dr Kershaw's services.

2023-24 has been a year of change with a new Chair and Chief Executive Officer starting in April 2023, following handovers from their predecessors. The year saw constructive changes in organisational governance, with a thorough review of Board policies and procedures and a round of Board development workshops. Lines of responsibility and authority are

clearer to both Board and the Executive Team.

This has put Dr Kershaw's Hospice in a better position to continue serving the Oldham community that continues to support us unwaveringly. Thank you to all our supporters.

Our implemented investments strategy has provided a welcome new income stream to the Hospice, and improved financial and risk management processes are bearing fruit.

Throughout the year, the Hospice maintained strong financial governance, ensuring effective oversight and accountability in all financial matters. Prudent financial management and strategic decision-making have contributed to a positive financial performance, allowing us to meet our goals and continue investing in key areas. The stability ensures the long-term sustainability of our services and supports ongoing infrastructure improvements.

Dr Kershaw's Hospice is a charitable company limited by guarantee and is registered under the Companies Act 1985, company registration number 05221414, charity registration number 1105924. Its activities are governed by its Memorandum and Articles of Association given at Companies House on 3 September 2004 as amended on 18 January 2024. The principal and registered office is Turf Lane, Royton, Oldham, Lancashire, OL2 6EU. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.









Audits.

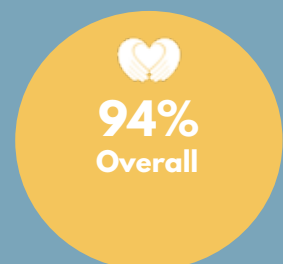
In 2023, the Quality Team continued to progress a number of initiatives and developments throughout the year. There is a well-established audit calendar that includes all clinical and non-clinical departments. The audit results, summaries and associated action plans are displayed in the Hospice so that all staff are able to engage with the audits.

The Quality Team continue to have an effective oversight of all audits and action plans therefore enabling the team to track audits to completion, schedule in audits that need to be recompleted and analyse compliance.

The Quality Monitoring Calendar is regularly updated, this provides assurance and monitors all of the audits that are completed throughout the Hospice alongside the responsible staff member and how frequently it is completed and this is split into the five CQC domains.

Within the Clinical Audit Calendar, we introduced the Hospice Assessment and Accreditation System Audit (HAAS), this is a framework that incorporates key clinical indicators and the five standards set out by the Care Quality Commission (CQC) measuring the quality of care. In June 2023, this annual audit was carried out and we achieved a very impressive 100%. We have added this to our audit calendars and will complete annually.

Overall Audit Compliance 2023-24



Patient Experience.

Dr Kershaw's is always looking to initiate service improvements; therefore, feedback is extremely important to us. In the last year (April 2023 to March 2024) we received 343 compliments from service users and their loved ones in the form of surveys, cards and feedback forms.

Within the survey, we include the Friends & Family Test questions enabling us to participate in national data collection activities. The annual results of the Friends & Family Test show that 96% of respondents rated our service as 'Very Good', the highest rating.

Within our surveys, we ask patients and their loved ones whether there is anything that we could do to improve our services in order to gain insightful and constructive feedback. In this financial year, we received nine concerns raised in survey responses. These concerns were investigated thoroughly by our Senior Clinical Team and the respondents were contacted and all concerns were resolved satisfactorily with actions taken to improve services.

The common themes in the responses were around communication. In order to improve services, we have implemented several new processes. These have included, additional information being added to the patient handover sheet, discharge planning meetings being held for every patient who is being discharged from the Hospice, and clear identification of the patient's chosen next of kin is now documented on the patient care electronic recording system.

In our Steering Group Meetings, we have developed dashboards which include compliments and complaints so that positive feedback and learning outcomes could be shared. We share feedback and patient stories at our Steering Group Meetings to ensure everything we do enables the highest quality care.



“
Excellent service, very supportive staff were attentive, caring and treated us with dignity and respect, nothing was too much trouble.
 ”

Friends and Family Test Data 2023-24

| | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total |
|-----------------------|-----------|-----------|-----------|-----------|-------|
| Very Good | 38 | 30 | 23 | 39 | 130 |
| Good | 1 | 1 | 0 | 0 | 2 |
| Neither Good nor Poor | 0 | 0 | 0 | 0 | 0 |
| Poor | 0 | 0 | 0 | 0 | 0 |
| Very Poor | 0 | 0 | 0 | 0 | 0 |
| Don't Know | 0 | 0 | 0 | 0 | 0 |
| Not Answered | 0 | 2 | 1 | 2 | 5 |

“
I would recommend your services to anyone who is going through this sad event in their lives. I have so many fond memories of the girls joking with mum regarding her pjs. They were like a breath of fresh air every time they came. I honestly don't know how they do it. My thanks goes out to them!
 ”

“
The girls were a godsend and I felt very relieved when they arrived. I don't know what I would have done without them. They gave me as my mother's carer the strength to carry on.
 ”

Clinical Services.

Inpatient Unit.

Dr Kershaw's Hospice worked closely with the NHS commissioning teams in Oldham to develop a range of additional clinical services that enhance patient choice, patient flow and utilisation of hospital beds. The Hospice received additional NHS funding for these services and has been more financially sustainable as a result.

“The staff provided me with a bed, so that I could lie next to my wife. I was alerted in the night and was able to share her final moments. I was able to embrace her and say the words I needed to say. For this I am deeply grateful.”

Due to the success of the Step-down and In-reach services last year, we were able to continue with these services from September 2023. The services support patient flow and discharges from the acute sector, whilst also allowing our Hospice senior nurses to recognise patients in need of end-of-life care during their daily attendance at the hospital site.

Step-down: The Step-down Service allows us to offer care for patients that are to be discharged to their home or to a care/nursing home safely with appropriate social support. A number of Hospice beds were made available to accept patients from hospital who no longer need to be in hospital and who do not meet the Hospice's usual admission criteria. This helps with patient flow at the Royal Oldham Hospital: patients are discharged more quickly so that hospital

bed capacity is utilised to its best potential. The Hospice will then identify the best suited next place of care and provide proactive discharge support.

In-reach: The In-reach Service aims to recognise patients that need end-of-life care that would be more suitably cared for in a hospice setting. A dedicated nursing sister liaises directly with the Royal Oldham Hospital's Emergency Department (A&E), Acute Medical Unit (AMU) and Integrated Discharge Team every working day. This scheme has helped identify patients suitable for transfer to the Hospice and has prevented avoidable hospital admissions when patients were transferred straight from A&E to the Hospice.

Palliative Care: We continue to provide excellent palliative and end-of-life care and we accept referrals for end-of-life care and complex symptom control. From April 23 – March 24 the total admissions to the IPU were 223, an increase of 14.5% on the previous year, and overall occupancy was 74%. This is an increase of 6% on the previous year. Preferred Place of Death achieved 99%, and average referral to admission time for palliative, Step-down and in-reach patients was 2 days.

Virtual Ward: Community palliative care services were nurse-led in 2023/24. More complex pain and symptom management patients typically required admission to the Hospice Inpatient Unit so that they can receive intensive specialist medical input in order to achieve better symptom control. Not every person agrees to Hospice inpatient admission, though, for a variety of reasons. The Virtual Ward service provides similarly intensive medical input for patients who choose to remain at home. This has given patients more choice.





Hospice at Home.

Our Hospice at Home service continues to benefit the local community by providing individualised, responsive and flexible end-of-life care. The Hospice at Home Team work alongside and in addition to services provided by the Community Nursing Team, Home Care providers and Specialist Palliative Care Nurses.

It is a rapid response service aiming to reduce the need for hospital admissions and allows patients, in their last weeks of life, to fulfil their wish to die comfortably at home. In total, 257 patients were

cared for in their own homes with 504 of the visits made being deemed urgent. These urgent visits would have resulted in a hospital admission if our Hospice at Home Team had not been able to respond so quickly and support these patients and their loved ones when they needed it most. The team made 5,884 phone calls to patients, relatives and other health professionals whilst supporting the delivery of quality care, and working in collaboration with our community colleagues.



| | 2021/22 | 2022/23 | 2023/24 |
|------------------------|---------|---------|---------|
| Hospice at Home Visits | 2,051 | 2,261 | 2,255 |

“
Excellent care received for my mum who died at home. Everyone involved was kind, caring and respected my mum’s dignity. They were also very kind to me during what was a difficult time.
 ”

“
When you’re getting help from the staff of Hospice at Home it provides care for the patient, but also helps to keep your head in the right place at a time when you may not be thinking as logically as usual.
 ”





Caring Hands.

Caring Hands is a domiciliary care service and has an excellent reputation for providing high quality, personalised care for patients with a rapidly deteriorating life-limiting illness. The team is specially chosen with well-trained Health Care Assistants visiting patients in their last weeks or months of life in their own homes.

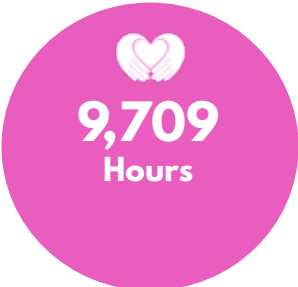
The service offers individualised care that is flexible and responsive to the patient and their loved ones. Throughout the year, the team cared for 136 patients and put in place an individualised care package for each service user. They have provided 9,709 hours of care for people in their own homes when they need it most.

This year we hoped to expand this essential end-of-life care service to include support over-night. We produced a business case and applied for funding via several routes, including local commissioners, and a Hospice UK grant. Unfortunately, we were unable to secure funding, however this is something that we are hoping to re-visit, due to the gap in provision and the need of our local community.

In the new financial year, we will be moving to a digital system to record care for our Caring Hands service users. Ensuring that a live record is available to record and share information is a national requirement with 80% of CQC registered social care providers expected to be utilising digital social care records by March 2024.



| | 2021/22 | 2022/23 | 2023/24 |
|---------------------|---------|---------|---------|
| Caring Hands Visits | 8,468 | 7,792 | 7,622 |



“ They bathed her, they helped her with her comfort and they not only cared for her but they CARED. They were kind, they were patient and they were interested. It didn’t seem to be just a job for them, it was as if they were our friends (as indeed they very quickly became). ”

“ The Caring Hands Team gave my husband all the help he needed to wash and shave, they were always very pleasant, with a smile and a joke when needed. ”

Wellbeing Centre.

Our Wellbeing Centre services have grown significantly, with the overall number of attendees for this year being 1745, which in comparison is more than double the 691 attendees of the previous year. Confirming that our new model of care better meets the needs of specific populations and service users.

We run groups that are targeted and specialised, and have worked with teams from Macmillan, The Christie, Oldham Memory Assessment Service and other local care providers to ensure that our support is accessible and equitable to those who need it.

The majority of our groups are now well established and are regularly well attended, with new people accessing services week on week.

Dementia Hub: A weekly nurse led drop-in support service run in collaboration with Oldham Memory Assessment Service, and specially chosen Hospice volunteers, which has been running since November 2022. We have seen numbers increasing week on week, and in response to this we have developed the service by introducing an additional afternoon session. This has allowed us to better manage the number of attendees and offer more time and space to new attendees in the afternoon session. The Dementia Hub supports anyone who is affected by dementia: people living with dementia, carers, people who have concerns about themselves or a loved one. Nurses specialising in dementia care and palliative care will be available for support. There are opportunities to socialise with a brew and a biscuit and offer and receive peer support from others in similar circumstances.

Music in Mind: Music Café for Dementia. This is a weekly group bringing moments of joy, connection and true expression to people living with dementia, their carers, their family and friends. Group sessions are designed to provide support to all who attend, delivering genuine care through the power of music, delivered by our in-house trained Music Champions.

Men's Group: A fortnightly, counsellor led small group exclusively for men living with life-limiting illnesses. Attendees have the opportunity to meet regularly, spend time with those who have similar experiences, offload about and explore the impact of illness, and offer and receive peer-led support.

Social Group: A fortnightly social meeting open to anyone connected to the Hospice was facilitated until early 2023, when the group was reduced to monthly due to reducing numbers. We will continue to monitor and review this group in the new year.

Complementary Therapy and Crafts: Our Complementary Therapist supports patients, relatives/unpaid carers and bereaved people with one-to-one sessions in the Complementary Therapy room or in the patient rooms on the IPU. Our Complementary Therapist also facilitates a monthly Complementary Therapy and Craft Group with support from our volunteers. The focus of this group is to enhance wellbeing and relaxation through craft and complementary therapies. Anyone with a connection to Dr Kershaw's is welcome to attend this monthly group.

Carer Support Group: A fortnightly group that is specifically for carers of people living with dementia. Lead by a Therapist, each session includes opportunities to share about the ways being a carer may impact on wellbeing. There is space for peer support, facilitated conversations, and each session ends with a group relaxation delivered by our Complementary Therapist.

Relaxation Group: A weekly guided relaxation session, facilitated by our Complementary Therapist. This group is open to patients living with a life-limiting illness, carers of people living with a life-limiting illness and those who are accessing our bereavement support services. The session is delivered in a relaxed group setting. We are developing this session currently to include wellbeing/health promotion advice and will be producing a 12-week running programme in the new financial year.





“ I love going to the Dementia Hub, it’s a release for me. My husband is so within himself normally, but at the Hub he just laughs. I can’t wait for Wednesday mornings. It’s just nice to have someone else to share your problems with. ”

The Nightbird Project: This is a Creative Wellbeing initiative running from March – September specifically for people living with life-limiting illness. Each session explores a different artform alongside facilitated therapeutic discussion, and peer-lead support. Sessions are delivered collaboratively by a Counsellor and Artist, and attends to the emotional and psychological impact of living with life-limiting illness.

The project was inspired by a former patient who died in the Hospice in September 2021 after receiving care from us for the last year of her life. She discovered and found comfort in her creative self during the course of her illness, and also wanted to share her life story with others.

Reflecting on this with her husband, we wanted to facilitate this experience for others affected by serious illness, and so The Nightbird Project was designed to support people to share their life stories in creative ways.

We have brought together a supportive group of incredible people all impacted by life-limiting illness, and have shared our stories, our laughter, our creativity and our friendship to wonderful effect.

The first Nightbird Project ran from March 2022 – September 2023 and was funded by The Hospital Saturday Fund.

The continued delivery of this project is reliant on external funding, and we were grateful to receive funding from the Albert Hunt Trust to run the project for the second year.



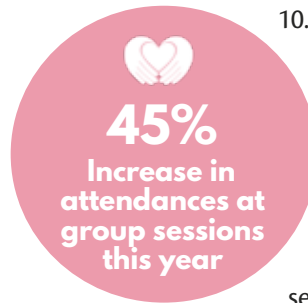
Bereavement Support.

Bereavement.

We understand that individual grief, and dealing with a bereavement is different for everyone, and this year we have expanded our bereavement services in recognition of this, giving our patients' loved ones more choice with how to access and experience bereavement support.

Bereavement Support Groups:

A facilitated group that is counsellor led, with volunteer support. Open to the bereaved community of Dr Kershaw's Hospice patients, the group runs from Winter through to Spring. Attendees receive a mixture of facilitated time and space for understanding and normalising grief and loss, alongside peer-led discussions and group support of people who have experienced the loss of a loved one who was being cared for by one of our Hospice services. This service is offered 6 months+ post bereavement. There was a 45% increase in attendances at group sessions this year compared to the previous year.



Wellbeing Walks: A regular group, meeting on the last Friday of each month, promoting overall wellbeing for those affected by loss. This is a wellbeing initiative open to the bereaved community of Dr Kershaw's Hospice. The walk is facilitated at a gentle pace, enjoying a different local park each month. All walks are fully risk assessed with a recce

undertaken by the counsellor prior to introducing the walk to the group. This forms part of the bereavement support offered. Group members are responsible for their own health and safety, and must arrive in appropriate attire. The group meets at 10.45am, and the walk starts promptly at 11am for approximately 1 hour. Members stay for brews and conversation afterwards in the park café.

We provide bereavement and wellbeing resources in collaboration with Me and My Therapy, a counselling service specialising in bereavement and loss, to support children to communicate and process complex feelings about loss and bereavement. We also provide books with messages that are evidence-based and age appropriate to support children and young people as their loved ones are accessing Hospice services.



Counselling.

Our full-time Counsellor started at the Hospice in August 2022, and has made a strikingly positive impact across our Inpatient and Wellbeing Services. The Counsellor offers specialist psychological support where required on the Inpatient Unit, as well as one-to-one counselling sessions and group support to people accessing our Wellbeing and Bereavement Support Services. We have seen a 104% increase in the number of one-to-one counselling sessions facilitated this year.

In response to this increase and a desire to introduce a Counsellor led carer support group, we have employed a second full-time Counsellor who has been a very welcome addition to the growing Counsellor Team, and Wellbeing Centre Services.



The Medical Team.

The Senior Medical Team at Dr Kershaw's Hospice is a small group of experienced doctors, the vast majority of whom have been Hospice employees for many years. In 2023, we welcomed Dr Thorley to the Hospice Team. In her day role, she is the Palliative Care Consultant at the Royal Oldham Hospital. In her Hospice employment, she provides weekend on-call duties. In January 2024, Dr Killeen joined the team on a 12-month fixed-term basis to cover maternity leave. Both integrated seamlessly and have been highly respected and valuable additions to the team.

Training

Dr Kershaw's Hospice is a training environment for junior doctors. In 2023/24, we trained nine Foundation Doctors and four GP Specialist Trainees. Feedback on these placements at Dr Kershaw's Hospice is always excellent. The Hospice and palliative care experience is beneficial for any future medical career, and some doctors may even choose to go into a career in palliative medicine themselves.

Journal Club

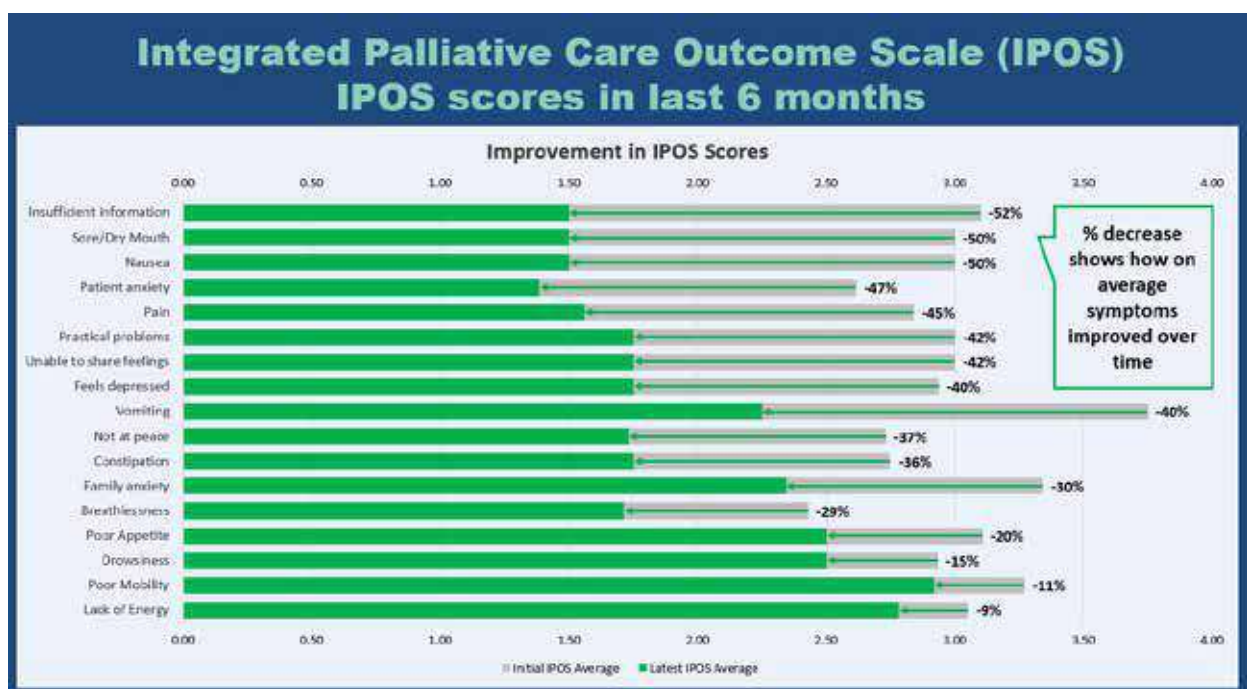
The doctors meet every other month to present, dissect and analyse 2 papers from medical journals. This helps us understand and keep up-to-date with evidence and developments in clinical practice and sharpens our evidence appraisal skills. We discuss whether we should change our clinical practice and rate the paper for its impact. It has been a very positive experience for both senior and junior doctors and contributed to our continuing professional development.

Research

In September 2023, Dr Kershaw's Hospice became a Research Hospice. This has been a long-term strategic aim and marks a milestone in the Hospice's history. We successfully enrolled in the CHELsea II trial, a large national multi-centre randomised controlled trial sponsored by the University of Surrey. The trial examines burdens and benefits of hydration support ("drip") in the final days of someone's life. We received praise from the University of Surrey for the quality of our research work and for our proactive recruitment efforts.

Outcomes (IPOS)

The Hospice's Medical Team collects patient reported data about the positive difference that an admission to the Inpatient Unit makes to people's lives. Most symptoms and issues are very significantly improved when a patient receives care on the Hospice ward:



Learning & Organisational Development.

Dr Kershaw's Hospice is committed to the development of its staff and aims to provide a working environment in which staff are able to maximise their performance, commitment and contribution. This is supported by the End-of-Life Nurse Educator based at the Hospice.

At the Hospice, we provide a Mandatory Training Programme via a blended approach to learning including face-to-face, online and practical methods of teaching. This reflects current practice and is consistent with relevant national and local regulations/legislation. Mandatory training compliance has been consistently high all year and we have expanded the programme to include Learning Disabilities, Autism & Mental Health Awareness and LGBTQ+ Awareness for all staff to promote inclusive practices.

We arrange a comprehensive two-day induction for all staff that are new to the Hospice, they are welcomed with a full orientation to help them settle into their new roles and ensure that they have the knowledge and support they need to perform their roles. We aim to give them background on the Hospice and its culture, information on the services we provide and our core values that we expect all staff to adhere to. During the induction, staff are introduced to their mandatory training requirements. Face-to-face sessions are presented over the two-day induction and time is also allocated to gain IT access and complete their computer based/online mandatory training.

The Education, Training, Learning & Development Strategy which was developed in 2022 has been recently updated outlining our objectives, vision and values. This has enhanced our high-quality care to all patients.

Our Education and Training Prospectus is published on our website for ease of access to the most current offer of courses available. It is our mission to provide excellent education and training to improve the knowledge, skills and attitudes of our staff and volunteers. We also deliver training to our external partners in order to share our specialist knowledge in palliative and end-of-life and to promote best practice. We receive excellent feedback on our training sessions from both external candidates and staff in-house at the Hospice.

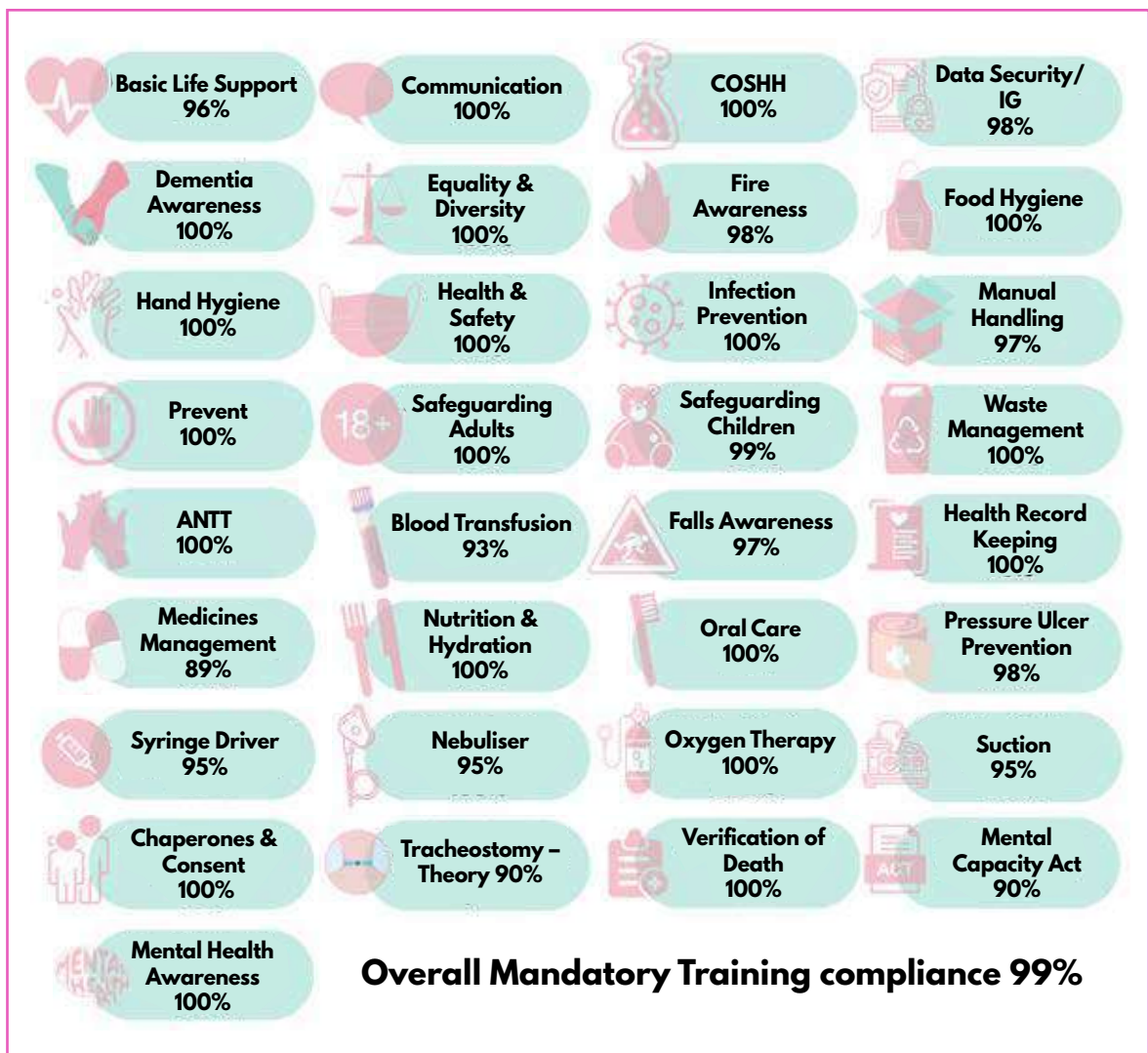
We deliver a wide range of specialist palliative, end-of-life and non-clinical in-house training, including but not limited to:

- Naso-Gastric (NG) Tube Placement & Management for Gastric Drainage
- Tracheostomy Care & Management
- Non-Invasive Ventilation
- Venepuncture & IV Cannula Insertion & Care
- Supporting a Healthy Bereavement
- Grief Awareness
- Mayfly Advance Care Planning Programme
- Palliative Care Emergency Training
- Delegation
- Team Building
- Communication Skills
- Presentation Skill

In order to deliver this training, we use specialist equipment including a training defibrillator and a patient care simulator mannequin for hands-on training in a wide range of skills required for day-to-day patient care. Work has commenced on a clinical skills suite on the Inpatient Unit to facilitate and simulate clinical training in the clinical environment.

We also work in collaboration with our partner organisations, Northern Care Alliance and Pennine Care NHS Foundation Trust, to provide on-site training to Trainee Nurse Associates (TNAs) and bespoke placements.

Prior to my training at the Hospice I viewed end-of-life care negatively and was almost fearful of having to be involved. This training has taught me that it is actually an honour and a privilege to be involved with someone's end-of-life care.



Staff Resilience.

Healthy Workforce.

Our Wellbeing support for our Staff has continued to both consolidate and grow throughout the year. Our commitment and focus on maintaining a healthy, content, resilient and productive workforce ensures they are able to work to the best of their ability.

Recognition of Staff

Thanking staff for their excellent attendance in work, demonstrating their dedication and commitment to their roles over the last 12 months. Being a small organisation, wherever our staff work across the Hospice, it is important that they remain well and able to attend work, as they are at the heart of everything we do.

High rates of attendance across the Hospice also ensure we can continue to provide the high quality care and all of our services for our patients and the community.

In celebration of the King's Coronation, all staff were awarded extra annual leave, giving additional down time for staff to switch off and re-charge from their busy roles at the Hospice.

People Management Programme (PMP)

PMP is a 12 month programme delivered internally covering a range of management and HR processes to engage and develop our team leaders and managers currently in post and those who aim

to be a manager in future. Our first 10 attendees graduated in November 2023 and we hope to run another programme for our staff again soon.

The aim of PMP is to enable our staff to be better able to:

- Understand themselves better
- Select staff using a fair process
- Manage and motivate staff at work
- Assess staff skill levels
- Take action in dealing with absence and conduct/disciplinary issues
- Recognise the value of employment legislation
- Support and develop their team

Annual Staff Survey

Each year we take a snapshot of our staff's opinions and views about the Hospice, their roles and working environment, often focusing on specific topics. The feedback staff share anonymously is then analysed and actions can be drawn from this to make any improvements where possible.

Expansion of our Mental Health First Aiders (MHFA)

Staff wellbeing and resilience is vital at the Hospice and we are supported by a growing team of qualified MHFAs who can offer support and signpost any staff feeling overwhelmed or in a crisis. This year we have gained an additional two MHFA's to the team in place.







Staff Resilience.

Healthy Workforce.

Stay Interviews Set Up to go Out to Staff

Our electronic system Vantage is helping to give us information about why our staff enjoy working at the Hospice by sending out the Stay Interviews designed by HR. Rather than wait until a staff member is leaving the organisation to discover if we could make improvements at the Hospice we now ask staff in post why they stay and what their views are on a variety of issues. This feedback is invaluable in our continuing to add value towards making the Hospice the best environment it can be, for staff, patients and visitors.

May - Wellbeing Week (including issuing of first long service recognition award badges to all staff)

To recognise the service and commitment of our staff we introduced a pin badge celebrating the different years of length of service. These were given out to all staff during our Spring Wellbeing week, which offered staff the opportunity to take part in complementary therapy, craft and wellbeing activities along with a self-funded staff lunch, creating time for colleagues to catch up and spend time with one another.

January Wellbeing Week

Post- Christmas we offer another week of wellbeing activities to staff. This Wellbeing week introduced a dance and movement session, sweet treats from our kitchen and paraffin wax treatments for tired

hands, along with the popular complementary therapy offerings and our staff self-funded lunch get together.

Submission for Oldham Business Awards – Workforce Health & Wellbeing

The Hospice focuses on staff wellbeing in many ways and recently submitted an application to the Oldham Business Awards in recognition of these efforts, in the Workforce Health & Wellbeing category.

Reflection Rounds

Our programme of Reflection Rounds continues quarterly, giving the opportunity for staff across the disciplines and departments of the Hospice to come together briefly to focus on the topic of the round and offer insight and share ideas and thoughts with each other, helping create a stronger understanding and appreciation of each other.

Vision & Values Sessions Run by the CEO

The CEO launched a series of Vision and Values presentations for all staff Hospice-wide with the purpose of sharing the bigger picture of our incredible organisation and its direction for the future. With four Vision and Values presentations now complete, it has assured that staff are much more engaged and are now fully aware of the direction that the Hospice is going in.



Volunteering.

The growth of the Volunteer Team and the offer available to volunteers has led to the successful development of a new role within the Volunteer Department this year.

The addition of this role has allowed for the team to develop a more diverse range of social opportunities for volunteers, not only to recognise their contribution but to allow them to engage with the Hospice further. A successful grant application through the One Oldham Fund enabled the team to source the required resources to implement this social calendar. The new role of Volunteer Engagement Assistant has also brought about the introduction of Volunteer Welcome Sessions, an improved Volunteer Handbook and the creation of a Volunteer Lead Handbook to better support staff in their roles.

A priority for the Volunteer Department this year has been to develop and implement an engagement plan with a strong focus on more diverse recruitment opportunities. Particular focus has been paid to retail volunteer opportunities, including the staffing of the new Hill Stores shop. The Volunteer Team have experienced particular

success with retail taster sessions, allowing applicants to meet the incredible teams already in situ, and also through community engagement opportunities.

This year, volunteers have been offered a small library of specialist training modules on an optional basis, with a focus on inclusion, diversity and dementia support. Volunteers in specific roles have also benefitted from access to Me and My Therapy workshops, Cyber Resilience sessions, Tool Box Talk Training packs and Music in Mind Training. Additional training opportunities are always well received with good attendance levels.

Through working closely with other Hospice teams to understand their volunteer requirements, the Wellbeing Centre now has a full team of experienced volunteers, there is increased support available to events and marketing and a new companion role has been launched on the Inpatient Unit.

In the last financial year, we have been incredibly lucky to have 392 volunteers contribute 36,195 hours of their time to the Hospice, with a cost saving of £374,967 to the Hospice.



“ It is such a privilege to volunteer at Dr Kershaw’s. ”

“ I absolutely love volunteering! The staff are fabulous! ”

“ Dr. Kershaw’s is a beautiful place to volunteer. I feel so valued. ”

“ Volunteering is fun and I feel like it will assist me to get a job in the future. ”



Human Resources.

With the cost of living crisis and increase in utility bills, our focus in HR, this year is on a healthy workforce, as a top priority at the Hospice. Our commitment is to providing a working environment that supports the wellbeing of our staff, and we continue to look for new activities to suit all staff during our Wellbeing Weeks. Retraining is also due to take place for our team of Mental Health First Aiders.

Remaining in place across the Hospice is clinical supervision, Reflection Rounds, staff meet and greets, staff surveys tips and techniques for general wellbeing. We also continue to offer staff counselling sessions, a cycle to work scheme, a staff discount card, access to a staff food and toiletries pantry, membership of a discounted food shop, and

the opportunity to enjoy a discounted meal from our Catering Team, or in Café K which has just had a fabulous re-fit thanks to one of our Corporate Volunteers.

Both our Wellbeing Strategy and Recruitment & Retention Strategy have been reviewed this year and are firmly embedded and in place across the Hospice.

HR undertake all our recruitment processes as our staff numbers continue to grow in order to meet the needs of our community. From Induction to providing bespoke training, in line with our values, HR continue to endeavour to be as responsive as possible to all staff requests and requirements.

Corporate Services.

Housekeeping.

The Housekeeping Team have effectively responded to the increased service activity during 2023-24 by maintaining a clean and safe environment throughout the Hospice. This was positively reflected in the PLACE inspection conducted in 2023 where the Hospice environment was complimented on for being 'exceptionally clean and well maintained' throughout.

An assessment of the cleaning schedules was completed, which optimised workflow and factored in additional cleaning frequencies including routine and deep cleaning, where required. A full review

of the approved cleaning products was also carried out during 2023-24 and following a successful trial of Buckeye International Eco-Friendly Pro the Housekeeping Team have integrated a range of their cleaning supplies, which is supporting the high standard of cleanliness and hygiene whilst prioritising the health and safety of the Hospice environment.

Feedback received from the survey of your experience of our services in 2023-24 in relation to the housekeeping service were positive with 98% rating the cleanliness of the premises excellent.

“
High standard of hygiene and care, lovely atmosphere.
”

“
Lovely care in a peaceful, lovely environment.
”

“
Better than a 5-star hotel, really excellent service all round.
”



Corporate Services.

Reception.



The Reception staff and volunteers have continued to provide a professional and friendly front-of-house Reception service throughout 2023-24 ensuring all visitors to the Hospice feel welcome and valued.

A range of standard operational procedures have been developed and implemented to ensure continuity of agreed processes and procedures are applied during each reception shift and this has proved beneficial following the positive feedback received from reception volunteers and the enhanced confidence they feel they have gained.

Communication has been a development area, which has had positive interdepartmental success and is contributing to delivering an efficient reception service.

In March 2024, the Hospice invested in an electronic signing in and out system for Reception. The system will add a range of benefits including:

- increased efficiency in streamlining signing in and out processes for staff, volunteers, visitors and contractors
- security in protecting sensitive information and to facilitate compliance with regulatory requirements and standards related to visitor management and data privacy
- enhanced fire evacuation procedures by providing real-time monitoring to better protect the safety and wellbeing of all individuals present inside the Hospice at the time of an evacuation and ensuring everyone has safely left the Hospice building and accounted for
- offering a professional, modern and user-friendly experience for visitors to the Hospice

Corporate Services.

Catering.

The Hospice's Catering service has developed significantly during 2023-24.

Café K is now a thriving and popular feature within the Hospice for staff, volunteers and visitors. The Catering Team have slowly but surely worked hard to have the right balance of options available including breakfast, rotational menus, daily specials and showstopping cakes. Feedback received throughout the year has been exceptionally positive and through many conversations held with the Hospice's Wellbeing Centre staff they have reported that service users feel that the café has provided a safe space for people to go for lunch without worries and support limitations. The café has been described as 'social and therapeutic – not feeling like a clinical setting' and has given the opportunity for many friendships forming outside of the Wellbeing Centre activities with people arranging to meet for coffee

and lunch. Loyalty schemes and meal deal options have been introduced and have been well received by all Café K customers.

Café K received a generous makeover courtesy of City Engineering Services who redesigned the serving area, which has offered the Catering Team a spacious working environment and supported the opportunity to increase the number of volunteers to help meet service demand. The décor in Café K was also refreshed including new furnishings and flooring.

The Catering Team have worked effortlessly to provide nutritious, comforting and personalised meals that meets the dietary needs and preferences of patients. Feedback received from the survey of your experience of our services in 2023-24 in relation to the catering service were positive with 92% rating the quality of food excellent.

Positive comments received about the Hospice's catering included:

“
My mam loved the meals, especially the puddings, she said they were very tasty and just enough.
”

“
Food excellent in the cafe too!
”

“
Always excellent meals for my husband and the family.
”

“
The food was very good and varied, it was always very hot, tasty and there was a good variety.
”

“
They double-checked regarding my mums' dietary needs with her having diabetes.
”

“
Dad was non-verbal and not eating or drinking but me and other visitors were offered refreshments at each visit.
”

“
My wife was on end-of-life treatment and not taking normal food, but alternatives were offered.
”



Facilities, Health & Safety & Risk Management.

Throughout 2023-24, the Facilities Team have continued to effectively support the Hospice by ensuring a safe, comfortable and efficient environment for everyone through the maintenance works completed. Over 800 reactive jobs were resolved during 2023-24 in addition to the many verbal maintenance requests received.

In line with regulatory requirements, internal inspection schedules are in place and any findings including deficiencies have been responded to efficiently. In addition to regulatory requirements, key areas throughout the Hospice premises, including grounds are included within the inspection schedules to ensure acceptable standards in relation to compliance with safety standards, hazard prevention, emergency preparedness and operational efficiency.

Servicing and inspections for all critical equipment and mechanical systems were completed by Hospice approved contracts throughout 2023/24 in line with the Hospice Planned Maintenance schedule to ensure the safety and operational efficiency of Hospice assets and conformance to regulation requirements.

In addition to a Facilities Helpdesk and Planned Maintenance, further modules were successfully created and added to the Vantage database system including:

- Control of Contractors module – providing a centralised platform for storing, organising and managing information to allow the Facilities Department to maintain a comprehensive and up-to-date inventory of data, including contact information, certifications and insurance documentation. This newly created module will become a valuable tool to streamline contractor management, mitigate risks, ensure compliance, and drive continuous improvement in contractor relationships.
- Asset Management module – to provide a comprehensive system to track, monitor, and manage all Hospice assets throughout their lifecycle and the critical information pertaining to them.

In November 2023, the Facilities Department welcomed a dedicated administrator to the team who has enhanced the communication acting as a liaison between the Maintenance Team and other departments providing regular updates on facility-related issues. This role will support the development of the facilities suite of modules on Vantage through

the optimisation of information that will be captured and recorded to support a wide range of reporting functions for the department.

Significant progress has been made in the grounds of the Hospice following the appointment of two Gardeners who have revitalised and transformed the existing landscaping over a short space of time. The improvements made will support the next phase of landscaping due to commence in 2024/25.

A repeat RISKMap review was undertaken by PIB Risk Management (external Health & Safety approved specialist provider) in 2023. A structured and combinational method was used to understand the Hospice strategic and operation risk management processes and structures. The risk management action plan provided assurance that risk management controls, processes and procedures were working effectively with no high risks being reported. Additional retail health & safety audits and a fundraising review was included within the scope of work that had been developed through PIB for 2023/24.

The re-audit of the RISKMap has given assurance that the Hospice remains resilient against potential threats, adaptable to changing environments and proactively make adjustments as necessary.

Significant investment was made during 2023-24 to enhance fire safety measures including the upgrade of the entire fire alarm system, replacement fire doors on the 1st floor and integrated electromagnetic hold open fire door mechanisms upgrade on the IPU and main corridors.

Business continuity table top exercises were held throughout 2023/24 with the Senior Management Team, which gave the opportunity to test and review emergency preparedness plans to ensure that all necessary resources and supplies are readily available. Supportive improvements were identified during the various crisis scenarios and procedures further refined to better prepare for unforeseen disruption to Hospice services and safeguard long-term sustainability, building confidence through practice and familiarity with the emergency plans in place.

IOSH Managing Safely training has been introduced to the Senior Management Team including the Chair and Vice Chairs of Trustees to enhance risk awareness and health and safety responsibilities.



Quality, Innovation & Improvement.

Vantage.

We have continued to utilise our Vantage system to create more modules to support robust operational and data management procedures and to support quality initiatives. These modules have become an integral part of Hospice systems now and help us to move towards becoming a paperless organisation.

A new CQC Module has been developed to store all of our evidence for each Quality Statement. A project to add all evidence has been completed and has been rolled out to the Senior Management Team to oversee, monitor and update statements that they are responsible for. Tweaks and upgrades will be completed throughout the next financial year.

Log a Compliment

A Compliments Module has been added to Vantage to share compliments from external and internal sources. We have promoted this to staff to share compliments where colleagues have gone above and beyond. All compliments are sent to the Senior Management Team to share.

HR Module Improvements

The HR Module has undergone some improvements including:

- Communications Log: To enable the department to write in reminders or prompts.
- Appraisal Reminder System: To assist functionality and accessibility for all staff who manage appraisals.
- Core Policy Monitoring: This process has been passed to HR to oversee and the HR Module has been updated to track staff compliance.

Actions and Audits Module

The Audit and Action Plans Module has been improved to include Strategic Objectives and Risk Register action plans. The action plan element from these two modules has been removed and linked to the Audit and Action Plans Module. This has improved oversight of actions for all of the modules.





Trustee Dashboard

A Trustee Dashboard was introduced on Vantage to give the Trustee's oversight of the organisations Risk Register, action plans, strategic objectives, policies and strategies and to monitor their own Mandatory Training.

Policy Process

In order to provide assurance around our policies, we introduced a system whereby staff would need to read a set of core policies relating to their role and sign to say that they have read and understood them. Staff were very understanding of this process and within a month all sheets were signed.

Key Performance Indicators

The Hospice Key Performance Indicators (KPIs) are calculated every quarter to showcase our achievements and areas of improvement across the five CQC domains. This was a strategic objective which was achieved in 2022/23 and has continued to be maintained throughout the following year.

The KPIs are calculated based on national, regional and internal averages from the previous financial year and the various sources are listed in the document for clarity – these are re-calculated every year. The KPIs are presented in a document that is distributed to all staff and displayed on noticeboards throughout the Hospice, our top 12 KPIs are also displayed in the Learning Hub.

Income Development.

The Income Development Department is responsible for all income generation, covering Retail, the Hospice Lottery, Fundraising, and Marketing and Communications. The Department's core objective is to raise sustainable income in support of the Hospice's overarching strategy. Dr Kershaw's receives only one third of its funding from the Integrated Care System (ICS), with the remaining £4,689,772 annual budget being raised through fundraising activities and donations.

During the 2023/24 financial year, the Hospice saw a drop in its Retail income due to the cost of living crisis. However, our Legacy income had significant

growth, by 69%, which enabled the Department to exceed its fundraising target for the year. In addition, our loyal supporters continued to champion the Hospice, and through their donations we were able to achieve some key highlights throughout the year.

In January 2023, the Department invested in the recruitment of an Information Governance & Data Systems Lead. This role is Hospice wide, supporting data and Information Governance, but focuses on the Fundraising Database within Income Development; ensuring committed stewardship of our Hospice donors.

Hospice Retail.



2023/24 saw the launch of a new initiative within our Retail offering, Dr Kershaw's Business Centre. Based upstairs at The Furniture Hub, the Centre opened on 19th May with an Open Day for the local business community. The Centre offers hourly, daily, and weekly hires of a therapy room, office spaces, and a boardroom / training room. Providing a new income stream for the Hospice, the Centre also utilises spaces within The Furniture Hub that are not currently used and thus enables us to secure income from our whole building.

Due to the cost of living crisis in the UK, and households' disposable income reducing, the shops came in just under budget by £67,757, securing a



gross income of £544,443. However, this was a gross increase of £74,984 on the previous financial year.

During the year, The Furniture Hub continued to go from strength to strength securing on average just over £14,000 a month in gross income, which is up by just over 40% a month from last financial year. Due to the store's growing success, one of the Warehouse Assistants & Drivers was promoted to Assistant Retail Manager and two additional Warehouse Assistant & Drivers were recruited, who provide a collections and delivery service to the local Community.

A huge thank you to all our customers and donors who continue to support our shops and help to raise vital income for the Hospice.





Hospice Lottery.

Following a piece of research conducted in 2022/23, with Lottery members, the Team embedded a new framework, in this financial year, in order to evolve the Lottery offer and reduce overheads. The new offer included:

- The use of tickets and ticketless Draws
- Reducing the number of Bumper Draws per year to two
- Reducing the number of editions of the Hospice newsletter from four to two per year
- Increasing the prize pot for each Bumper Draw

The new framework was well received by members, with 86.8% of those who replied to the survey stating they would be happy to double their tickets for the two Draws, therefore, making the same monetary contribution across the year. Our door-to-door and venue canvassers for the Lottery have continued to grow members, and the numbers of players increased throughout the year from 13,800 to 14,292 at the end of the fiscal year.

The first of the two Bumper Draws took place on Friday 28th April 2023, raising £20,621 for patient care, and due to our longstanding members and their generosity, during 2023/24, the Lottery contributed £684,000 to the Hospice in support of patient care, compared to £360,000 in 2022/23.

The second Bumper Draw was a celebratory Draw for our Hospice Lottery, as we celebrated our 20th Anniversary. To mark the occasion, we held an Anniversary Draw on Friday 29th September, with

a prize pot worth a total of £20,000 which included a donated £12,000 cruise to the Northern Lights for two, and a number of cash prizes. Tickets were sold through a number of outlets, including our own Hospice shops and Hospice events, and for the first time online. The Draw was a huge success, generating £36,288 for the Hospice.

Dr Kershaw's Hospice Lottery is committed to ensuring that the Lottery is operated in a secure, fair and socially responsible way and endorses responsible gambling amongst its members. Dr Kershaw's Hospice Lottery is a member of the Hospice Lotteries Association, which is committed to working together to encourage responsible gambling and provide access to support if needed.

Dr Kershaw's Hospice is licensed and regulated in Great Britain by the Gambling Commission under account number 5224.

80p* of every £1 goes directly towards providing patient care, 9.5p* towards lottery prizes, and the remaining 10.5p* is spent on lottery administration, training, staff costs, licenses and marketing. Average number of players in the Draw is 13,862*.

*These figures are based on income and expenditure for May 2023.

Thank you to all our members and players of the Lottery and Bumper Draws, for your continuous support. Every £1 you play helps the Hospice to care for patients and their families when they need it most.



Luxury Cruise Prize for Lottery 20th Anniversary Winner

Fundraising.

Event Fundraising.

The 2023/24 calendar was bursting with an array of events and there was something for everyone to get involved in, from golf, to dance, to shopping. The first event in the calendar saw the return of Rose to Remember, for the second year running our local Community gathered together at the Hospice to remember their loved ones. With the opportunity to buy a yellow rose to remember a lost loved one, guests gathered to see their roses in the Hospice gardens, tuck into a cream tea, and enjoy the remembrance service. Sponsored for the second year running by the Co-op, over 660 roses were sold and the event and the campaign collectively raised just over £13,000 for patient care, an increase of 53% on the year before.

Less than a month later, our Summer Fayre followed, on Sunday 30th July, and it was wonderful to see the event back on our calendar. The event was a great success with a good turn out, despite the rain. Attendees could enjoy a spot of shopping, tea and cake in Café K, dance performances, cocktails, and even take part in some games. The event raised just under £6,000 for patient care.

Our biggest event, Dr Kershaw's Strictly, took place on Friday 15th March, with five couples competing for

the glitterball trophy. Themed a 'Night at the Movies', guests enjoyed popcorn and fizz on arrival, a three-course meal, fabulous live entertainment, and lots of dancing! The night was a huge success, with a great atmosphere, and feedback highlighted it was the best Strictly to date. With sponsorship from our dancers, ticket sales, and on the night fundraising, the event raised a gross income of over £28,200.

Staff changes within the Team saw the recruitment of a new Fundraising Events Lead, who joined the Hospice on 26th February.

The events programme for the year also included Ascot Ladies Day, Light Up a Life, the Christmas Concert and the Christmas Fayre. Collectively, the Hospice's events programme raised £72,572, which was 21% over target.

A huge thank you to our local Community for volunteering, participating, attending and supporting our events this year; our success is due to you. Our events bring our Community together but also help to raise vital funds towards our clinical services that support patients from the Oldham Community.

Corporate Fundraising.

We have had limited resource within the Team during this fiscal year, with an unsuccessful recruitment campaign for a Corporate Fundraiser. However, support through The 1989 Club, Corporate Partnership Scheme, has grown throughout the year with new and existing partners including; Ribble Packaging, Pilgrim International, Olympic Construction, Oldham Community Radio, OMC Group, ROC Fire & Security and Northern Pest Management.

We have also seen growth in our 'Charity of the Year' partnerships, sponsorship opportunities, volunteering, and donations from new supporters, and continued support from our longstanding corporate partners.

We love working with the local business community and want to express our thanks to all our Corporate supporters.

Trusts & Foundations Fundraising.

The Hospice was without a dedicated Trust Fundraiser in post from August 2022 to November 2023, limiting the number of applications we have been able to submit for funding. However, a new Legacy and Grants Fundraising Lead was recruited in November in a permanent role.

Despite the limited resource, the Hospice was still able to secure grant funding of £40,082 towards core costs, volunteering, and The Nightbird Project.

Dr Kershaw's is extremely grateful to the Trusts and Foundations that supported us throughout the year.





Fundraising & Marketing.

Community Fundraising.

Dr Kershaw's Hospice is always overwhelmed by the unfaltering support we receive from our local Community. We thank each and every one of our supporters for their dedication and loyalty throughout the year.

During the past 12 months, members of the public have hosted their own events or fundraising activities to raise vital funds for the Hospice. Activities have included climbing the Yorkshire Three Peaks, hosting musical concerts, holding a community fun day, taking on sponsored walks, competing on an obstacle course, and more. Thank you to everyone who took on an activity, be it large or small, to support our Hospice and helped to raise awareness and essential funds for patients who need our care now and in the future.

In addition to all our supporters' events, our Hospice Community Team also hosted a range of challenges and events that people could sign up to, including: the Bunny Hop, a Firewalk & Lego Walk, Saddleworth Three Peaks, Yorkshire Three Peaks, Skydiving, and Festive Fundraisers; Jolly Jumper Day, Cards for Care, and the Reindeer Run.

In the Summer of 2023, we were excited to launch our new Hospice Mascot, a loveable dog called Hartley. With his heart shaped nose, cheeky spirit, and funky jeans and trainers, he has proved to be popular with adults and children alike, with appearances at our fayres and lots of events across the community. In addition, Hartley fans can purchase their very own Hartley plushie to take home and play with, whilst also raising vital funds for the Hospice.

The Team launched a new initiative this year, to our local community, our Christmas Tree Collection campaign. It was well received and we were delighted by how many people got behind the initiative. We would like to thank Life for a Life Memorial Forests, WillMow Reclamation & Salvage Ltd, Howard's Domestic, and our army of volunteers for all their support in helping to get the new campaign off the ground. In our first year, we collected 138 trees which were all recycled by Oldham Council, and raised just over £2,000 for patient care.

Dr Kershaw's Hospice Friends continued to give generously with over £22,323 donated within the year to support clinical services.

Over £237,000 was raised by the Community throughout the year, and our sincere thanks go to everyone who supported us including, but not limited to; Ambrose Nursery, Booths Garden Centre, Brooklands Private Day Nursery, Co-op Group, Co-op Royton, Daisy Nook Garden Centre, Firbank Primary School, Halfway House Royton, Kidz Matter Nursery, Mossley Cancer Committee, Newbank Garden Centre, OCL Saddleworth, Oldham Assembly, Oldham Athletic Football Club, Oldham & District Ladies Bowling League, Pike Fold Golf Club, Rotary Club of Oldham, Saddleworth Old School Tractor Group, St Martins C of E Primary School, The Oddfellows, Thorp Primary School, Tymbuktu Health and Beauty Clinic, Whitegate End Primary School, and the White Lion Inn.

Marketing & Communications.

Our Communications Team continues to focus on dynamic, digitally driven communications; drawing on online activities, using patients and their families' stories, and dispelling the myths surrounding Hospices.

Online support has increased throughout the year with engagement and followers on Facebook, X, Instagram, LinkedIn, and YouTube increasing. The Hospice has continued with its weekly page in the Oldham Times, featuring key updates and stories on

patient care. Coverage has also been included in the local press and on the radio, including The Oldham Times, Oldham Reporter, The Oldham Chronicle (online), Saddleworth Monthly, Saddleworth Life, Saddleworth Independent, Manchester Evening News and Oldham Community Radio 99.7FM.

Many thanks to all local media for their support with special thanks to the Oldham Times and Oldham Community Radio 99.7FM for their continued support of the Hospice.

Strategic Report & Financial Review.

Financial Review.

The Statutory Accounts for the year ended 31st March 2024, have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019), and comply with all statutory requirements. Following the appointment of the Hospice's Accountants and External Auditors, Chadwick & Company Chartered Accountants, both the format and content of the Statutory Accounts embrace the advice and recommendations of our Auditors.

The overall net increase in funds was £1,306,260 (2023: 160,114).

The Hospice's principal sources of income are donations, legacies, NHS income, our retail outlets, fundraising, lottery and trading surpluses. A total income of £5,840,084 was achieved in the current financial year – an increase on the previous financial year of 28%.

The Hospice recognises, and would like to give special thanks to Greater Manchester Integrated Care who continue to support the Hospice, and contributed £2,327,309 to Dr Kershaw's. These funds are secured through our block contract to support both our Inpatient Unit and Hospice at Home services. Greater Manchester Integrated Care additionally continue to support further care in the community provided by our Caring Hands Domiciliary Service.

Legacies received for the year-ended 31st March 2024 totalled £1,196,885. This is an increase of £673,391 (2023: £523,494). Whilst this is higher than the long-term average, the figure includes a substantial legacy of £537,500 within the year.

Dr Kershaw's Lottery continued to performed well and contributions to patient care were £360,000 of regular monthly transfers and an additional one-off transfer of £324,000.

The Hospice continued to see increases in the cost of goods and services, with an increased spend of £488,384 a rise of 11% to the previous financial year. This primarily reflects cost of living impacts on both staff and non-staff costs alike.

As of 31st March 2024, the funds balance of the Hospice sits at £11.850m. A detailed analysis of funds held can be found in notes 22 to 25 in the Hospices Statutory Accounts.

The Hospice would like to express its sincere thanks and appreciation to everyone who contributes to our running. Whether this be in time, gifts or monetary donations. The work we do would not be possible without our loyal supporters.

Investments.

Following a tendering exercise, RBC Brewin Dolphin were appointed as Fund Managers in December 2022. Financial Assets, primarily backing the Reserves of the Hospice, were subsequently transferred into a balanced, medium risk Investment Portfolio which over the longer term will generate returns which can be used to further advance the aims of the Hospice.

The Investment Portfolio is managed and monitored on behalf of the Board of Trustees by the Finance Resourcing Steering Group.

Change in the market valuation of the Investment Portfolio are recorded within Other Recognised

Gains and Losses. For the year ended 31st March 2024 this was a net gain of £336,293 (2023: loss of £31,500). The year to March 2024 has been very different. Economic growth was far more resilient than predicted, inflation began to ebb away and central banks have taken their foot off the interest rate hiking pedal. Interest rate rises quickly turned into expectation around interest rate cuts. Enthusiasm also started to bubble around AI and the transformation power it holds. This was quickly reflected in the shares of technology companies across the world, and that strength spread to global investment markets.



Financial Review.

Reserves.

A Statement of Unrestricted Funds is shown in Note 22 of the Statutory Accounts. During the year, the Trustees reviewed the reserves policy and set out the criteria required to hold designated reserves going forward.

Firstly, an *Absolute Minimum level of Free Reserves* will be held, equal to the funds required to ensure the orderly closure of the Hospice. This includes the fulfilment of all financial obligations, predominantly but not limited to staff notice/redundancy and lease commitments.

Secondly, the Hospice designates an element of its reserves to ensure the resilience and continuity of its core operations. To include both provision for a period of loss making, arising from, for example, a shortfall in income and secondly, to fund essential expenditure required over a 3-year period (e.g. repairs, equipment replacement and building works).

Thirdly, remaining free reserves are available for designation into the *Development and Maintenance Fund*. This will provide the financial resources to further develop services in line with the Hospice's strategic objectives.

Reserves in excess of that designated, are available to spend on any of the charity's purposes and further enable the Hospice to meet its financial commitments and obligations. This excludes all fixed assets, restricted and designated funds.

Note 22 of the Statutory Accounts provides further detail around the *Designated Funds* of the Hospice.



Financial and Reputational Risk.

Dr Kershaw's Hospice recognises the risks associated with the nature of its operating activities. There have always been uncertainties, the only predictable income the Hospice receives is from our Commissioning Partners. Non-commissioned and voluntary income is more difficult to budget for. The impact of COVID-19, the current cost of living crisis and high inflationary environment means that the Hospice now operates in a different, more volatile and possibly riskier environment.

The Hospice is pro-active in mitigating these risks via its Risk Management process. The Senior Management Team meet regularly to discuss current and potential risks, and put controls in place to mitigate these. Our main external risk, and this is reflected as the highest risk on our Risk Register, is that of Cyber Crime / Attack. Dr Kershaw's Hospice continues to work very closely with its partnering Hospices, and has for a number of years held a Service Level Agreement with St Ann's Hospice to secure the invaluable skills of their Data Protection Officer.

Statement of Board of Trustees' Responsibilities for the Financial Statements.

The Trustees are responsible for preparing the Trustees Report and the Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Board of 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 Charity Statements of Recommended Practice (SORP);
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity company will continue in business.

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

So far as the Trustees are aware, there is no relevant information (as defined by section 418 of the Companies Act 2006) of which the charitable companies' auditors are unaware, and each Trustee has taken all steps necessary in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.



Dr Kershaw's Trustees 2023/24.

Statement of Board of Trustees' Responsibilities for the Financial Statements.

Public Benefit Statement.

In setting our objectives and planning our services, the Trustees of Dr Kershaw's Hospice have considered the Charity Commission's general guidance on public benefit. Dr Kershaw's Hospice provides hospice services free of charge to those individuals aged over

18 years with life-limiting illness living in the Oldham Borough. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Charitable Purpose & Social Investment Policies.

To promote the relief of illness and suffering in such ways as the Trustees think fit:

(1) by establishing, maintaining and conducting residential nursing and convalescent homes for the reception and care of persons of either sex who are suffering at any age from any chronic or terminal illness or from any disability or disease attributable to old age or from any other physical or mental infirmity, disability or disease and so that any such home may be restricted as aforesaid to patients suffering from any particular type or types of illness, disability or infirmity and by providing medical or other treatment or attention for any such persons as aforesaid in their own home;

(2) by conducting and promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from cancer or terminal illnesses and by providing for the dissemination of the results of such research;

(3) by promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery or nursing or allied services.




Auditors.

In accordance with the company's articles, a resolution proposing that Chadwick & Company (Manchester) Limited, be reappointed as auditors of Dr Kershaw's Hospice, will be put to the Board of Trustees at the Annual General Meeting.

Approval.

The Trustees report including Accounts and Strategic Review was approved by the Trustees on 4 October 2024, and signed on their behalf by:



NAME: Rachel Damianou
POSITION: COMPANY SECRETARY



NAME: Paul Cook
POSITION: CHAIR / TRUSTEE



NAME: Jonathan Lipton
POSITION: VICE CHAIR / TRUSTEE



“The nurses were so professional, so gentle, so calm, so loving and caring to us, and we are totally grateful to them for sharing the saddest part of our lives. We are thankful to the team for my husband’s peaceful passing, they put everything in place so he could fulfil his final wish to die at home.”

**Dr Kershaw's Hospice
would like to express
its sincere thanks and
gratitude to everyone
who fundraised,
supported, or donated
to the Hospice during
the past year. Your
generosity enables
the Hospice to remain
open and provide free,
quality, specialist care
to our local community.
On behalf of all our
staff, patients, and
their families we
THANK YOU!**





DR KERSHAW'S HOSPICE

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF DR KERSHAW'S HOSPICE

Opinion

We have audited the financial statements of Dr Kershaw's Hospice (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. 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 course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the strategic and directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

DR KERSHAW'S HOSPICE

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF DR KERSHAW'S HOSPICE

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 strategic report or the directors' report included within the trustees' 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.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

- At the planning stage of the audit we gain an understanding of the laws and regulations which apply to the Group and how management seek to comply with them. This helps us to make appropriate risk assessments.
- The principal risks of non-compliance with laws and regulations which we identified as being significant to the company related to UK Financial Reporting Standards, Company Law, Charity Law, UK Tax Legislation and Health & Safety regulations.
- During the audit we focus on relevant risk areas and review compliance with laws and regulations through making relevant enquiries and corroboration by, for example, reviewing Trustees Minutes and other documentation.
- We assess the risk of material misstatement in the financial statements including as a result of fraud and undertake procedures including:
 - I. Review of controls set in place by management
 - II. Enquiry of management as to whether they consider fraud or other irregularities may have occurred or where such opportunity might exist
 - III. Challenge of management assumptions with regard to accounting estimates
 - IV. Identification and testing of journal entries, particularly those which may appear to be unusual by size or nature.

DR KERSHAW'S HOSPICE

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF DR KERSHAW'S HOSPICE

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulations. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

**Michael Royle BA(Hons)FCA (Senior Statutory Auditor)
for and on behalf of Chadwick & Company (Manchester) Limited**

**Chartered Accountants
Statutory Auditors
Capital House
272 Manchester Road
Droylsden
Manchester
M43 6PW**

7 October 2024

DR KERSHAW'S HOSPICE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

| | | Unrestricted funds 2024 | Restricted funds 2024 | Total 2024 | Unrestricted funds 2023 | Restricted funds 2023 | Total 2023 |
|---------------------------------------|-------|-------------------------------|-----------------------------|-------------------|-------------------------------|-----------------------------|-------------------|
| | Notes | £ | £ | £ | £ | £ | £ |
| Income and endowments from: | | | | | | | |
| Donations and legacies | 2 | 1,783,401 | 34,672 | 1,818,073 | 1,084,183 | 41,572 | 1,125,755 |
| Charitable activities | 3 | 2,575,418 | - | 2,575,418 | 2,026,485 | - | 2,026,485 |
| Other trading activities | 4 | 1,320,577 | - | 1,320,577 | 1,352,700 | - | 1,352,700 |
| Investments | 5 | 74,994 | 8,722 | 83,716 | 29,353 | 568 | 29,921 |
| Other income | 6 | 42,300 | - | 42,300 | 38,475 | - | 38,475 |
| Total income | | 5,796,690 | 43,394 | 5,840,084 | 4,531,196 | 42,140 | 4,573,336 |
| Expenditure on: | | | | | | | |
| Raising funds | 7 | 838,294 | - | 838,294 | 637,051 | - | 637,051 |
| Charitable activities | 8 | 3,841,566 | 190,257 | 4,031,823 | 3,559,694 | 184,988 | 3,744,682 |
| Total expenditure | | 4,679,860 | 190,257 | 4,870,117 | 4,196,745 | 184,988 | 4,381,733 |
| Net gains/(losses) on investments | 14 | 298,303 | 37,990 | 336,293 | (39,382) | 7,893 | (31,489) |
| Net income/(expenditure) | | 1,415,133 | (108,873) | 1,306,260 | 295,069 | (134,955) | 160,114 |
| Transfers between funds | | - | - | - | (49,339) | 49,339 | - |
| Net movement in funds | 10 | 1,415,133 | (108,873) | 1,306,260 | 245,730 | (85,616) | 160,114 |
| Reconciliation of funds: | | | | | | | |
| Fund balances at 1 April 2023 | | 5,956,893 | 4,586,882 | 10,543,775 | 5,711,163 | 4,672,498 | 10,383,661 |
| Fund balances at 31 March 2024 | | 7,372,026 | 4,478,009 | 11,850,035 | 5,956,893 | 4,586,882 | 10,543,775 |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.


DR KERSHAW'S HOSPICE


BALANCE SHEET

AS AT 31 MARCH 2024

| | | 2024 | | 2023 | |
|---|-------|------------------|-------------------|------------------|-------------------|
| | Notes | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 16 | | 4,065,777 | | 4,129,584 |
| Investments | 17 | | 3,951,879 | | 3,111,906 |
| | | | <u>8,017,656</u> | | <u>7,241,490</u> |
| Current assets | | | | | |
| Debtors | 18 | 1,412,796 | | 679,901 | |
| Cash at bank and in hand | | 2,623,595 | | 2,986,734 | |
| | | <u>4,036,391</u> | | <u>3,666,635</u> | |
| Creditors: amounts falling due within one year | 19 | (204,012) | | (364,350) | |
| Net current assets | | | <u>3,832,379</u> | | <u>3,302,285</u> |
| Total assets less current liabilities | | | <u>11,850,035</u> | | <u>10,543,775</u> |
| The funds of the charity | | | | | |
| Restricted income funds | 21 | | 4,478,009 | | 4,586,882 |
| Unrestricted funds | 22 | | 7,372,026 | | 5,956,893 |
| | | | <u>11,850,035</u> | | <u>10,543,775</u> |

The financial statements were approved by the trustees on 4 October 2024


Dr P. Cook
Trustee


R. Damianou
Trustee

Company registration number 05221414 (England and Wales)

DR KERSHAW'S HOSPICE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

| | Notes | 2024 £ | £ | 2023 £ | £ |
|--|-------|-----------|------------------|-------------|--------------------|
| Cash flows from operating activities | | | | | |
| Cash generated from operations | 27 | | 211,846 | | 466,699 |
| Investing activities | | | | | |
| Purchase of tangible fixed assets | | (155,021) | | (88,625) | |
| Purchase of investments | | (503,680) | | (3,111,171) | |
| Investment income received | | 83,716 | | 29,921 | |
| Net cash used in investing activities | | | <u>(574,985)</u> | | <u>(3,169,875)</u> |
| Net decrease in cash and cash equivalents | | | <u>(363,139)</u> | | <u>(2,703,176)</u> |
| Cash and cash equivalents at beginning of year | | | 2,986,734 | | 5,689,910 |
| Cash and cash equivalents at end of year | | | <u>2,623,595</u> | | <u>2,986,734</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Dr Kershaw's Hospice is a private company limited by guarantee incorporated in England and Wales. The registered office is Turf Lane, Royton, Oldham, Lancashire, OL2 6EU. In the event of the charity being wound up, the liability in respect of the guarantee is limited £10 per member of the charity.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

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 and grants which have been specified by the donor to be solely used for particular areas of the Hospice's work.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Grants of a capital nature are treated as deferred credits and credited through the Statement of Financial Activities over the estimated use of the relevant fixed assets.

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

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

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

- In-patient care
- Medical services
- Day-care
- Hospice at home
- Caring Hands

The charity is registered for VAT and is able to recover input VAT on the majority of its activities. The charity operates VAT under partial exemption. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Costs of raising funds includes expenditure incurred in generating donations, arranging, organising and participation in funding events; costs of operating the charity shops.

Support costs are those functions that assist the work the charity but do not directly undertake charitable activities. Support costs include staff and overhead costs for finance, governance and general overheads.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|------------------------------|--------------------------|
| Leasehold improvements | Over length of the lease |
| Fixtures and fittings | 20% straight line |
| Motor vehicles | 25% reducing balance |
| Long term leasehold property | Revaluation basis |

Leasehold improvements comprise all improvements made to the main hospice site at Turf Lane, Royton, including the new in-patient unit and Barras legacy gardens.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

The long term leasehold property value is confirmed by the board of trustees each year. Professional revaluations are performed with sufficient regularity such that the carrying amount does not differ materially from that which could be determined using fair values at the reporting end date.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Shares in the trading subsidiary are carried at cost.

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Stocks

Goods donated to the Hospice shops are principally given as gift aid donations. When the goods are sold the value realised is communicated to the donor to confirm it is their wish that the receipt be retained by the Hospice as a gift aided donation. Accordingly, stock held has no value because the charity only has control over the value and income when the donation is confirmed by the donor.

1.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments

The Hospice 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.

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.13 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.14 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.15 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

2 Donations and legacies

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ |
|----------------------------|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
| Donations and gifts | 567,349 | 19,672 | 587,021 | 560,689 | 20,243 | 580,932 |
| Legacies receivable | 1,196,885 | - | 1,196,885 | 523,494 | - | 523,494 |
| Grants receivable | 19,167 | 15,000 | 34,167 | - | 21,329 | 21,329 |
| | <u>1,783,401</u> | <u>34,672</u> | <u>1,818,073</u> | <u>1,084,183</u> | <u>41,572</u> | <u>1,125,755</u> |
| Donations and gifts | | | | | | |
| General donations | 305,991 | 12,894 | 318,885 | 332,733 | 15,535 | 348,268 |
| In memoriam | 191,966 | - | 191,966 | 159,720 | - | 159,720 |
| Friends of the Hospice | 18,454 | - | 18,454 | 21,517 | - | 21,517 |
| Income tax recoverable | 50,938 | - | 50,938 | 46,719 | - | 46,719 |
| Keira's Wishes | - | 4,418 | 4,418 | - | 4,708 | 4,708 |
| Rebecca Taylor | - | 2,360 | 2,360 | - | - | - |
| | <u>567,349</u> | <u>19,672</u> | <u>587,021</u> | <u>560,689</u> | <u>20,243</u> | <u>580,932</u> |
| Legacies receivable | | | | | | |
| Other | 1,196,885 | - | 1,196,885 | 523,494 | - | 523,494 |
| | <u>1,196,885</u> | <u>-</u> | <u>1,196,885</u> | <u>523,494</u> | <u>-</u> | <u>523,494</u> |
| Grants receivable | | | | | | |
| Other grants | 19,167 | 15,000 | 34,167 | - | 21,329 | 21,329 |
| | <u>19,167</u> | <u>15,000</u> | <u>34,167</u> | <u>-</u> | <u>21,329</u> | <u>21,329</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

3 Charitable activities

| | In-patient Care 2024 £ | Hospice at Home 2024 £ | Caring Hands 2024 £ | Total 2024 £ | In-patient Care 2023 £ | Hospice at Home 2023 £ | Caring Hands 2023 £ | Total 2023 £ |
|--------------------|---------------------------------|---------------------------------|------------------------------|--------------------|---------------------------------|---------------------------------|------------------------------|--------------------|
| Government funding | <u>1,968,290</u> | <u>359,019</u> | <u>248,109</u> | <u>2,575,418</u> | <u>1,450,851</u> | <u>350,572</u> | <u>225,062</u> | <u>2,026,485</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

4 Income from other trading activities

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|--------------------------|------------------------------------|------------------------------------|
| Fundraising events | 63,729 | 37,037 |
| Shop income | 572,848 | 455,663 |
| Hospice lottery | 684,000 | 860,000 |
| Other trading activities | <u>1,320,577</u> | <u>1,352,700</u> |

5 Investments

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ |
|----------------------|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
| Dividends | 59,315 | 7,925 | 67,240 | 7,413 | 568 | 7,981 |
| Investments interest | 15,589 | 796 | 16,385 | 19,783 | - | 19,783 |
| Bank interest | 90 | 1 | 91 | 2,157 | - | 2,157 |
| | <u>74,994</u> | <u>8,722</u> | <u>83,716</u> | <u>29,353</u> | <u>568</u> | <u>29,921</u> |

6 Other income

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|-----------|------------------------------------|------------------------------------|
| Room hire | 23,468 | 16,330 |
| Training | 18,832 | 22,145 |
| | <u>42,300</u> | <u>38,475</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

7 Expenditure on raising funds

| | Unrestricted funds 2024 £ | Unrestricted funds 2023 £ |
|----------------------------------|------------------------------------|------------------------------------|
| Fundraising and publicity | | |
| Staging fundraising events | 55,539 | 38,357 |
| Other fundraising costs | 15,347 | 9,001 |
| Staff costs | 279,887 | 216,621 |
| | <u>350,773</u> | <u>263,979</u> |
| Trading costs | | |
| Operating charity shops | 176,315 | 143,525 |
| Other trading activities | 48,161 | 23,759 |
| Staff costs | 263,045 | 205,788 |
| | <u>487,521</u> | <u>373,072</u> |
| Total costs | <u>838,294</u> | <u>637,051</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

8 Charitable activities

| | In-patient Care 2024 £ | Medical Services 2024 £ | Daycare / Wellbeing 2024 £ | Hospice at Home 2024 £ | Caring Hands 2024 £ | Total 2024 £ | Total 2023 £ |
|--|---------------------------------|----------------------------------|-------------------------------------|---------------------------------|------------------------------|--------------------|--------------------|
| Staff costs | 1,588,800 | 476,526 | 230,306 | 269,884 | 487,826 | 3,053,342 | 2,841,439 |
| Other direct costs | 34,176 | 18 | 25,221 | 6,983 | 14,825 | 81,223 | 76,163 |
| Medical costs | 54,014 | - | - | - | - | 54,014 | 42,402 |
| | <u>1,676,990</u> | <u>476,544</u> | <u>255,527</u> | <u>276,867</u> | <u>502,651</u> | <u>3,188,579</u> | <u>2,960,004</u> |
| Share of support costs (see note 9) | 431,676 | 129,472 | 62,574 | 73,328 | 132,543 | 829,593 | 762,317 |
| Share of governance costs (see note 9) | 7,103 | 2,130 | 1,030 | 1,207 | 2,181 | 13,651 | 22,361 |
| | <u>2,115,769</u> | <u>608,146</u> | <u>319,131</u> | <u>351,402</u> | <u>637,375</u> | <u>4,031,823</u> | <u>3,744,682</u> |
| Analysis by fund | | | | | | | |
| Unrestricted funds | 2,026,021 | 581,647 | 287,257 | 336,394 | 610,247 | 3,841,566 | 3,559,694 |
| Restricted funds | 89,748 | 26,499 | 31,874 | 15,008 | 27,128 | 190,257 | 184,988 |
| | <u>2,115,769</u> | <u>608,146</u> | <u>319,131</u> | <u>351,402</u> | <u>637,375</u> | <u>4,031,823</u> | <u>3,744,682</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

8 Charitable activities

(Continued)

For the year ended 31 March 2023

| | In-patient Care £ | Medical Services £ | Daycare / Wellbeing £ | Hospice at Home £ | Caring Hands £ | Total 2023 £ |
|--|-------------------------|--------------------------|-----------------------------|-------------------------|----------------------|--------------------|
| Staff costs | 1,369,200 | 375,701 | 171,418 | 354,689 | 570,431 | 2,841,439 |
| Other direct costs | 44,176 | 1,500 | 10,753 | 5,287 | 14,447 | 76,163 |
| Medical costs | 42,402 | - | - | - | - | 42,402 |
| | <u>1,455,778</u> | <u>377,201</u> | <u>182,171</u> | <u>359,976</u> | <u>584,878</u> | <u>2,960,004</u> |
| Share of support costs (see note 9) | 367,192 | 101,178 | 46,151 | 95,417 | 152,379 | 762,317 |
| Share of governance costs (see note 9) | 10,771 | 2,967 | 1,354 | 2,799 | 4,470 | 22,361 |
| | <u>1,833,741</u> | <u>481,346</u> | <u>229,676</u> | <u>458,192</u> | <u>741,727</u> | <u>3,744,682</u> |
| Analysis by fund | | | | | | |
| Unrestricted funds | 1,752,898 | 460,011 | 212,153 | 438,072 | 696,560 | 3,559,694 |
| Restricted funds | 80,843 | 21,335 | 17,523 | 20,120 | 45,167 | 184,988 |
| | <u>1,833,741</u> | <u>481,346</u> | <u>229,676</u> | <u>458,192</u> | <u>741,727</u> | <u>3,744,682</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

9 Support costs allocated to activities

| | 2024 £ | 2023 £ |
|------------------------------------|----------------|----------------|
| Staff costs | 201,554 | 209,950 |
| Depreciation | 218,828 | 192,061 |
| Support direct costs | 103,395 | 93,420 |
| Support equipment & premises costs | 305,817 | 266,886 |
| Governance costs | 13,650 | 22,361 |
| | <u>843,244</u> | <u>784,678</u> |

Analysed between:

| | | |
|---------------------|----------------|----------------|
| In-patient Care | 438,779 | 377,963 |
| Medical Services | 131,602 | 104,145 |
| Daycare / Wellbeing | 63,604 | 47,505 |
| Hospice at Home | 74,535 | 98,216 |
| Caring Hands | 134,724 | 156,849 |
| | <u>843,244</u> | <u>784,678</u> |

Governance costs comprise:

| | 2024 £ | 2023 £ |
|------------------------|---------------|---------------|
| Audit fees | 12,000 | 11,000 |
| Legal and professional | 1,650 | 11,361 |
| | <u>13,650</u> | <u>22,361</u> |

Support and governance costs are allocated between the various charitable activities, based on the number of staff operating within that function of the charity.

10 Net movement in funds

| | 2024 £ | 2023 £ |
|--|----------------|----------------|
| Net movement in funds is stated after charging/(crediting) | | |
| Depreciation of owned tangible fixed assets | 218,828 | 192,061 |
| Operating lease charges | 90,328 | 94,376 |
| | <u>309,156</u> | <u>286,437</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

11 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

| Fees payable to the charity's auditor and associates: | 2024 | 2023 |
|--|-------------|-------------|
| | £ | £ |
| Audit of the charity's annual accounts | 12,000 | 11,000 |
| Non-audit services | | |
| Payroll services | - | 1,200 |

12 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits in their role as trustees, or reimbursement of expenses from the charity during the year.

13 Employees

The average monthly number of employees during the year was:

| | 2024 | 2023 |
|----------------------------|---------------|---------------|
| | Number | Number |
| Direct charitable services | 61 | 59 |
| Fundraising services | 21 | 21 |
| Support services | 30 | 30 |
| Total | 112 | 110 |
| Employment costs | 2024 | 2023 |
| | £ | £ |
| Wages and salaries | 3,797,828 | 3,473,798 |

Volunteers continued to support us and contributed 34,759 hours of their time, equating to a staff cost saving of £360,000 (2023 - 30,914 hours, saving of £315,000).

The full time equivalent average monthly head count was 81 (2023: 84).

The number of employees whose annual remuneration was more than £60,000 is as follows:

| | 2024 | 2023 |
|---------------------|---------------|---------------|
| | Number | Number |
| £70,001 - £80,000 | 2 | 3 |
| £90,001 - £100,000 | - | 1 |
| £150,000 - £160,000 | 1 | - |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

13 Employees

(Continued)

Remuneration of key management personnel

The remuneration of key management personnel, including employers NI and pension contributions is as follows.

| | 2024 £ | 2023 £ |
|------------------------|----------------|----------------|
| Aggregate compensation | <u>446,690</u> | <u>479,968</u> |

The Hospice considers that the key management personnel comprise the Trustees and the Senior Management Team - who currently are the Chief Executive Officer, Medical Director, Director of Clinical Services, Director of Quality and Governance, Director of Finance, Director of Income Development and Marketing.

14 Gains and losses on investments

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ |
|----------------------------|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
| Gains/(losses) arising on: | | | | | | |
| Revaluation of investments | <u>298,303</u> | <u>37,990</u> | <u>336,293</u> | <u>(39,382)</u> | <u>7,893</u> | <u>(31,489)</u> |

15 Taxation

The charity is exempt from Corporation Tax in line with paragraph 1 of Schedule 6 of the Finance Act 2010.

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

16 Tangible fixed assets

| | Leasehold improvements | Leasehold improvements post 2002 | Fixtures and fittings | Motor vehicles | Long term leasehold property | Leasehold improvement projects | Barras legacy garden | Total |
|------------------------------------|------------------------|----------------------------------|-----------------------|----------------|------------------------------|--------------------------------|----------------------|-----------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| Cost or valuation | | | | | | | | |
| At 1 April 2023 | 540,693 | 2,644,406 | 347,227 | 32,380 | 124,000 | 2,971,081 | 217,871 | 6,877,658 |
| Additions | - | - | 122,076 | 12,000 | - | 2,000 | 18,945 | 155,021 |
| At 31 March 2024 | 540,693 | 2,644,406 | 469,303 | 44,380 | 124,000 | 2,973,081 | 236,816 | 7,032,679 |
| Depreciation and impairment | | | | | | | | |
| At 1 April 2023 | 540,693 | 1,674,701 | 274,137 | 32,028 | - | 218,322 | 8,193 | 2,748,074 |
| Depreciation charged in the year | - | 38,789 | 57,878 | 3,088 | - | 110,190 | 8,883 | 218,828 |
| At 31 March 2024 | 540,693 | 1,713,490 | 332,015 | 35,116 | - | 328,512 | 17,076 | 2,966,902 |
| Carrying amount | | | | | | | | |
| At 31 March 2024 | - | 930,916 | 137,288 | 9,264 | 124,000 | 2,644,569 | 219,740 | 4,065,777 |
| At 31 March 2023 | - | 969,705 | 73,090 | 352 | 124,000 | 2,752,760 | 209,677 | 4,129,584 |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

16 Tangible fixed assets

(Continued)

Leasehold improvements - represents expenses incurred on the main hospice property at Turf Lane, Royton, prior to obtaining a lease on the premises. Accordingly, all expenditure in the Oldham Hospice Appeal during the years ending on 30 September 2001 was written off as incurred. From 1 October 2001 the Oldham Hospice Appeal occupied the property under a lease with the Pennine Acute Hospital Trust (formerly the Oldham NHS Trust) for a period of 25 years at a peppercorn rent, due to expire October 2025. However, as the directors wished to carry out a major rebuild, further negotiations took place during 2018 and a new lease was signed on 29 March 2018, for a further 30 years with a view to two subsequent 30-year extensions.

Leasehold improvements post 2002 - represents costs incurred on the main hospice property from 2002 onwards by The Oldham Hospice Appeal and Dr. Kershaw's Hospice towards which the hospice has received grants and other financial assistance. The net book value of this asset equates to the restricted leased building fund reserve. The costs and the reserves will be depreciated/amortised over the remaining committed lease period.

Long term leasehold property - is the building owned by the Hospice and used as part of the Shaw shop at 50 Market Street, Shaw. The property was last revalued by Breakey & Nuttall, Chartered Surveyors, on 4 November 2022.

Leasehold improvement projects - represents costs incurred on the IPU, reception, car park and modular unit. The costs and the reserves will be depreciated/amortised over the remaining committed lease period.

Barras legacy garden - represents costs to create a memorial garden, funded through the Barras legacy. The costs and the reserves will be depreciated/amortised over the remaining committed lease period.

17 Fixed asset investments

| | Listed investments £ | Cash in portfolio £ | Other investments £ | Total £ |
|--------------------------|----------------------------|---------------------------|---------------------------|------------------|
| Cost or valuation | | | | |
| At 1 April 2023 | 3,042,032 | 69,774 | 100 | 3,111,906 |
| Additions | 500,000 | - | - | 500,000 |
| Valuation changes | 336,294 | - | - | 336,294 |
| Cash movements | 22,764 | (19,085) | - | 3,679 |
| | <u>3,901,090</u> | <u>50,689</u> | <u>100</u> | <u>3,951,879</u> |
| Carrying amount | | | | |
| At 31 March 2024 | 3,901,090 | 50,689 | 100 | 3,951,879 |
| | <u>3,042,032</u> | <u>69,774</u> | <u>100</u> | <u>3,111,906</u> |
| At 31 March 2023 | 3,042,032 | 69,774 | 100 | 3,111,906 |

The Hospice invests in a mixture of Fixed Interest deposits, Securities and Equities. Investment performance is monitored on behalf of the Board of Trustees by the Financial Resource Steering Group (FRSG).

FRSG are responsible for the ongoing review of the Investment Policy statement, monitoring the cashflows of the Hospice and maintaining liquidity required to fund operations.

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

| | | (Continued) | |
|--|-------|------------------|------------------|
| | | 2024 | 2023 |
| | Notes | £ | £ |
| 17 Fixed asset investments | | | |
| Other investments comprise: | | | |
| Investments in subsidiaries | 26 | 100 | 100 |
| | | <u>100</u> | <u>100</u> |
| Investments at fair value comprise: | | 2024 | 2023 |
| | | £ | £ |
| Corporate bonds - cost £25,000 | | 26,876 | (29,949) |
| Investment shares bequested | | 1,698 | (1,910) |
| Brewin Dolphin RBC investments | | 3,923,205 | 3,079,947 |
| | | <u>3,951,779</u> | <u>3,111,806</u> |
| 18 Debtors | | 2024 | 2023 |
| | | £ | £ |
| Amounts falling due within one year: | | | |
| Trade debtors | | 751,165 | 270,915 |
| Amounts owed by subsidiary undertakings | | 41,652 | 57,779 |
| Other debtors | | 73,589 | 36,463 |
| Prepayments and accrued income | | 546,390 | 314,744 |
| | | <u>1,412,796</u> | <u>679,901</u> |
| 19 Creditors: amounts falling due within one year | | 2024 | 2023 |
| | | £ | £ |
| Trade creditors | | 44,539 | 52,643 |
| Other taxation and social security | | 87,511 | 62,594 |
| Other creditors | | 23,246 | 46,105 |
| Accruals and deferred income | | 48,716 | 203,008 |
| | | <u>204,012</u> | <u>364,350</u> |
| 20 Retirement benefit schemes | | | |

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £270,010 (2023 - £232,562).

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

21 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

| | At 1 April 2023 £ | Incoming resources £ | Resources expended £ | Transfers £ | Gains and losses £ | At 31 March 2024 £ |
|----------------------------|----------------------------------|-------------------------------------|-------------------------------------|------------------------|-----------------------------------|-----------------------------------|
| Restricted capital funds | 3,932,140 | - | (157,783) | 18,945 | - | 3,793,302 |
| Keira's Wishes | 40,208 | 4,418 | (1,336) | - | - | 43,290 |
| Rebecca Taylor fundraising | 10,800 | 17,360 | (16,210) | - | - | 11,950 |
| Barras legacy garden | 588,261 | 8,722 | (11,803) | (18,945) | 37,990 | 604,225 |
| Other restricted funds | 15,473 | 12,894 | (3,125) | - | - | 25,242 |
| | <u>4,586,882</u> | <u>43,394</u> | <u>(190,257)</u> | <u>-</u> | <u>37,990</u> | <u>4,478,009</u> |
| Previous year: | At 1 April 2022 £ | Incoming resources £ | Resources expended £ | Transfers £ | Gains and losses £ | At 31 March 2023 £ |
| Restricted capital funds | 4,000,609 | - | (157,092) | 88,625 | - | 3,932,142 |
| Keira's Wishes | 36,209 | 4,708 | (710) | - | - | 40,207 |
| Rebecca Taylor Fundraising | 12,943 | - | (2,143) | - | - | 10,800 |
| Barras legacy garden | 622,737 | 568 | (3,652) | (39,286) | 7,893 | 588,260 |
| Other restricted funds | - | 36,864 | (21,391) | - | - | 15,473 |
| | <u>4,672,498</u> | <u>42,140</u> | <u>(184,988)</u> | <u>49,339</u> | <u>7,893</u> | <u>4,586,882</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

22 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

| | At 1 April 2023 £ | Incoming resources £ | Resources expended £ | Transfers £ | Gains and losses £ | At 31 March 2024 £ |
|-----------------------|----------------------------------|-------------------------------------|-------------------------------------|------------------------|-----------------------------------|-----------------------------------|
| Development fund | 889,100 | - | - | - | - | 889,100 |
| Maintenance fund | 212,000 | - | - | 1,300,000 | - | 1,512,000 |
| Closure reserve | 1,700,756 | - | - | (49,996) | - | 1,650,760 |
| Adversity reserve | 608,400 | - | - | 4,125 | - | 612,525 |
| Income risk reserve | 1,545,200 | - | - | 193,800 | - | 1,739,000 |
| Revaluation reserve | 54,000 | - | - | - | - | 54,000 |
| General funds | 947,437 | 5,796,690 | (4,679,860) | (1,447,929) | 298,303 | 914,641 |
| | <u>5,956,893</u> | <u>5,796,690</u> | <u>(4,679,860)</u> | <u>-</u> | <u>298,303</u> | <u>7,372,026</u> |
| Previous year: | At 1 April 2022 £ | Incoming resources £ | Resources expended £ | Transfers £ | Gains and losses £ | At 31 March 2023 £ |
| Development fund | 1,000,000 | - | - | (110,900) | - | 889,100 |
| Maintenance fund | 700,000 | - | - | (488,000) | - | 212,000 |
| Closure reserve | 2,250,000 | - | - | (549,244) | - | 1,700,756 |
| Adversity reserve | - | - | - | 608,400 | - | 608,400 |
| Income risk reserve | - | - | - | 1,545,200 | - | 1,545,200 |
| Revaluation reserve | 54,000 | - | - | - | - | 54,000 |
| General funds | 1,707,163 | 4,531,196 | (4,196,745) | (1,054,795) | (39,382) | 947,437 |
| | <u>5,711,163</u> | <u>4,531,196</u> | <u>(4,196,745)</u> | <u>(49,339)</u> | <u>(39,382)</u> | <u>5,956,893</u> |

The Financial Resource Steering Group (FRSG) of the Board meets regularly to review the reserves policy and the criteria required to hold reserves on an ongoing basis. FRSG adopt the following principles, as set out in the Reserves Policy:

1. Firstly, reserves are allocated to fund the orderly closure of the Hospice.
2. Secondly, the Hospice allocates reserves to ensure the resilience and continuity of its core operations.
3. Remaining reserves are available for designation into the Development fund. This sets aside funds required to develop and improve services in line with the Hospice's strategic objectives.

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

22 Unrestricted funds

(Continued)

Development Fund

In 2023/2024, funds were allocated for the Hospice to invest in its infrastructure over a three year period. This initiative is still ongoing, ensuring continued improvements and upgrades to the hospice's facilities and services during the remaining years of the plan.

Maintenance Fund

Funds have been allocated to support the Hospice's estate strategy, which includes the ongoing maintenance of internal and external areas, as well as fixtures and fittings. These funds will also be used to address essential equipment needs on a rolling basis, ensuring the Hospice and retail shops remain fully operational and fit for purpose.

Closure Reserve

Sets funds aside to cover the orderly closure of the Hospice. Predominantly but not limited to staff notice/redundancy and lease commitments.

Adversity Reserve

Protects the Hospice against unplanned events. For 2024/25 this covers the risk of a material fall in the market valuation of the recently established Investment fund.

Income Risk Reserve

Sets funds aside to cover a fall in income levels, ensuring the activities of the Hospice can continue until income recovers or adjustments are made. The trustees consider a fallow income period of 2 years to be appropriate. Each income stream has been assessed and a reduction factor applied in each case.

23 Analysis of net assets between funds

| | Unrestricted funds | Restricted funds | Total | Unrestricted funds | Restricted funds | Total |
|--|--------------------|------------------|-------------------|--------------------|------------------|-------------------|
| | 2024 | 2024 | 2024 | 2023 | 2023 | 2023 |
| | £ | £ | £ | £ | £ | £ |
| Fund balances at 31 March 2024 are represented by: | | | | | | |
| Tangible assets | 272,472 | 3,793,305 | 4,065,777 | 197,442 | 3,932,142 | 4,129,584 |
| Investments | 3,510,207 | 441,672 | 3,951,879 | 2,703,445 | 408,461 | 3,111,906 |
| Current assets/(liabilities) | 3,589,347 | 243,032 | 3,832,379 | 3,056,005 | 246,280 | 3,302,285 |
| | <u>7,372,026</u> | <u>4,478,009</u> | <u>11,850,035</u> | <u>5,956,892</u> | <u>4,586,883</u> | <u>10,543,775</u> |

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

24 Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

| | 2024 £ | 2023 £ |
|----------------------------|----------------|----------------|
| Within one year | 91,094 | 86,994 |
| Between two and five years | 197,130 | 228,720 |
| In over five years | 69,542 | 92,792 |
| | <u>357,766</u> | <u>408,506</u> |

25 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

26 Subsidiaries

Details of the charity's subsidiaries at 31 March 2024 are as follows:

| Name of undertaking | Registered office | Nature of business | Class of shares held | % Held |
|--|-------------------|--------------------|----------------------|--------|
| Dr Kershaw's Hospice (Trading) Limited | England & Wales | Trading company | Ordinary | 100.00 |

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

| Name of undertaking | Profit(Loss) Transferred £ | Capital and Reserves £ |
|--|----------------------------------|------------------------------|
| Dr Kershaw's Hospice (Trading) Limited | - | 100 |

The trading subsidiary has not been consolidated within the accounts as it is not considered to be material to the overall results of the charity.

Unincorporated undertakings

Dr Kershaw's Hospice Lottery is related to the Hospice but is independently registered with and regulated by the Gambling Commission, with whom accounts are filed annually. The lottery exists solely to contribute surpluses to the Hospice and at 31 March 2024 had distributable reserves of £252,390 (2023: £487,240).

DR KERSHAW'S HOSPICE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

| 27. Cash generated from operations | 2024 £ | 2023 £ |
|---|----------------|----------------|
| Surplus for the year | 1,306,260 | 160,113 |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (83,716) | (29,921) |
| Fair value gains and losses on investments | (336,293) | 31,489 |
| Depreciation and impairment of tangible fixed assets | 218,828 | 192,061 |
| Movements in working capital: | | |
| (Increase)/decrease in debtors | (732,895) | 27,621 |
| (Decrease)/increase in creditors | (160,338) | 85,336 |
| Cash generated from operations | <u>211,846</u> | <u>466,699</u> |



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