

**Company Registered number: 04538433 England & Wales**  
**Charity Registered number: 1094677**

**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES  
AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021**

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**Trustees**

Dr Sean Elyan MB ChB, FRCP, FRCR - Chair	Andrew Goodall
Sarah Bamford – Resigned 5 May 2021	Tom McInerney
Tim Bodenham, Vice Chair – Resigned 12 April 2021	Giles Skevington-Pink - Appointed 2 February 2021
Louise Burgess - Appointed as Vice Chair from 5 May 2021	Emma Thomas
Christopher Daniels – Resigned 5 May 2021	Paul Tuck
Ashleigh Deal	

**Members**

Dr Sean Elyan MB ChB, FRCR	Jennifer Saunders
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**Chief Executive Officer**

Tina Seymour

**Senior Management Team**

CEO, Head of Partnership and Fleet, Head of Business Development and Fundraising, Finance Manager and Office Manager

**Company registered number**

04538433 (England and Wales)

**Charity registered number**

1094677

**Principal and Registered Office**

Kingscote, Priory Park, London Road, Tetbury, Gloucestershire, GL8 8HZ

**Patrons**

Derek Bell MBE	Nick Fry
David Brabham	Gloria Hunniford OBE
Ross Brawn OBE	Lady Maclaurin
Geoffrey Bray	Lady Moss
Martin Brundle	Sir Stirling Moss OBE (died 12 <sup>th</sup> April 2020)
Dr David English CBE MBE OSCA	David Richards CBE

**Honorary Life President**

Lord Ian MacLaurin

**Auditor**

Crowe U.K. LLP, 4<sup>th</sup> Floor, St James House, St James' Square, Cheltenham, Gloucestershire, GL50 3PR

**Bank**

The Co-operative Bank plc, 1 Balloon Street, Manchester, M60 4EP

**Solicitors**

Harrison Clark Rickerbys, Ellenborough House, Wellington Street, Cheltenham, Gloucestershire, GL50 1YD

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**WELCOME FROM THE CHAIR FOR THE YEAR ENDED 31 MARCH 2021**

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It gives me great pleasure to present the Trustees Annual Report and Financial Statements for the year ending 31<sup>st</sup> March 2021.

In what has been an incredibly challenging year for everyone, our team have worked tirelessly to ensure we continued, and extended, our support of the NHS across the country. Recognising the particular needs of patients requiring cancer care treatments delivered closer to home and in a safe environment during the pandemic, the senior management team have adapted and developed the service to NHS Trusts and patients in a time of extreme clinical need. In this financial year 2020/21, we helped 13 NHS Trust partners deliver patient care. As the effects of the pandemic on patient care became apparent, reserve and returned units were deployed on a short-term basis to three Trusts and an extra unit provided to one existing partnership Trust, increasing their use of the Mobile cancer care unit in these extraordinary times.

Our team have been nothing short of outstanding as they worked long hours to make sure we delivered on our promises to the NHS and lived up to the expectations of our supporters. We are incredibly proud of their achievements this year as they have battled with COVID-19, working from home, lockdowns and the implications for the delivery of our service and the success of our fundraising efforts.

We are enormously grateful to all the professional individuals and companies who support us in so many ways. Our wonderful corporate partners have contributed with fundraising material design and promotion, building our new website, running social media activity for us, supporting our finance and HR functions, providing training for our team, and insuring our pool cars. We really could not have achieved what we have without their support.

The support of our all donors, corporate partners, Foundations and Charitable Trusts has been fabulous and enabled us to report record income in FY 2020/2021. We would like to make a special mention of Bristol-Myers Squibb who have so generously supported us this year enabling us to accelerate our plans for the future and work towards launching our Generation 3 vehicle in autumn 2021.

I must extend a very special thank you to all of our supporters who make our work possible. The new and inventive way our supporters have found to raise funds for us in this unprecedented year of a global pandemic has been inspiring. Every hard-earned pound donated to our work has ensured we have been able to help as many NHS Trusts as possible – we are incredibly thankful for each and every person who has chosen to support us and proud of what we have achieved together this year.

Looking forward, we are incredibly excited that later in 2021 we will be able to increase the number and type of vehicles in our fleet, and upgrade some of the units in service currently. Our Generation 3 vehicle will be the first of its kind, providing more flexible accommodation and enabling the delivery of treatments and clinic consultations in the heart of harder to reach communities.

And finally, I want to personally extend heartfelt thanks to the Trustees of the charity who with intelligence, determination, dedication and devotion have helped support the team to take Hope for Tomorrow from strength to strength. Throughout my career as an NHS doctor I have never seen a better example of patient centred care and am proud to witness this vital work flourish.



**Dr Sean Elyan, MD, FRCP, FRCR, Chair, Hope for Tomorrow Board of Trustees**

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**TRUSTEES REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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The Trustees are delighted to present their annual report together with the financial statements for Hope for Tomorrow (the Charity) for the year ended 31<sup>st</sup> March 2021. The Trustees confirm that the annual report and financial statements of the Charity comply with the current statutory requirements, the requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102) (effective 1 January 2015). The Trustees' report satisfies the requirement for a director's report under company law.

Under section 383 of the Companies Act 2006 the Charity is defined as small and therefore is exempt from preparing the strategic report requirements of medium and large companies. However, the Trustees have adopted best practice disclosure within this report.

### **Hope for Tomorrow**

Hope for Tomorrow is a national charity which designed and launched the world's first Mobile Cancer Care Unit (MCCU) in Gloucestershire in February 2007.

Finding out that you have cancer is devastating. With treatment often being traumatic, time consuming and stressful and the associated practical and financial issues experienced by many patients and their families, it can be life-changing.

For the past 14 years we have been dedicated to bringing cancer treatment closer to patients' homes, reducing long travel distances, decreasing waiting times and avoiding the stresses and strains of busy Oncology Centres.

Our aim is to alleviate some of the stresses of cancer with our fleet of Cancer Care Units, and to develop new ways of working with our amazing NHS partners. Demand for our units and innovative solutions is increasing as we continue to meet the evolving needs of our NHS partners and their patients. Since introducing mobile cancer care to the world in 2007 our model has been replicated by others, and we are proud that we were the leaders in the field of bringing cancer care closer to home. Despite our size, we are delighted to be the largest provider of mobile cancer care in England. In a unique partnership we own and maintain the vehicles and they are operated by the local NHS Foundation Trust or major Oncology Centre. Each MCCU is given a name by one of our funders or supporters.

### **Strategy**

We understand the need to continuously review and plan for the future and in April 2019 we launched our new five-year strategy following research with partners, supporters, health experts and patients. This strategy sets out our renewed purpose and objectives for the short and medium term. As a team we are ready to deliver a set of solutions that change the way cancer patients receive their care.

### **Our Purpose**

Our purpose is to change the way cancer care is delivered.

### **Our Mission**

Our mission is to provide innovative, professional, person centred care for people on their cancer journey.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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## **Our Objectives**

The Charity's objects are restricted specifically, only for the public benefit for the relief of persons suffering from cancer and their families and dependants, and the advancement, study and treatment of cancer.

Our strategic objectives are to:

Grow the number of Mobile Cancer Care Units (MCCUs) sustainably and maximise their usage to serve more patients in more convenient locations;

Develop our services further using innovative approaches to ensure we are relevant to meet the needs of our partners and patients;

Manage our Charity as effectively and efficiently as possible; and

Invest in our people, our volunteers and supporters to build the Charity's reputation & brand.

In the short-term, the Charity is focused on the sustainability of the fleet and ensuring that it is fit for purpose. In the longer-term we plan to grow our fleet in innovative ways to support Cancer treatments as they change and develop. We are preparing to launch our third generation unit in 2021/22: this takes our units to the next level allowing clinics as well as treatments to be undertaken on board.

## **STRATEGIC REPORT**

### **How our activities deliver public benefit**

Our main activities and who we help are described below. All our charitable activities focus on the delivery of cancer care and treatment and are undertaken to further our charitable purpose for the public's benefit. These are reviewed regularly by the Trustees. An example of this is our Trustees' response to the COVID-19 crisis, when they agreed to offer available units to Trusts that we did not have an active partnership agreement with. This decision meant that more patients had access to a safe space for on-going cancer treatment during the COVID-19 crisis period. The Trustees have given due consideration to the Charity Commission's published guidance on Public Benefit requirement under the Charities Act 2011.

### **COVID-19**

The COVID-19 pandemic impacted Hope for Tomorrow significantly from Mid-March 2020. Most fundraising events planned for 2020 and 2021 needed to be cancelled or postponed affecting the ability to fundraise. In response, an emergency appeal was launched to provide support through the spring/summer months.

During the year we made use of the Government's Corona Virus Job Retention Scheme and four members of staff were furloughed for a period of time whilst they were unable to perform their duties, although the office continued to be manned during this time with a reduced workforce. All health and safety guidelines for running an office were also added to the strategic risks and staff were fully consulted throughout. We strengthened our working from home capability which has allowed staff to work remotely and continue their duties as normally as possible. With the lifting of restrictions, we are now following a hybrid approach with some staff continuing to work from home some of the time.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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There was a sharp increased demand for Mobile Cancer Care Units when the lockdown was announced. The Pandemic has highlighted the need for mobile, more flexible treatments to be carried out in the community and away from hospitals.

After the national lockdown was announced for the COVID-19 pandemic we were inundated with requests from NHS Trusts across the country. We helped where we could with the short-term rental of our reserve units, however we did not have the resources to assist everyone. Below summarises where we were able to assist Trusts to continue cancer care during the pandemic:

- The partnership agreement with Royal Cornwall Hospitals NHS Trust expired in April 2020, however we were able to temporarily allocate this MCCU to North Middlesex University Hospitals NHS Trust from April through to September 2020;
- The same MCCU is now supporting James Paget University Hospitals NHS Foundation Trust (JPHU) patients to reduce the footfall through the hospital, continue to treat vulnerable patients and work together with Norfolk & Norwich University Hospitals NHS Foundation Trust to treat patients in the North, East and South of Norfolk;
- COVID-19 delayed the delivery of the contracted MCCU to Norfolk & Norwich University Hospitals NHS Foundation Trust (NNUH). Airedale NHS Foundation Trust acted quickly requesting a second MCCU and this unit was allocated to them as a second unit. During this time the majority of patients were treated on board a MCCU to reduce footfall in the hospital day unit. Following the delivery of the NNUH contracted MCCU in October 2020, we provided one of our reserve MCCUs to Airedale so that they could continue with their extended service.

The impact of COVID-19 on the NHS will be felt for many months to come, and this has highlighted the need for additional capacity to provide mobile cancer care, so we will carry on providing innovative, professional, person centred care for people on their cancer journey.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Who used and benefited from our services?**

Hope for Tomorrow's main activity is to support cancer patients within their local community outside of the main Hospital site by providing a mobile facility visiting patient localities. These localities are pre-determined by the NHS Trusts through their patient data and Hope for Tomorrow work in partnership with the various NHS Trusts to enable them to deliver treatments this way.

We work with the following NHS Trust partners, providing each one with a MCCU and a nurse support vehicle (NSV). The MCCUs operate 4 chairs to deliver chemotherapy and various other cancer treatments. They each service different locations and are currently allocated to the following NHS Trusts:

- Gloucestershire Hospitals NHS Foundation Trust
- Taunton & Somerset NHS Foundation Trust
- Salisbury NHS Foundation Trust
- East Kent Hospitals University NHS Foundation Trust
- United Lincolnshire Hospitals NHS Foundation Trust
- University Hospital Southampton NHS Foundation Trust
- West Suffolk NHS Foundation Trust
- East Suffolk and North Essex NHS Foundation Trust
- The Royal Marsden NHS Foundation Trust
- Airedale NHS Foundation Trust
- Norfolk & Norwich University Hospitals NHS Foundation Trust



We also provide University Hospital Southampton NHS Foundation Trust with an NSV so they can provide care outside of the main hospital at Lymington New Forest Hospital. The Trust will also be looking to return to operating at Countess Mountbatten Hospice once COVID-19 restrictions have lifted.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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## **Our Impact**

We constantly monitor patient visit numbers, types of treatment and cancer groups treated in order to be able to assess our impact in the community. We are currently looking at the collection method of this data, seeking to improve it. We are particularly working towards being able to gather qualitative information.

Here are a few comments from grateful patients regarding the impact treatment on board our MCCUs has had on their lives:

- “During the pandemic, when so many health facilities closed, the Unit continued to be available for treatment - for that alone I will be eternally grateful” - Allana Parker a patient being treated on Elaine, our MCCU based in Lincolnshire.
- “I have been shielding for over a year now, and had to undertake a 50 mile journey each time I needed treatment. At the time of the COVID variant, and as an at-risk, clinically vulnerable person, it was frightening going into the hospital and seeing warning signs everywhere. I am so glad that I found out about Hope for Tomorrow; it really has transformed my life. There are so many benefits – the convenience, easy parking, and a lovely team. The staff are so personable and courteous, and the units are delightful”. - Ann Leigh a patient being treated on Amara in Norfolk.
- “What was brilliant in particular is that with COVID I couldn’t go to hospital as I am classed as clinically extremely vulnerable, and there are limited visits for people like me. The Hope for Tomorrow unit is a great way to still receive treatment in a safe, very calm and friendly environment, and our contact with people is limited, which is essential.”- Alison Day a patient treated on Kayleigh in Salisbury.

In spite of the pandemic the Charity has still managed to meet its objective to maximise usage and benefit more patients in more convenient locations. In 2020, 24,492 patient visits took place on MCCUs throughout England, a 39% increase on 2019. The Airedale unit has made the greatest impact with 62% of their departmental activity taking place on the MCCU within the community, instead of in their hospital day unit. This is an increase of 23% over 2019. These results were enabled by Hope for Tomorrow responding quickly and using an innovative approach to support our NHS partners to meet the needs of the NHS Trusts and their patients, thus managing the Charity’s assets effectively and efficiently.

We supported 10,327 patients across our NHS partners in 2020, treating over 20 cancer tumour groups with Breast cancer being the most significant at 28%, followed by Haematology at 19% and Gastrointestinal at 13%.

49% of patients were aged 65 and over (a decrease of 13% due to the pandemic), of which 42% were aged 75 and over.

We have been supporting the NHS in their provision of cancer care in the community since 2007 and began collecting data systematically in 2013 when our fleet had grown from four to 11 allocated units. To date, cancer specialist nurses have administered more than 85,330 treatments on-board.

During 2020 our patients benefited from increased service levels on the Units: Our 11 units made over 1,701 visits to locations such as supermarkets and health centres in more than 40 rural and small towns, enabling patients to receive their regular treatments closer to home or work and avoid having to drive long distances or for long periods.

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**TRUSTEES REPORT (continued)**  
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**Our Performance**

We are the largest provider of mobile cancer care in England with over 24,452 treatments administered on board our units from January to December 2020. By 2024 we plan to increase our patient treatment numbers by 40%.



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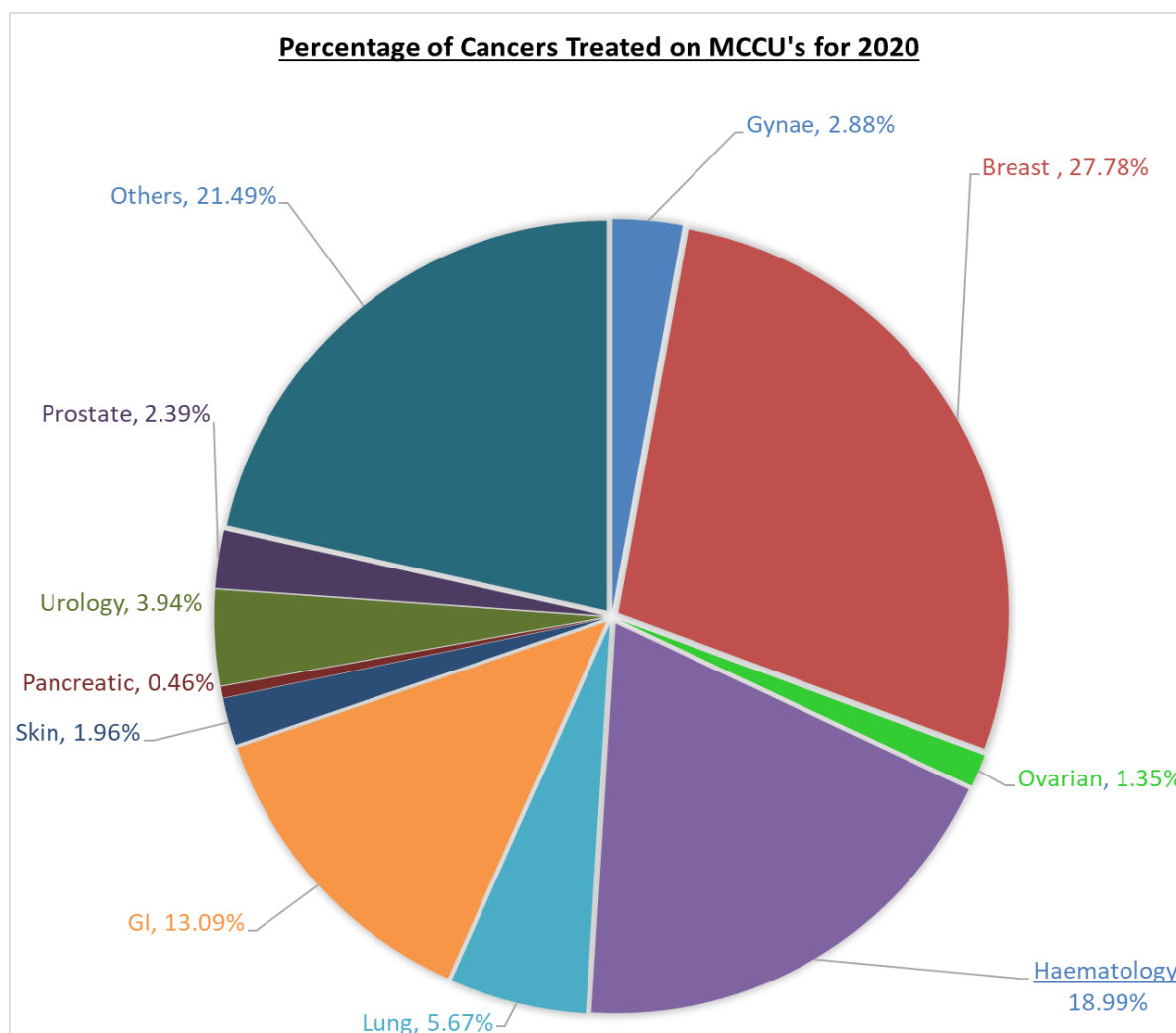
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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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We treat over 20 types of cancer on board.



Services provided on board a MCCU are not limited to chemotherapy: our units also provide a growing range of treatment, advice and care for many additional cancer related issues:

- On our South Wiltshire, Somerset and East Suffolk MCCU, phlebotomy has seen a significant increase to avoid patients attending the hospital;
- Our West Yorkshire, Gloucestershire and East Suffolk partners used their NSVs to deliver medication directly to patient's homes to protect patients and reduce the spread of COVID-19;
- All MCCU patients have undergone additional health checks, including extra health questions, regular temperature checks and COVID-19 swabs; and
- Our West Yorkshire MCCU continues to offer scalp cooling treatments.

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**TRUSTEES REPORT (continued)**  
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## **Fundraising**

Fundraising in the pandemic and lockdown has been challenging. Despite the circumstances, and thanks to a large capital grant, along with the generosity of our supporters, overall we exceeded our original objectives set in our budget for the year and were therefore able to deliver more mobile cancer care. We finish the year, raising 103% more income than in 2019/20. Understandably, some areas of fundraising throughout the pandemic were more difficult than others. Unfortunately we did not raise budgeted income in the following areas: Community (72% of budget); Legacies (36% of budget); Major Donations (71% of budget); and Special Events (24% of budget). We are extremely grateful for all donations received during this difficult year, and are pleased to have exceeded budget in the following areas: Corporate Donations (505% of budget); Donated Services (244% of budget); Grant income (136% of budget); Individual Donations (119% of budget); Trading activities (278% of budget).

The Charity employs a small number of fundraising staff to undertake all fundraising activities on its behalf. These staff work in line with the Charity's guidelines and values. In August 2020 we appointed a new Head of Business Development and Fundraising who has brought a wealth of experience to the Charity.

All fundraising staff and activities are in line with the Fundraising Regulators code of conduct and there have been no failures to adhere to these.

As with all the Charity's activities, we strive to be transparent about our processes and ensure that all activities, including all aspects of fundraising are done in a safe way which protects the public.

Hope for Tomorrow is extremely grateful to everyone who fundraises on behalf of the Charity. This year, numerous individuals, companies, and community groups have rallied together to complete individual challenges and take part in virtual or challenge events. All individuals and groups who fundraise on our behalf are contacted by our team to thank them for their support and encourage them with their activities. No one has, but if anyone were to suggest raising money in an unethical or dangerous way, we would strongly advise them against this, and, politely decline their support if they did not change their fundraising plans. We continually keep in touch with everyone who is fundraising on our behalf, provide them with support and advice and ensure their activities are in-line with Hope for Tomorrow's values and fundraising standards.

Whilst we do not provide formal training to the above individuals, companies and community groups who fundraise for us, we do provide them with a guidance booklet, letting them know the difference their support makes, which includes the key requirements for keeping their activity safe and legal.

No professional fundraising was carried out by professional fundraisers outside of our own fundraising team. The Charity did not take part in telephone, face-to-face, private site and door-to-door fundraising, and no external consultants were used to write fundraising applications. Finally, we do not have any contracts with external fundraisers.

This year we have bought data from a reputable company, who are well known in the Charity sector, in order to increase the number of supporters we have. We have been compliant with all GDPR processes and ensure best practice is followed when engaging with these new potential supporters. For example, we will only mail a person from a bought list once. If they do not respond to the mailing, we will not contact them further, and we ensure we update the company we bought the data from with any changes of address or people who do not want their information shared further.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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We are committed to following best practice in fundraising; all our fundraising activities (including those led by the Charity and those carried out by our supporters) comply with the Code of Fundraising Practice as outlined by the Fundraising Regulator.

As and when we grow our fundraising team, and when we are able to have volunteer fundraisers out and about in communities again, we will ensure that all new personnel to the Charity receive a complete induction, including key elements in the Code of Fundraising Practice to support our fundraising activities.

We can confirm there have been no compliance issues within our fundraising activities. We are committed to conducting safe, ethical and effective fundraising.

We can also confirm that there have not been any complaints received by the Charity in the last financial year. If a supporter did wish to complain, we do have appropriate systems and processes in place to record and report on the complaint and address it in an appropriate manner. We endeavour to listen to our supporters and act responsibly in-line with their wishes. We use our CRM database to ensure supporters wishes in terms of communication preferences and what they want to (and don't want to) hear about are followed at all times. The Charity has a safeguarding policy, which all staff and volunteers work to, ensuring that we protect the public from undue pressure and persuasion, as well as identifying potential vulnerabilities. During the past year we have been unable to use volunteers as normal due to the COVID-19 pandemic however, as our fundraising portfolio grows, additional safeguarding measures will be built into activities to ensure those who are vulnerable are protected from feeling coerced or pressured.

To ensure we are able to support our NHS Trust partners and continue to deliver mobile cancer care, we continue to diversify our income streams and build our supporter base to engage with as many people as possible.

### **Community Groups**

We are extremely grateful to all community groups who have continued to support us, especially in such a difficult year. Whilst traditional community fundraising has been nearly impossible, community groups have found virtual ways to support us, and have truly got behind our Clothes Recycling initiative.

### **Companies**

Donations and sponsorship from companies are vital to our success, and we are very grateful to work with the companies we do. From virtual events, companies 'Paying for a Day' or gifting us their expertise and skills pro bono, we value our partnerships and look forward to growing them in the future. We would specifically like to thank Bristol-Myers Squibb Pharmaceuticals Limited who have generously funded the build of a new Generation 2 and a Generation 3 Unit which will be delivered in the winter of 2021.

### **Individual Supporters**

Our individual supporters make a huge difference to the Charity. This year we have increased our direct mail campaigns which has helped raise further funds and grow our supporter base to support people living with cancer. Whether they choose to donate in relation to one of our campaigns, make a regular monthly gift, fundraise for us, or donate in memory of a loved one, we very much value all our supporters' commitment to delivering mobile cancer care. We have also developed a Supporter Survey to try and understand our supporters' needs and preferred communication style whilst understanding other ways they may want to support us.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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### **Events**

Whilst our planned events could not physically take place due to COVID-19, we did deliver two virtual events this year, both of which were well received and raised a great amount of money to help deliver our mission. We would like to give huge thanks to our event sponsors, everyone who bought a ticket, made donations on the night, and bought auction prizes.

### **Major Gifts**

We are now looking at how we engage with individuals who have the capacity to give a major donation to ensure we are able to provide excellent relationship management and help fulfil their philanthropic wishes alongside our organisational needs. We are extremely grateful for all donations, regardless of size, and look forward to working with our donors to make a difference for people living with cancer.

### **Legacies**

We are thankful to all who have remembered Hope for Tomorrow in their will, leaving such a special gift to us is an amazing thing to do and allows us to help give cancer patients the care that they deserve now and in the future. This year we have started to include legacy messaging in appropriate supporter communications and have joined the consortium group Remember a Charity to further our reach.

### **Trusts and Foundations**

We continue to receive support from a wide range of charitable trusts and foundations, many of which have supported us for some years. Not all organisations wish to receive publicity, but we are grateful to every single one for their ongoing support. The Charity would like to thank the following organisations that have provided a grant or made a pledge or donation in the last financial year:

A N McKechnie Foundation	Adrian Swire Charitable Trust
Albert Hunt Trust	Basil Brown Charitable Trust
Bernard Sunley Charitable Foundation	Boltini Trust
Brigadier D V and Mrs H R Phelps Charitable Settlement	Card Factory Foundation
Charities Aid Foundation	Cirencester Town Council
Coleford Town Council	David and Ruth Lewis Family Charitable Trust
Davies Foundation	Dover Castle Lodge No 7202 Charities Trust Fund
Edith Lilian Harrison 2000 Foundation	Edward Gostling Foundation
E F and M G Hall Charitable Trust	Florence Shute Millennium Trust
Fordingbridge Town Council	Fort Vale Foundation Limited
Fulmer Charitable Trust	Geoff & Fiona Squire Foundation
Gordon Gray Trust	Grand Charitable Trust of the Order of Women Freemasons
H K Leventis Foundation	Hobson Charity Trust
Hoover Foundation	Ian Askew Charitable Trust
John Swire 1989 Charitable Trust	Julia & Hans Rausing Trust
Kay Kendall Leukaemia Fund	Kidani Memorial Trust
Langtree Trust	Leach Fourteenth Trust
Leathersellers' Company Charitable Fund	M V Hillhouse Trust
Mark Benevolent Fund – The Grand Lodge of Mark Master Masons	Misses Barrie Charitable Trust
Neumark Family Foundation	New Houses Trust
P F Charitable Trust	Pink Ribbon Foundation
Spurrell Charitable Trust	Stock Exchange Veterans Charity Association
Swire Charitable Trust	Thomas Roberts Trust
TK Maxx and Homesense Foundation	Tory Family Foundation
Trefoil Trust	Verdon-Smith Family Charitable Settlement
Yvonne Flux Charitable Trust	

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**TRUSTEES REPORT (continued)**  
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### **Volunteers**

With the impact of COVID-19 and restrictions on fundraising activities our volunteering opportunities became limited. During the pandemic we maintained contact with volunteers to ensure that they were keeping well and to update them with Charity activities. Where possible volunteers continued to help with research projects and virtual event preparation remotely. During the national lockdown periods we were able to offer volunteers remote training opportunities. Volunteers have been integral to the growth of Hope for Tomorrow and have helped keep the wheels turning in all that we do. We are extremely grateful for their support.

We currently have approximately 67 active and loyal volunteers but as the country opens up and fundraising events commence we are looking to recruit more in the coming months.

### **Vulnerable people**

As ever, we've continued to ensure our fundraising is respectful, fair, responsive and accountable, ensuring that we are sensitive to needs of donors and striving to respect their wishes and preferences. In all appropriate circumstances, we ensure individuals are able to make the decision to make a donation freely. Our team are cognisant that many people donate to us because they've either been through cancer themselves or a loved one has. We recognise some supporters may be going through a vulnerable stage and therefore ensure supporters have all of the information they require and do not feel pressured by Hope for Tomorrow to make any decision. Where appropriate, the team will signpost donors to another charity or services which might help them. As ever, we ensure GDPR guidelines are followed and the recording of sensitive personal information is only done so with the donors expressed permission.

## **Structure Governance and Management**

### **Decision making**

All operational decision are delegated to the CEO, to ensure the efficient and effective running of the charity. However financial levels of responsibility are clearly set out in the Delegated Responsibilities policy. This sets out the split of decision-making responsibilities and the authorisation requirements for purchase order and invoice approval, acceptance of the terms and conditions of Grants and major donations. Trustee approval is required for significant purchase commitments and grants in excess of £100,000.

The Trustees are responsible for setting the strategic direction of the charity and work with the CEO to develop a 5 year strategic plan. They are also responsible for any decisions on overall charity structure, charity brand and have the final decision on the allocation of MCCUs to new NHS partners based on a business plan.

Trustees are informed of all significant decisions made by the SMT giving them the opportunity for challenge and scrutiny, but are also given the opportunity to give input via sub-committees and working groups on all substantial matters.

Areas of Governance that are the responsibility of the Trustees include:

- Amending the Articles of Association;
- Agreement of amendment to large funding arrangements;
- Approval of all terms of reference for the sub committees; and
- Appointment of new Trustees.

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**TRUSTEES REPORT (continued)**  
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**Remuneration policy for key management personnel**

We have a policy which covers all personnel's remuneration which includes benchmarking annually with similar organisations within the South West region. Our policy outlines how pay is awarded based on a fair and transparent approach with an element of scrutiny. Staff pay is reviewed annually by the CEO and recommendations made to the HR and Governance Subcommittee (now to the Charity Core Services Working Group) which is responsible for ensuring proper application of our policy. Reviews of roles and restructures also trigger a pay review which includes a benchmarking exercise and is completed by SMT who make the recommendations to the Board of Trustees for approval. The pay for the CEO is recommended by the Vice Chair to the Board for approval. Pay rises are not automatically awarded on an annual basis.

**Charity Policies**

All Charity policies are reviewed on an annual basis; this includes those in the staff handbook. All new policies are reviewed by the HR and Governance subcommittee for scrutiny and approval prior to April 2021 and the Working Group from May 2021 onwards. Policies are stored in a central policy drive available to all staff for easy referral.

**Investment Policy**

Our investment policy (reviewed in April 2021) supports our reserves policy. We will always seek to balance potential returns with appropriate levels of risk. It is our policy to not invest directly or indirectly in tobacco companies. Tobacco is the cause of over a quarter of all cancer deaths in the UK. We bank with the Co-operative bank to meet our ethical and efficiency standards.

**Governing document**

The Charity's activities are governed by the Articles of Association have been updated and were signed and dated by the members on 5<sup>th</sup> May 2021.

**Constitution**

The Company, limited by guarantee, is constituted under a Memorandum of Association signed and dated by the members on the 24<sup>th</sup> October 2019 and is a registered Charity - number 1094677.

**Members Liability**

The Members of the Company guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. As at 31<sup>st</sup> March 2021 the Company had two members (2020: two).

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Method of appointment of election of Trustees**

The management of the Charity is the responsibility of the Trustees who are elected under the terms of the Articles of Association at the Annual General Meeting. We search and select our Trustees by advertising on specialised third sector job boards. We provide a detailed recruitment package including job description and accompanying information detailing the responsibilities of a trustee and the service time required to be effective within the role. Applicants are shortlisted based on their submitted CV, matched against the Job description and person specification. An informal interview with the CEO is held in the first instance followed by a formal interview with the Chair of the Board and a Trustee in post. Trustees who are appointed in between AGMs are nominated for election in the following AGM. All Trustees are appointed for a 3 year rolling term. In 2021, we have introduced background checks and personality profiles when recruiting Trustees.

**Policies adopted for the induction and training of Trustees**

There is a Trustee induction process with a supporting handbook, which includes key contacts, organisation structure chart and a code of conduct. As a part of the induction process for new Trustees, financial and key documents, minutes and policies from the Charity are given to the new trustee to enable them to gain an understanding and overview of the Charity.

As a part of the Trustee training and development programme, Trustees are provided with online training via National Council for Voluntary Organisations (NCVO). This year the Trustees have also undertaken a financial training session to refresh and update them on their responsibilities in this area. The Trustees are also encouraged to spend time at the Head Office to familiarise themselves with the work of the Charity and the processes and procedures in place.

**Financial Review**

Like most charities we have faced a difficult and uncertain year, however we have risen to the challenges of fundraising and operating in a pandemic with great success.

By focusing our efforts on our urgent appeal in April and May 2020, receiving support from previous and new donors and developing relationships with new partnership companies, we raised more funds than ever before £2,069,231 (2020: £1,021,076), a 103% increase on 2020. As you will see in note 2, the level of restricted corporate donations has been significant with the majority planned to be used to fund new units in the forthcoming year.

With continued careful control of our costs we achieved our highest ever net income £1,090,188 (2020: £1,106).

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Managing our reserves**

The objective of our reserves policy is to ensure that the Charity maintains sufficient cash and readily available assets to enable it to withstand any shortfall in income or unforeseen expenditure while any necessary adjustments are made to the Charity's operations.

The Trustees have agreed a policy that the Charity should hold enough free reserves in order that the Charity is protected against future events known and unknown and can maximise future opportunities and weather future challenges. In order to achieve the policy objective, the Trustees have decided that the Charity should maintain an adequate level of funds to cover at least six months and no more than one year of the Charity's operating costs. The Trustees have considered the estimated additional costs of winding up the Charity but have decided not to increase the policy of maintaining a minimum of 6 months of free reserves.

Total reserves held at 31 March 2021 were £3,202,125 (2020: £2,111,937) including restricted funds of £2,380,280 (£1,694,020) and unrestricted funds of £821,845 (£417,917). Within the unrestricted funds, we hold £425,124 (2020: £nil) of designated funds which were approved by the Board. Unrestricted funds, excluding designated funds total £396,721 (2020: £417,917). Full details of the movements in funds are given in note 18.

The designated funds are being held for the build of the updated East Kent MCCU, £50,124, and future projects and development of our MCCU fleet, £375,000. Once we have completed the build of the East Kent unit and the two new units to be funded by the donation from Bristol Myers-Squibb, we will look at a Generation 4 (a more sustainable vehicle).

Projects to build new units are usually only begun once the full funding is secured and an appropriate NHS partnership agreed. On occasion, funding and builds are initiated in advance of the confirmation of a partnership. Of these designated funds, £49,876 has already been spent on the advance payment for the build of the replacement East Kent MCCU and £878,367 has been committed for the three units to be built in 2021/22.

Free reserves are calculated at the beginning of each financial year based on the budgeted expenditure for the following year. Free reserves at the balance sheet date were £301,622 (2020: £369,716), which equates to approximately 5 months of our 2021/22 operating costs. Our results in the first quarter of 2021/22 have been sufficient to raise our free reserves to achieve the 6 month minimum target level.

The value of Free Reserves and the number of months cover is reported monthly in the monthly management accounts and is reviewed by the Finance, Audit and Risk subcommittee at every meeting to ensure the Charity is meeting an adequate level of reserves.

The reserves policy is reviewed annually by the Finance, Audit and Risk subcommittee.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Risks**

The Trustees have a duty to identify and review risks that the Charity is exposed to and put in place the appropriate controls to provide for the prevention and detection of fraud or error.

Strategic and operational risks are regularly monitored by the Senior Management Team. The strategic risks are based around the content of the Strategy and are overarching for the Charity. The operational risks are formed from individual department business plans and are scored on a quarterly basis. The senior managers use a scoring matrix to value the level of severity and likelihood, both up to a score of five. Any risk with a score of 12 or more is added to the quarterly risk assessment report. This is completed by the individual SMT member and then the document is reviewed by the whole of SMT where scores are scrutinised and challenged.

This risk assessment report is presented to the Finance, Audit and Risk Subcommittee at every meeting. The report shows where scores have risen or reduced and notes all mitigating actions and planned activities for each individual risk. Risk is presented to the Board of Trustees every six months as a minimum. Our principal strategic and business level risks and uncertainties together with the plans and strategies for managing them are:

<b>Risk/Uncertainty</b>	<b>Risk management plans and strategies</b>
The impact of COVID-19 on the Charity	We continue to look at developing and innovative ideas for the fleet. We are investigating opportunities to collaborate with other parties. We hold bi-monthly calls and regular NHS Trust partner reviews to understand their specific needs, gain long-term insights and ensure we continue to evolve.
Lack of funds to maintain or rebuild units	We constantly review and investigate statutory funding opportunities, have built a new website and have fundraising initiatives for our major income streams. Our 2021/22 budget is set to strategically plan to ensure sufficient cover for our ongoing revenue costs and our Generation 1 MCCU replacement plan.

Individual risk assessments are completed for events organised by the Charity.

We have a COVID-19 risk assessment in place, and this is updated as per government guidelines and our working practices. During the Pandemic we have kept the head office open, reducing the number of people each person has contact with by creating a 'fixed team' work bubble, allowing the Charity to operate day to day to administration and processing tasks.

Following guidance from Gov.uk and our own internal risk assessment, with our recent technology advancements and moving to a cloud-based networking solution we facilitated 80% of our workforce to work from home, providing weekly wellbeing support in the format of staff catch-up sessions and online social events.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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Within Head office we implemented the following risk mitigation measures:

- One-way system put into operation and floor marked out as to ensure that everyone complied with social distancing guidelines set out by the government;
- Placed screens or barriers to separate people from each other;
- Installed hand sanitising stations on each floor with additional hand sanitation provided per workstation; and
- Utilised our cleaner's specialised sanitising cleaning service.

### **Protecting the Charity from fraud**

We take fraud prevention very seriously and to minimise fraud we have:

- Strong financial management including scrutiny of monthly management accounts by SMT and the Finance, Audit & Risk Subcommittee;
- Reviewed and improved our financial controls and procedures which the SMT and Trustees ensure are applied robustly;
- Good governance including the development and improvement of policies and engagement of our Trustees;
- Employed the services of specialist advisers in key areas such as HR, accounting and law;
- Ensured that key staff have support and training from their appropriate networks and professional bodies to keep their knowledge and skills up to date;
- Further improved our IT controls and provided all staff with cyber security training;
- Provided Trustees with training in their financial responsibilities including prevention of fraud;
- Reviewed and updated our delegated powers which ensure segregation of duties and at least two step authorisations; and
- Introduced background checks when recruiting new staff.

### **Focus on governance**

The Trustees are committed to providing a regime that ensures the executive is able to manage the Charity effectively. Over the past 12 months the Trustees, led by the HR and Governance subcommittee, have had a focus on improving the governance within the Charity ensuring it is fit for purpose and growing appropriately with the Charity.

The Trustees have:

- Reviewed the 5-year Strategy;
- Led the development of Strategic action plans;
- Undertaken further training;
- Carried out self-assessments of their skills as Trustees;
- Introduced a Governance Excellence Framework and wheel; and
- Reviewed the subcommittee structure and developed a new one in April 2021 to support the Charity for the foreseeable future.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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### **Going concern**

The impact of the COVID-19 pandemic has been severely detrimental to business across the globe, and the Charity is no exception to this. The Charity has responded with a flexible and agile approach, whilst continuing our core service delivery increasing our level of service to the NHS Trust Community most in need of support at this difficult time. Our supporters have responded tremendously, including a substantial donation from Bristol Myers-Squibb, providing our unprecedented levels of income during the financial year and leaving us in a really positive position for the future. Most importantly, our cash balance and accumulated reserves have strengthened and we are in a robust position to weather any further financial impact of the pandemic. In conclusion, the Trustees have an expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future and for this reason continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

### **Plans for the Future**

Our future plans include:

Objective: Grow the number of Mobile Cancer Care Units sustainably and maximise their usage to serve more patients in more convenient locations:

- Upgrading the East Kent University NHS Foundation Trust MCCU from a Generation 1 style unit to a Generation 2 style unit so that services can continue to be provided in this area with a higher specification of facilities. Even though we have been fundraising to replace the body of this MCCU, we will also be providing a new chassis;
- Continuing to update the fleet of Nurse support vehicles which operate to support the MCCUs;
- Starting the fundraising campaign for replacement of the Lincolnshire and Salisbury units with a view to rebuilding them in 2022/2023; and
- Maximising the utilisation rates of our current units, by performance monitoring and sharing best practice and ideas amongst our NHS partners.

Objective: Develop our services further using innovative approaches to ensure we are relevant to meet the needs of our partners and patients:

- Expanding the Generation 2 fleet by one new unit. This will be allocated to an NHS Trust from our pipeline who can provide details of how the unit will be utilised and evidence of their need and desire to run a MCCU. This information will be presented in a business plan to the Trustees who will make the final decision for allocation of the unit;
- Delivering a Generation 3 style Unit which will enhance and expand the scope of our service provision. This unit will not only have the usual treatment space, but will have consultation rooms to enable clinics to take place on board. The unit will provide an opportunity for the Trust to take patient care, diagnosis sessions and clinics into the heart of a community and get to the hard to hear / reach communities; and
- Starting the planning for a Generation 4 vehicle which will replace the Southampton nurse support vehicle, looking at a slightly larger and more sustainable approach for this vehicle.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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Objective: Manage our Charity as effectively and efficiently as possible:

- Implementing the new Sub-Committee Structure and reviewing to ensure it is fit for purpose;
- Managing Trustee Recruitment, Training & Performance Management to Create a Diverse and Representative Board;
- Delivering a proportionate and transparent governance environment; and
- Investing in fundraising to ensure sustainability and increase donor loyalty to ensure resilience. Across most key income streams, we will seek to re-engage with supporters, invest in strong relationship management and deliver excellent donor stewardship.

Objective: Invest in our people, our volunteers and supporters to build the Charity's reputation & brand:

- Build a learning culture within the Charity, where continuous personal and professional improvement is embedded;
- Create a recruitment package so we can attract and retain the best talent in the marketplace; and
- In August 2020, we recruited a Head of Business Development and Fundraising, who has put together a fundraising strategy to support all our activities including capital build projects for the next 3 years and the general maintenance programme for all of our units. Our successful fundraising in 2020/21, including in particular the Bristol Myers-Squibb donation, will allow us to significantly accelerate our capital build programme with many of our future plans taking fruition in the coming year.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Trustees' Responsibilities Statement**

The Trustees (who are also directors of the Charity for the purpose of the company law) are responsible for preparing this report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with 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 and for the maintenance and integrity of the corporate and financial information included on the Charity's website.

The report of the Trustees has been prepared in accordance with the special provisions relating to small companies regime within part 15 of the companies act 2006.

As far as each Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware and have taken all the steps that they ought to have taken as a Trustee in order to make himself aware of any relevant audit information and to establish that the auditors are aware of that information.

**This report was approved by the Trustees and signed on their behalf by:**



.....

**Dr Sean Elyan, MB ChB, FRCP, FRCR, Chair of Trustees**

**Date: 5 October 2021**

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF HOPE FOR TOMORROW**

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## **Opinion**

We have audited the financial statements of Hope for Tomorrow for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustee's 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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF HOPE FOR TOMORROW (continued)**

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**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report, which includes the directors' 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 directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the 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 and proper accounting records have not been kept; 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' report.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF HOPE FOR TOMORROW (continued)**

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**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 and Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT**  
**TO THE MEMBERS OF HOPE FOR TOMORROW (continued)**

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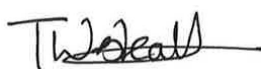
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance, Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over income, reviewing accounting estimates for biases, reviewing regulatory correspondence including that with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

**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 and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Tara Westcott  
Senior Statutory Auditor  
For and on behalf of  
**Crowe U.K. LLP**  
4<sup>th</sup> Floor  
St James House  
St James' Square  
Cheltenham  
Gloucestershire  
GL50 3PR

**Date: 4 November 2021**

**HOPE FOR TOMORROW**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES**  
(incorporating an income and expenditure account)  
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total Funds (restated) 2020 £
<b>INCOME FROM:</b>					
Donations and legacies	2	693,019	1,015,973	1,708,992	827,178
Other trading activities:					
Fundraising	3	28,027	-	28,027	157,490
Trading activities	4	328,208	-	328,208	32,698
Recharges	5	1,116	2,888	4,004	3,710
<b>TOTAL INCOME</b>		<b>1,050,370</b>	<b>1,018,861</b>	<b>2,069,231</b>	<b>1,021,076</b>
<b>EXPENDITURE ON:</b>					
Raising funds	4,6	386,669	600	387,269	282,942
Charitable activities	7	280,168	311,606	591,774	737,028
<b>TOTAL EXPENDITURE</b>		<b>666,837</b>	<b>312,206</b>	<b>979,043</b>	<b>1,019,970</b>
<b>NET INCOME BEFORE TRANSFERS</b>					
Transfers between Funds	18	383,533 20,395	706,655 (20,395)	1,090,188 -	1,106 -
<b>NET INCOME AND NET MOVEMENT IN FUNDS</b>		<b>403,928</b>	<b>686,260</b>	<b>1,090,188</b>	<b>1,106</b>
Total funds brought forward		417,917	1,694,020	2,111,937	2,110,831
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>821,845</b>	<b>2,380,280</b>	<b>3,202,125</b>	<b>2,111,937</b>

The notes on pages 31 to 52 form part of these financial statements.


**HOPE FOR TOMORROW**  
(A company limited by guarantee)

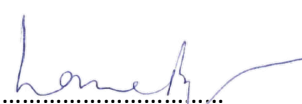
**BALANCE SHEET AS AT 31 MARCH 2021**  
Company registered number: 04538433 (England and Wales)

	Note	£	2021 £	£	2020 £
<b>FIXED ASSETS</b>					
Tangible assets	14		963,260		1,058,993
<b>CURRENT ASSETS</b>					
Stock	15	288		522	
Debtors	16	145,975		154,798	
Cash at bank and in hand		2,259,061		985,033	
			<u>2,405,324</u>		<u>1,140,353</u>
<b>CREDITORS:</b> amounts falling due within one year	17	<u>(166,459)</u>		<u>(87,409)</u>	
<b>NET CURRENT ASSETS</b>			<u>2,238,865</u>		<u>1,052,944</u>
<b>NET ASSETS</b>			<u>3,202,125</u>		<u>2,111,937</u>
<b>CHARITY FUNDS</b>					
Restricted funds					
Restricted funds (revenue)	18	1,512,119		683,228	
Restricted funds (capital)	18	868,161		1,010,792	
Total restricted funds			2,380,280		1,694,020
Unrestricted funds					
General funds	18	396,721		417,917	
Designated funds	18	425,124		-	
Total unrestricted funds			821,845		417,917
<b>TOTAL FUNDS</b>			<u>3,202,125</u>		<u>2,111,937</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements. The Company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Trustees and signed on their behalf, by:

  
.....  
Dr Sean Elyan MB ChB, FRCP, FRCR, Chair  
Date: 5 October 2021

  
.....  
Louise Burgess, Vice Chair  
Date: 5 October 2021

The notes on pages 31 to 52 form part of these financial statements.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	20	<b>1,336,422</b>	299,651
<b>Cash flows used in investing activities:</b>			
Purchase of tangible fixed assets		<b>(62,394)</b>	(17,901)
<b>Net cash used in investing activities</b>		<b>(62,394)</b>	(17,901)
<b>Change in cash and cash equivalents in the year</b>		<b>1,274,028</b>	281,750
Cash and cash equivalents brought forward		<b>985,033</b>	703,283
<b>Cash and cash equivalents carried forward</b>	21	<b>2,259,061</b>	985,033

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 ACCOUNTING POLICIES**

Hope for Tomorrow is a company limited by guarantee (registered number: 04538433 England and Wales) and a Charity registered with the Charity Commission in England and Wales (number 1094677). Its registered address is Kingscote, Priory Park, Tetbury, GL8 8HZ.

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities. Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

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

**1.2 Going Concern**

The Trustees have undertaken planning and forecasting and continue to closely monitor the developing situation, especially with the challenges of COVID-19. The Senior Management restructure has proven successful and resulted in improved fundraising capability. Urgent Appeals for funds have been planned and executed delivering good results, this combined with improved marketing and communications has assisted in filling the gaps from the Charity not being able to run normal fundraising events during the pandemic period.

Despite the current circumstances the Trustees believe that the Charity's financial resources and contingency planning is sufficient to ensure the ability of the Charity to continue as a going concern for the foreseeable future, being at least twelve months from the date of approval of these financial statements. There are no material uncertainties about the ability to continue and therefore the financial statements have been prepared on a going concern basis.

**1.3 Company status**

The Company is a company limited by guarantee. In the event of the Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 ACCOUNTING POLICIES (continued)**

**1.4 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**1.5 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from legacies is recognised where evidence of entitlement exists, the value is measurable with sufficient reliability, and on the earlier of the date of receipt of finalised estate accounts or the date of payment.

Charitable activity donations and grants from trusts and foundations are recognised when the Charity is entitled to receipt. Receipts requiring the Charity to meet a funding application or reporting obligation are recognised as Grant income. The Charity claimed for Government grant income under the Coronavirus Job Retention Scheme for staff furloughed for a period of time during the year.

Gifts in kind donated for distribution are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold. Donated facilities are included at the value to the Charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably. On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market, a corresponding amount is then recognised in expenditure in the period of receipt. In accordance with the Charities SORP (FRS 102), the time of volunteers is not recognised.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 ACCOUNTING POLICIES (continued)**

**1.6 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Costs of raising funds are costs incurred in attracting voluntary income and those incurred in trading activities that raise funds.

Charitable activities are costs incurred on the Charity's operations, including support costs. The governance costs of the Charity are included within the support costs. Support costs are apportioned between the costs of charitable activities, and the costs of raising funds on the basis of staff costs.

**1.7 Tangible fixed assets and depreciation**

All assets costing more than £500 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for the impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Short-term leasehold property	-	8 years straight line
Mobile Cancer Care Units (MCCUs)	-	Chassis – 10% straight line Body – Generation 1 Units - 20% straight line Body – Generation 2 Units – 10% straight line
Nurses support vehicles (NSVs)	-	4 years straight line
Mobile Cancer Care Unit (MCCU) equipment	-	3 years straight line
Office equipment and website	-	3 years straight line
Assets under course of construction	-	Nil
Motor vehicles	-	4 years straight line

**1.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can reliably be measured by the Charity: this is normally upon notification of the interest paid or payable by the bank.

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**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 ACCOUNTING POLICIES (continued)**

**1.9 Stock**

Stocks comprise of merchandise purchased for resale and are stated at the lower of cost and net realisable value and are less any provision for slow moving stocks. Donated goods for sale are valued at estimated market value.

**1.10 Debtors**

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

**1.11 Cash at bank and in hand**

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

**1.12 Liabilities**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**1.13 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**1.14 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

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**HOPE FOR TOMORROW**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 ACCOUNTING POLICIES (continued)**

**1.15 Critical Accounting and Judgements**

In the application of the Charity's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors which are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Reviews to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The depreciation of our MCCUs is based on our judgement of their useful life and residual value: we have based these estimates on our historical experience of repair needs and recoverable value on the sale of old MCCUs in previous years, and from discussions with our coach builder who sees each MCCU every 12 weeks for servicing. Details of our depreciation rates are in note 1.7 above.

The decision to recognise income from a grant awarding body as either donation or grant income is based on the requirements of the donor. A judgement is made for each individual receipt. Where entitlement to grant income is subject to performance conditions income is recognised as the performance conditions are met.

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**2 INCOME FROM DONATIONS AND LEGACIES**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	As Restated Total funds 2020 £
Donated services	49,597	-	49,597	15,742
Corporate fundraising	109,325	17,333	126,658	134,912
Community fundraising	68,032	49,441	117,473	93,959
Individual donations	137,313	13,031	150,344	130,792
Major donations	75,000	15,000	90,000	71,322
Gift aid recovery	31,064	1,128	32,192	18,112
Legacies	55,709	-	55,709	36,466
Grant income	-	907,764	907,764	215,690
Trust and Foundation income	144,750	12,276	157,076	110,183
Government Grant income	22,229	-	22,229	-
<b>Total donations and legacies</b>	<b>693,019</b>	<b>1,015,973</b>	<b>1,708,992</b>	<b>827,178</b>

This note now includes all grant income which has previously been disclosed as income from charitable activities.

In 2020, of the total income from donations and legacies, £479,736 was to unrestricted funds and £347,442 was to restricted funds.

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**2 INCOME FROM DONATIONS AND LEGACIES continued**

During the year, the Charity received the following donated services, all of which were for unrestricted expenses:

		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Costs of generating fundraising income – note 6	Visual concept and design, and promotional support	19,268	11,629
Support costs – Software and IT costs – note 10	Website development	17,900	3,250
Support costs – Management administration costs – note 10	Consultancy and other financial support	8,151	-
Support costs – Office operations costs - note 10	Subscriptions related to our fleet management	2,396	-
Support costs – Insurance - note 10	Cover for our fleet of pool cars	1,752	-
Support costs – Staff Training and Recruitment - note 10	Staff training	130	-
Direct costs - MCCU costs – note 9	Fuel costs of transferring MCCUs for inspection and MOT	-	540
Support costs – General expenses – note 10	Room hire and accommodation	-	323
		49,597	15,742

**3 FUNDRAISING INCOME**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Events income	<b>28,027</b>	-	<b>28,027</b>	157,490

All the 2020 income from other trading activities was to unrestricted funds.

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**4 TRADING ACTIVITIES**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Charity trading income:				
Hire of MCCUs	258,817	-	258,817	16,978
Other trading income	63,202	-	63,202	-
Merchandise sales	6,189	-	6,189	15,720
	<b>328,208</b>	<b>-</b>	<b>328,208</b>	<b>32,698</b>
Trading expenses:				
Merchandise costs	(758)	-	(758)	(1,870)
Net income from trading activities	<b>327,450</b>	<b>-</b>	<b>327,450</b>	<b>30,828</b>

The majority of merchandise sold has been donated to the Charity. All the 2020 income from merchandise sales was to unrestricted funds.

**5 RECHARGES**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Recharges	1,116	2,888	4,004	3,710

All the 2020 recharges were to restricted income.

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**6 COSTS OF RAISING FUNDS**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Event costs	12,966	-	12,966	70,545
Fundraising consultancy	5,615	-	5,615	1,980
Other fundraising & promotional costs	65,230	600	65,830	57,459
Voluntary income staff costs	177,983	-	177,983	151,088
Allocated support costs	124,117	-	124,117	-
	<u>385,911</u>	<u>600</u>	<u>386,511</u>	<u>281,072</u>

In 2020, £279,109 of the total costs of generating fundraising income was from unrestricted funds, and £1,963 was from restricted funds.

**7 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
MCCU development	280,168	311,606	591,774	737,028

In 2020, of the total expenditure, £332,841 was expenditure from unrestricted funds and £354,673 was expenditure from restricted revenue funds.

**8 ANALYSIS OF RESOURCES EXPENDED BY ACTIVITIES**

	Activities undertaken directly 2021 £	Support costs 2021 £	Total 2021 £	<i>Total 2020 £</i>
MCCU development	405,144	186,630	591,774	737,028

In 2020, of the total expenditure, £448,710 (including £3,710 of recharges) was spent on activities undertaken directly and £288,318 on support costs.

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**9 DIRECT COSTS**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
General costs	-	-	-	4,441
Mobile Cancer Care Unit (MCCU) costs	3,950	131,937	135,887	127,893
Nurse support vehicle (NSV) costs	-	30,663	30,663	22,605
Wages and salaries	84,121	-	84,121	83,052
Depreciation of MCCUs and NSVs	5,475	148,998	154,473	210,719
	<u>93,546</u>	<u>311,598</u>	<u>405,144</u>	<u>448,710</u>

**10 SUPPORT COSTS**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Insurance	2,601	-	2,601	3,027
Software & IT costs	28,108	-	28,108	16,506
Staff training and recruitment costs	11,075	-	11,075	5,506
Travelling	151	-	151	477
Motor vehicle expenses	5,881	-	5,881	7,211
Premises expenses	11,222	-	11,222	12,842
Printing, postage & stationery	8,379	-	8,379	6,378
Office costs and utilities	45,003	-	45,003	49,456
General expenses	8,984	8	8,992	4,415
Office operations costs	6,097	-	6,097	6,682
Wages and salaries	159,651	-	159,651	157,530
Depreciation of other fixed assets	3,654	-	3,654	4,779
Legal and professional fees	728	-	728	733
Management administration	10,755	-	10,755	2,376
Management advisory fees	-	-	-	440
Audit/Independent Examination fee	8,450	-	8,450	9,960
	<u>310,739</u>	<u>8</u>	<u>310,747</u>	<u>288,318</u>

Included within support costs are governance costs of £31,231 (2020: £49,514).

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**NOTES TO THE FINANCIAL STATEMENTS 27**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**11 ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE**

	Staff costs 2021	Depreciation 2021 £	Other costs 2021 £	Total 2021 £	Total 2020 £
Expenditure on raising voluntary income	177,983	-	84,411	262,394	281,072
Expenditure on fundraising trading	-	-	758	758	1,870
Allocated support costs	63,767	1,459	58,891	124,117	-
<b>Costs of generating funds</b>	<b>241,750</b>	<b>1,459</b>	<b>144,060</b>	<b>387,269</b>	<b>282,942</b>
MCCU development	180,005	156,668	255,101	591,774	737,028
<b>Total</b>	<b>421,755</b>	<b>158,127</b>	<b>399,161</b>	<b>979,043</b>	<b>1,019,970</b>

**12 AUDITOR'S REMUNERATION**

This is stated after charging:

	2021 £	2020 £
Auditors' remuneration – audit	8,450	8,450
Independent Examiner's fee – prior year	-	(180)

No Trustees received reimbursements of expenses in the current year or previous year. During the year no Trustees received any remuneration (2020 - £nil).

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**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**13 STAFF COSTS**

Staff costs were as follows:

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<i>£</i>
Wages and salaries	<b>380,623</b>	<i>352,893</i>
Social security costs	<b>30,846</b>	<i>30,160</i>
Other pension costs	<b>10,286</b>	<i>8,616</i>
	<hr/> <b>421,755</b> <hr/>	<hr/> <i>391,669</i> <hr/>

The average monthly number of employees was 14 (2020: 13) and the average monthly number of employees expressed as full-time equivalents was as follows:

	<b>2021</b>	<i>2020</i>
	<b>No.</b>	<i>No.</i>
Full time equivalents	<b>12.5</b>	<i>12</i>

No employee received remuneration amounting to more than £60,000 in either year.

The key management personnel of the Charity comprised the five members of the Senior Management Team. The total employee benefits of the key management personnel of the Charity were £198,768 (2020: £109,546). This includes pension contributions of £4,961 (2020: £2,875).

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**14 TANGIBLE FIXED ASSETS**

	Short-term leasehold property £	Assets in the course of construction £	MCCUs & nurse support vehicles £	Office equipment & website £	Total £
<b>Cost</b>					
At 1 April 2020	19,790	-	2,478,383	47,919	2,546,092
Additions	-	49,876	8,011	4,507	62,394
Disposals	-	-	-	(13,785)	(13,785)
At 31 March 2021	<u>19,790</u>	<u>49,876</u>	<u>2,486,394</u>	<u>38,641</u>	<u>2,594,701</u>
<b>Depreciation</b>					
At 1 April 2020	-	-	-	-	-
Charge for the year	7,421	-	1,433,403	46,275	1,487,099
Eliminated on disposal	2,474	-	154,473	1,180	158,127
	-	-	-	(13,785)	(13,785)
At 31 March 2021	<u>9,895</u>	<u>-</u>	<u>1,587,876</u>	<u>33,670</u>	<u>1,631,441</u>
<b>Net book value</b>					
At 31 March 2021	<u>9,895</u>	<u>49,876</u>	<u>898,518</u>	<u>4,971</u>	<u>963,260</u>
At 31 March 2020	<u>12,369</u>	<u>-</u>	<u>1,044,980</u>	<u>1,644</u>	<u>1,058,993</u>

**15 STOCK**

	2021 £	2020 £
Stock	<u>288</u>	<u>522</u>

**16 DEBTORS**

	2021 £	2020 £
Trade debtors	45,644	29,386
Prepayments and accrued income	100,331	124,439
Other debtors	-	973
	<u>145,975</u>	<u>154,798</u>

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**17 CREDITORS: Amounts falling due within one year**

	2021	2020
	£	£
Trade creditors	25,613	18,038
Other taxation and social security	22,434	8,712
Other creditors	2,237	1,853
Accruals and deferred income	116,175	58,806
	<b>166,459</b>	<b>87,409</b>

Deferred income movements reflect the timing of physical receipts in relation to the rental income and fundraising events.

	£
Deferred income at 1 April 2020	47,387
Resources deferred during the year	101,239
Amounts released from previous years	(46,496)
	<b>102,130</b>

**18 STATEMENT OF FUNDS**

	1/4/2020	Income	Expenditure	Transfers in/(out)	31/3/2021
	£	£	£	£	£
<b>Unrestricted funds (capital)</b>					
Office assets	14,013	-	(3,654)	4,507	14,866
East Kent MCCU (New)	-	-	-	49,876	49,876
Reserve unit 2	24,295	-	(4,582)	1,644	21,357
Somerset MCCU	9,893	-	(893)	-	9,000
	<b>48,201</b>	-	<b>(9,129)</b>	<b>56,027</b>	<b>95,099</b>
<b>Unrestricted funds (revenue)</b>					
General funds	369,716	1,050,370	(657,708)	(460,756)	301,622
	<b>417,917</b>	<b>1,050,370</b>	<b>(666,837)</b>	<b>(404,729)</b>	<b>396,721</b>
<b>Total unrestricted general funds</b>					
Designated funds	-	-	-	425,124	425,124
	<b>417,917</b>	<b>1,050,370</b>	<b>(666,837)</b>	<b>20,395</b>	<b>821,845</b>
<b>Total general funds</b>	<b>417,917</b>	<b>1,050,370</b>	<b>(666,837)</b>	<b>20,395</b>	<b>821,845</b>

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**18 STATEMENT OF FUNDS (continued)**

	1/4/2020	Income	Expenditure	Transfers in/(out)	31/3/2021
	£	£	£	£	£
<b>Restricted funds (revenue)</b>					
Airedale MCCU	19,468	24,839	(13,492)	(6,472)	24,343
BMS Gen 2 MCCU	-	265,000	-	-	265,000
BMS Gen 3 MCCU	-	482,764	(600)	-	482,164
Colchester MCCU	37,740	-	(14,265)	(4,225)	19,250
C7HFT (formerly Cornwall) MCCU	20,793	600	(10,676)	(4,024)	6,693
East Kent MCCU (new)	69,599	83,649	-	-	153,248
East Kent MCCU	-	100	(9,889)	9,789	-
Future Units (Bullivant)	223,304	-	-	-	223,304
Gloucester MCCU	14,250	69,882	(14,566)	(7,492)	62,074
Lincolnshire MCCU	101,796	333	(9,909)	(6,472)	85,748
Norfolk & Norwich	48,935	3,000	(15,756)	5,307	41,486
Reserve unit 1	20,089	-	(11,225)	(8,395)	469
Reserve unit 2	-	-	(8,939)	8,939	-
Royal Marsden MCU	35,672	373	(12,061)	-	23,984
Salisbury MCCU	47,005	67,627	(14,088)	(6,551)	93,993
Somerset MCCU (new)	11,016	19,309	(13,740)	(1,048)	15,537
Southampton NSV	-	-	(354)	354	-
West Suffolk MCCU	33,561	1,385	(13,648)	(6,472)	14,826
	<b>683,228</b>	<b>1,018,861</b>	<b>(163,208)</b>	<b>(26,762)</b>	<b>1,512,119</b>

**HOPE FOR TOMORROW**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**18 STATEMENT OF FUNDS (continued)**

	1/4/2020	Income	Expenditure	Transfers In/(Out)	31/3/2021
	£	£	£	£	£
<b>Restricted funds (capital)</b>					
Airedale MCCU	176,876	-	(22,827)	-	154,049
Colchester MCCU	72,606	-	(12,854)	-	59,752
Cornwall MCCU	42,718	-	(15,190)	3,424	30,952
East Kent MCCU	24,148	-	(4,674)	-	19,474
Gloucester MCCU	104,886	-	(14,764)	1,020	91,142
Lincolnshire MCCU	25,711	-	(4,557)	-	21,154
Norfolk & Norwich (formerly Future units)	197,705	-	(20,784)	-	176,921
Reserve unit 1	27,314	-	(4,502)	1,923	24,735
Royal Marsden MCCU	108,195	-	(14,697)	-	93,498
Salisbury MCCU	25,710	-	(4,557)	-	21,153
Somerset MCCU	137,732	-	(17,389)	-	120,343
West Suffolk MCCU	67,191	-	(12,203)	-	54,988
	<b>1,010,792</b>	<b>-</b>	<b>(148,998)</b>	<b>6,367</b>	<b>868,161</b>
<b>Total restricted funds</b>	<b>1,694,020</b>	<b>1,018,861</b>	<b>(312,206)</b>	<b>(20,395)</b>	<b>2,380,280</b>
<b>Total funds</b>	<b>2,111,937</b>	<b>2,069,231</b>	<b>(979,043)</b>	<b>-</b>	<b>3,202,125</b>

**Purpose of funds held**

*Unrestricted funds (capital)*

These funds reflect the movement in the carrying values of the Charity's self-funded tangible fixed assets during the year.

Resources expended correspond with the depreciation of each asset as charged to the Statement of Financial Activities.

*Restricted funds (revenue)*

Funds are restricted depending on the intentions of the donor at the time of the gift, for example to vehicles operating in certain geographical locations or towards a specific project. Income reflects the donations, grants and recharges received in the year.

The expenditure from the funds represents the operating costs of the MCCU units in accordance with the wishes of the donor and including the fleet operations staffing costs where the donations allow.

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**18 STATEMENT OF FUNDS (continued)**

Transfers in represent contributions from the Charity's general reserves to fund expenditure in excess of the funds available for a particular geographical area or project.

Transfers out represent the release of funds for the purposes of:

- Capital spend during the year to the relevant restricted capital fund; and
- Salary expenses related to the MCCU back to the general fund.

Designated funds (revenue)

During the year funds have been designated for future capital build projects. These funds have been transferred from the unrestricted revenue funds.

Restricted funds (capital)

These funds reflect the movement in the asset carrying value of the Charity's MCCUs and NSVs during the year.

Resources expended correspond with the depreciation of each asset. Transfers in represent the release of restricted revenue funds for the purposes of capital spend during the year.

The comparative data for the year ended 31 March 2020 is as follow:

	1/4/2019	Income	Expenditure	Transfers	31/3/2020
	£	£	£	in	£
				£	
<b>Unrestricted funds (capital)</b>					
Office assets	16,823	-	(4,779)	1,969	14,013
Reserve unit 2	28,591	-	(4,296)	-	24,295
Somerset MCCU	11,425	-	(1,532)	-	9,893
	<u>56,839</u>	<u>-</u>	<u>(10,607)</u>	<u>1,969</u>	<u>48,201</u>
<b>Unrestricted funds (revenue)</b>					
General funds	290,569	669,924	(652,727)	61,950	369,716
<b>Total unrestricted funds</b>	<u>347,408</u>	<u>669,924</u>	<u>(663,334)</u>	<u>63,919</u>	<u>417,917</u>

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**18 STATEMENT OF FUNDS (continued)**

	1/4/2019	Income	Expenditure	Transfers	31/3/2020
	£	£	£	in/(out)	£
				£	
<b>Restricted funds</b>					
<b>(revenue)</b>					
Airedale MCCU	45,303	5,896	(13,598)	(18,133)	19,468
Airedale NSV	-	-	(3,133)	3,133	-
Caremiles	-	17,640	-	(17,640)	-
Colchester MCCU	59,827	-	(12,729)	(9,358)	37,740
Colchester NSV	-	144	(2,527)	2,383	-
Cornwall MCCU	30,949	100	(8,624)	(1,632)	20,793
Cornwall NSV	-	-	(1,621)	1,621	-
East Kent MCCU (new)	2,261	67,338	-	-	69,599
East Kent MCCU	-	276	(10,426)	10,150	-
East Kent NSV	-	-	(383)	383	-
Future Units (Bullivant)	88,028	-	-	135,276	223,304
Gloucester MCCU	30,947	3,774	(10,711)	(9,760)	14,250
Gloucester NSV	768	-	(2,263)	1,495	-
Lincolnshire MCCU	72,501	47,106	(9,306)	(8,505)	101,796
Lincolnshire NSV	-	108	(1,639)	1,531	-
Norfolk & Norwich (formerly Future units)	10,031	182,000	(3,507)	(139,589)	48,935
Reserve unit 1	36,622	-	(9,558)	(6,975)	20,089
Reserve unit 2	12,388	387	(9,366)	(3,409)	-
Royal Marsden MCU	48,909	227	(10,625)	(2,839)	35,672
Royal Marsden NSV	-	-	(2,647)	2,647	-
Salisbury MCCU	62,407	1,477	(9,390)	(7,489)	47,005
Salisbury NSV	1,683	294	(2,491)	514	-
Somerset MCCU (new)	6,193	24,345	(10,826)	(8,696)	11,016
Somerset NSV	887	-	(2,606)	1,719	-
Southampton NSV	-	-	(297)	297	-
West Suffolk MCCU	53,968	40	(10,379)	(10,068)	33,561
West Suffolk NSV	-	-	(3,093)	3,093	-
	<b>563,672</b>	<b>351,152</b>	<b>(151,745)</b>	<b>(79,851)</b>	<b>683,228</b>

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**FOR THE YEAR ENDED 31 MARCH 2021**

**18 STATEMENT OF FUNDS (continued)**

	1/4/2019	Income	Expenditure	Transfers in/out	31/3/2020
	£	£	£	£	£
<b>Restricted funds (capital)</b>					
Airedale MCCU	186,670	-	(19,994)	10,200	176,876
Colchester MCCU	85,892	-	(13,286)	-	72,606
Cornwall MCCU	67,652	-	(24,934)	-	42,718
East Kent MCCU	30,080	-	(5,932)	-	24,148
Gloucester MCCU	119,904	-	(16,310)	1,292	104,886
Lincolnshire MCCU	34,306	-	(8,595)	-	25,711
Norfolk & Norwich (formerly Future units)	203,040	-	(9,775)	4,440	197,705
Reserve unit 1	70,134	-	(42,820)	-	27,314
Royal Marsden MCCU	124,062	-	(15,867)	-	108,195
Salisbury MCCU	43,467	-	(17,757)	-	25,710
Somerset MCCU	155,120	-	(17,388)	-	137,732
West Suffolk MCCU	79,424	-	(12,233)	-	67,191
	<u>1,199,751</u>	<u>-</u>	<u>(204,891)</u>	<u>15,932</u>	<u>1,010,792</u>
<b>Total restricted funds</b>	<u>1,763,423</u>	<u>351,152</u>	<u>(356,636)</u>	<u>(63,919)</u>	<u>1,694,020</u>
<b>Total funds</b>	<u>2,110,831</u>	<u>1,021,076</u>	<u>(1,019,970)</u>	<u>-</u>	<u>2,111,937</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**19 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds (revenue) £	Restricted funds (capital) £	Total funds 2021 £
Tangible fixed assets	95,099	-	868,161	963,260
Current assets	878,428	1,526,896	-	2,405,324
Creditors due within one year	(151,682)	(14,777)	-	(166,459)
<b>Total</b>	<b>821,845</b>	<b>1,512,119</b>	<b>868,161</b>	<b>3,202,125</b>

	Unrestricted funds £	Restricted funds (revenue) £	Restricted funds (capital) £	Total funds 2020 £
Tangible fixed assets	48,201	-	1,010,792	1,058,993
Current assets	447,813	692,540	-	1,140,353
Creditors due within one year	(78,097)	(9,312)	-	(87,409)
<b>Total</b>	<b>417,917</b>	<b>683,228</b>	<b>1,010,792</b>	<b>2,111,937</b>

**20 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	1,090,188	1,106
Adjustment for:		
Depreciation charges	158,127	215,498
Decrease in stock	234	1,337
Decrease in debtors	8,823	68,711
Increase in creditors	79,050	12,999
<b>Net cash provided by operating activities</b>	<b>1,336,422</b>	<b>299,651</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**21 ANALYSIS OF CASH AND CASH EQUIVALENTS**

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<i>£</i>
Cash at bank and in hand	<b>2,259,061</b>	<i>985,033</i>

**22 PENSION COMMITMENTS**

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £10,286 (2020: £8,516).

Contributions payable to the fund as at the balance sheet date were £2,237 (2020: £1,853) and are included within other creditors.

**23 OPERATING LEASE COMMITMENTS**

At 31 March 2021 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<i>£</i>
<b>Amounts payable (vehicle leasing):</b>		
Within 1 year	<b>16,904</b>	<i>10,498</i>
Between 1 and 5 years	<b>24,573</b>	<i>24,994</i>
<b>Total</b>	<b>41,477</b>	<i>35,492</i>
 <b>Amounts payable (property):</b>		
Within 1 year	<b>46,260</b>	<i>46,260</i>
Between 1 and 5 years	<b>15,420</b>	<i>61,680</i>
<b>Total</b>	<b>61,680</b>	<i>107,940</i>

An 8 year lease for the Charity's premises at Priory Park in Tetbury was signed on 25 July 2017. The initial term of the lease is eight years, with a break clause after five years from the date of signing. The annual commitment under the lease for the first five years is £44,100 per annum. The Charity has recognised £44,100 as a lease cost in the year.

During the year the Charity has expended £16,452 in vehicle leasing costs and £46,260 in property rental. All amounts in this note are stated including VAT which is partially recoverable.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**24 OTHER FINANCIAL COMMITMENTS**

At 31 March 2021 the Charity had £878,367 (2020: £nil) authorised but not contracted for financial commitments in relation to MCCU builds.

**25 RELATED PARTY TRANSACTIONS**

Total donations received from Trustees during the year, without conditions, were £5,004 (2020: £6,649) including donated services to the value of £38 (2020: £5,850).

There are no other related party transactions (2020: £nil).