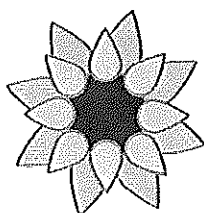


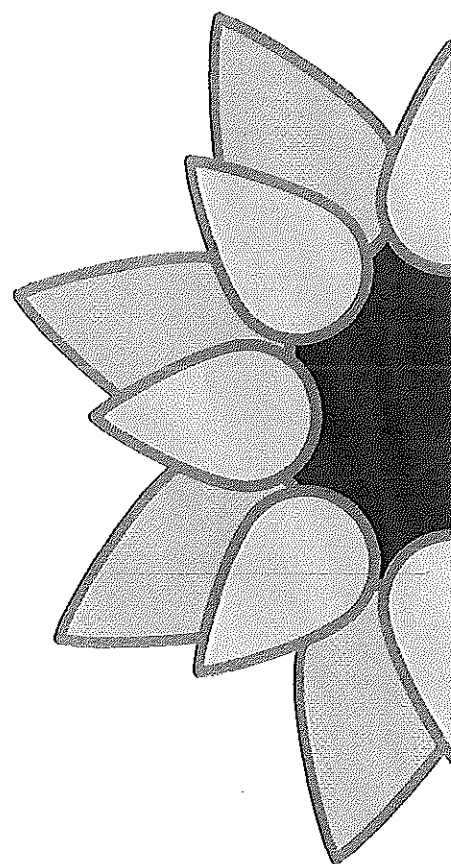
Trustees' report and group financial statements for the year ended 31 March 2022

Lewis-Manning Hospice Care
Longfleet House,
56 Longfleet Road,
Poole, Dorset,
BH15 2JD

Lewis-manning.org.uk
01202 708470
enquiries@lewis-manning.org.uk
Registered Charity Number 1120193
Company Number 06278709
A Limited Company registered in England and Wales



Lewis-Manning
Hospice Care



Lewis-Manning Hospice Care

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The Lewis-Manning Trust
Reference and administrative details

For the year ended 31 March 2022

The Board of Trustee/Directors

Jeremy Allin (Chairman)
Ian Marshall OBE
Timothy Lee
Rev. Canon LLOYD (deceased 12 April 2021)
Christopher Palmer
Catharine Geddes (resigned 19 May 2022)
Ann Lee
Linda Thompson (resigned 21 July 2022)
Peter Brooks
David McDonald
Jeremy Lune
Rev. Jane Burgess (appointed 28 May 2021)
Emma Starmer (appointed 24 March 2022)
Jackie Dominey (appointed 21 July 2022)

Company Secretary

Trevor Arthur

Senior Management

CEO	Clare Gallie
Director of Clinical Services	Ruth Burnhill (retired May 2021) Joanne Whale
Director of Finance and Operations	Katie Hewitt
Director of Fundraising	Tom Goodinge

PATRONS

HM Lord-Lieutenant of Dorset, Mr Angus Campbell
Philip Warr
Sir Simon and Lady Jill Campbell
Maxwell Caulfield
Mark Gatiss
Juliet Mills
Harry Redknapp
Professor Karol Sikora MA MB PhD FRCR FRCP FFPM
Amanda Waring
Jacqueline Swift (appointed 17 May 2021)
Sandra Redknapp (appointed 29 June 2021)
Felicity Irwin (appointed 8 September 2021)

Auditors

Saffery Champness LLP
Midland House
2 Poole Rd
Bournemouth
BH2 5QY

Bankers

Lloyds Bank plc
101 High Street

Lewis-Manning Hospice Care

**Reference and administrative details
For the year ended 31 March 2022**

Poole
BH15 1AJ

The Charity Bank Limited
Fosse House
182 High Street
Tonbridge
Kent
TN9 8LT

Registered Office
56 Longfleet Road
Poole
Dorset
BH15 2JD

Charity Number
1120193

Company Registration Number
06278709

Website
<https://lewis-manning.org.uk>

Lewis-Manning Hospice Care is the only independent hospice charity in East Dorset and Purbeck providing free care and support for adults and their families affected by cancer and other life-limiting illnesses from diagnosis. We offer focused interventions of care from self-management through to palliative nursing for patients with life-limiting and end-of-life care needs. This can be accessed through our Clinics – Lymphoedema for cancer patients and Breathlessness, our day hospice services at Longfleet House in Poole, our Family Support and Bereavement Service and new local day hospice community hubs across East Dorset and Purbeck. In addition, we have been piloting a new anticipatory care model of hospice support at home and run end of life educational partnerships with Bournemouth University.

For over 30 years Lewis-Manning Hospice Care has provided local people with the physical and emotional support to help them live well through their illness and ensure that they do not live alone with their illness.

Our Mission, Vision and Values

Our Vision

Every adult in East Dorset with life-limiting illness can choose how they receive their care.

Our Mission

To provide our community with outstanding hospice care and support.

Our Values

- * We are patient centred
- * We listen to what matters
- * We are kind
- * We are accountable

Our Goals

The following priorities are essential to our success over the next 3 years:

1. Deliver exceptional care and support.
2. Increase the number of people we help.
3. Increase awareness of Lewis-Manning Hospice Care and the services we provide for local people.
4. Develop a sustainable future to support the care of our patients and their families.

Chairman's Statement

Throughout the year and as we have started to return to some normality following the coronavirus pandemic, Lewis-Manning Hospice Care has continued to provide much needed support for Dorset patients, carers and families. We have now fully reopened our face-to-face services in Day Hospice, Lymphoedema, Breathlessness as well as progressing our Closer to Home services in local community hubs. Developing and expanding our bereavement and family support services has been a priority given the local need and I am delighted that we have been able to extend this support to include carer groups in addition to the one-to-one help that we provide.

Following the positive patient feedback we received from the evaluation of our virtual service, supporting those patients that have been unable to attend in person, we have invested in increased resource and plan to continue to help a wide number of vulnerable people virtually, in their own homes.

Raising the much-needed funds to deliver these services has continued to be challenging, with our charity shops having to remain shut at the beginning of the year due to Coronavirus restrictions. However, we are delighted and most grateful to our team of retail staff, wonderful retail volunteers, loyal shoppers and stock donors that we are now back to pre-pandemic levels of sustainable charity shop income. We were fortunate to be able to access some emergency coronavirus funding and relief on business rates for the shops across the year, which has helped our overall income figures. Many events could not take place in the year because of the restrictions in place, however we were pleased to be able to hold several successful events and learning opportunities, providing safe settings for our community to come together. Our Candles on the Lake event at Poole Park was one such event where so many kind supporters gathered to reflect on the year and remember those who are no longer with us, in support of our work. It was a truly memorable and beautiful event which we will be repeating and extending in 2022.

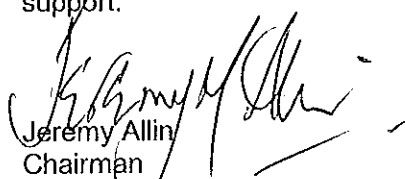
Our aim to support and develop end of life learning across East Dorset and Purbeck was enhanced this year with the appointment of our Lewis-Manning Visiting Professor Bee Wee, Consultant in Palliative Medicine at Sobell House and Katharine House Hospice, Oxford University Hospitals NHS Foundation Trust, Associate Professor at University of Oxford and Fellow of Harris Manchester College. I was thrilled to meet Bee when she visited us in Dorset to deliver our first Lewis-Manning lecture at Bournemouth University for healthcare professionals and partners on the topic Confronting Challenging Realities in palliative care. Feedback from this event was extremely positive and we look forward to working with Bee and Bournemouth University into the future.

As we emerge from the pandemic, we are deeply grateful to see a return and increase in the number of volunteers supporting us with their time as patient drivers and in our shops, clinical areas, hospice finance, administration and fundraising. Our volunteers are vital to the running of the charity, and we sincerely thank them for their kind support.

Our Board of Trustees continued their important support of the leadership team at Lewis-Manning during these challenging pandemic times and during the year we are proud to have piloted and developed new plans to support patients in their homes through an anticipatory model of care, supporting patients from the point of a palliative diagnosis, through illness and beyond. We have invested some of our previously designated funds to support this exciting model of care and are pleased to be taking steps towards the next phase of this highly valued service, in partnership with our Clinical Commissioners and Primary Care Networks with the aim of reaching even more people in the local community across Dorset and Purbeck.

While the year ahead is likely to remain challenging for fundraisers and with increasing costs due to the uncertainties relating to the situation in the Ukraine, the need for sustainable income and continued support has never been more important to us. Demand for our services continues to increase and the plans that we have in place to grow our hospice clinical services Closer to Home are an exciting development which we look forward to delivering over the coming year. With the generous help and support of our individual donors, trusts, groups and companies we will ensure that we continue to provide and expand these important services for patients at the end of life in our community.

I would like to offer my sincere thanks to all the staff, volunteers, friends, ambassadors, patrons, partners, supporters and donors who play such an important role in allowing us to continue to grow and provide these vital services. Thank you for all your continued kindness, advice, help and support.



Jeremy Allin
Chairman

Date:22/09/2022.....

CEO Report

As we enter our 30th anniversary year we are delighted to reflect on a successful twelve months of growth and development at Lewis-Manning Hospice Care, delivering even more support and care for patients across East Dorset and Purbeck. We look forward to implementing exciting plans for the coming year and beyond, based on what matters to patients, their families, and carers.

The year has seen us expand our successful planned program of end-of-life education with the funding of three nursing scholarships in partnership with the Burdett Trust for Nursing and Bournemouth University and the launching of a PhD end of life scholarship building further our links with the University. Due to the level of interest and success of these nursing scholarships, in 2022 we have secured further generous funding from the Burdett Trust for Nursing and agreed to increase to five nursing scholarship posts per year, a tremendous investment for our charity to be able to make, increasing knowledge and understanding of our important area of care.

Our collaboration with local education continues to grow with several student nurses joining us for work experience, investing in our nurses for the future and student counsellors training with our family support and bereavement team. We were thrilled that Professor Bee Wee (CBE) accepted our invitation to become the first ever Lewis-Manning Hospice Care Visiting Professor and to take part and work alongside other healthcare providers to deliver educational end of life podcasts for GPs across Dorset.

As well as seeing development and growth across all our wonderful existing services: Day Hospice, Lymphoedema; Breathlessness; Complementary Therapy; Family Support and Bereavement and our virtual services, we invested in and led a pilot working closely with Shore Medical Primary Care Network to provide care for people from the moment that they are diagnosed as needing palliative intervention. The pilot initially ran over three months, and we worked closely with these GP surgeries to ensure that patients had enhanced, closely managed care allowing us to provide point of contact, help and support for end-of-life patients. This resulted in improved patient experience and outcomes, reduced crisis, reduced referrals into acute care and relieved the pressure on increasingly busy GPs.

Following the success of the pilot, a plan is now in place to develop this highly valued service, by continuing, over an agreed period of time, with Shore Medical and extending our work with a number of other Primary Care Networks in East Dorset and Purbeck. This is an exciting development which will see the further growth of our clinical team and provide a much greater reach into the community. We aim to continue to build collaborative relationships within the community, with local GPs, district nurses and other healthcare providers.

Alongside developing our important clinical services, funding plans are in place to increase much needed sustainable income streams with the opening of new Lewis-Manning Hospice Care charity shops over the next year and building opportunities for the public to engage and support us by making regular monthly gifts. Being mindful and aware of the many benefits that charity retail and recycling can bring to the community and the environment, we hope that these initiatives will allow a steady increase to our income streams to help us to fulfil our clinical plans and allow us to continue to grow our clinical services in the years ahead.

Winning the Poole Business Award for the 'Best Place to Work' in the year was an honour for our charity. People are and must always be at the centre of all that we do at Lewis-Manning and so to our patients, volunteers, staff, donors, and supporters we thank you for your courage, bravery, commitment, dedication and generosity. It is humbling to work for and with you all.

And finally, as our 30th anniversary year celebrations begin, it was a pleasure to hold a celebration launch in January at our Hospice for staff, patients, volunteers, and past and present trustees. We have several celebration events planned across the coming year and hope to involve and meet up with many friends to celebrate and acknowledge the 30 years of support and help that Lewis-Manning Hospice Care has given to our community and to look towards our next 30 years.

Clare Gallie
CEO

Clinical Services

Lewis-Manning Hospice Care is committed to helping people with life limiting illness and their families and we continuously strive to reach as many people as possible across East Dorset and Purbeck to provide help and support.

This year has been an exciting one for our clinical team. We have extended our face-to-face services in Day Hospice, Lymphoedema, Breathlessness, Bereavement and Family Support at Longfleet House in Poole. In addition, we have been out into the community, setting up hubs and delivering clinics in Wimborne and Swanage and our Lymphoedema service for cancer patients has extended into the Bournemouth area.

In addition to these services, we have continued our virtual day hospice and started a new complementary therapy service. All services have allowed us to increase our reach into the community, ensuring that even more people in need receive our end of life help and support, when and wherever they need it.

Over the last year we have cared for an average of over 100 patients a week through our important day hospice, both in Longfleet House in Poole and our community hubs. Our Lymphoedema clinic delivered over 1,400 contacts across the area. The Breathlessness Clinic has seen a significant increase in new referrals to 124, supporting and expanding clinics to Swanage for patients in Purbeck.

Our bereavement and family support service, has steadily expanded seeing over 90 adults, young people, and children, helping them to reflect, prepare and cope with loss. This service has also supported those who have been affected by death through coronavirus.

Complementary Therapy launched in September and is starting to build as a service. It is a great addition to the services that we provide and can really make a difference to the wellbeing of our patients.

We have continued to work with Bournemouth University, with our successful Lewis-Manning Hospice Care Nursing Scholarship Scheme and secured funding for a Lewis-Manning Hospice Care PhD fund. In addition to this we held a lecture at the University with guest speaker Professor Bee Wee CBE, National Clinical Director for End-of-Life Care, NHS England, and NHS Improvement. This very successful and informative event was attended by students, staff, trustees, volunteers, and healthcare professionals.

The care we provide through our day hospice service supporting people at home, close to their homes and face to face

This year has seen us resume a more normal level of service while also expanding what we can offer and building a strategic plan for the ongoing development of our services. This has resulted in our Hospice clinical team being able to support more people to help them cope with living with life-limiting illness both at Longfleet House and out in the community. Our services now include six independent, but closely linked services working together to give patients access to our care at home, at our community hubs or our main hospice site.

Our virtual service launched as a response to coronavirus to maintain contact and reduce isolation for our vulnerable patients who would normally have been visiting our hospice. Following extremely positive feedback evaluation, we are continuing to run this service alongside and as an addition to our other hospice services, giving our patients more opportunity to benefit from the help and support of our hospice team. We were delighted to submit and be asked to develop a poster for the 2021 Hospice UK Conference based on our innovative virtual service, unique in our delivery of tablet

devices into patients' homes, facilitating the service and ensuring patients were not disadvantaged through lack of access to hardware or internet provision.

Staff

Our team of highly professional and committed staff continued to deliver exceptional results this year. In February we started actively recruiting several additional staff demonstrating an increased investment into the clinical area to develop new and expanded services into 2022/2023.

Monthly one to ones, discussions between all line managers and staff have taken place throughout the year. A new Cloud Based training system was launched and most staff have completed all mandatory and non-mandatory training modules.

Staff continue to be supported by managers and the senior management team who operate an open-door policy encouraging open discussions, suggestions (either directly or via a suggestions box), regular team meetings and communications. The CEO updates all staff with a weekly email and regular interactions with staff and volunteers at formal and informal meetings.

Clinical Team

Our growing clinical team strives to ensure that all patient needs are met based on what matters to our patients, aligned to the hospice's patient centred approach. Due to the nature of the work, we ensure that supervision and management support for the team is ongoing and regularly reviewed, focused on staff wellbeing and continual professional development.

Finance and Operations

This team includes a finance officer, finance administrator, operations and compliance manager, office administrator and receptionists. Although a small team they have succeeded in implementing several new initiatives.

In operations and compliance there has been a full review and update of all policies, published both in our new online training system and our centralised folder which can be accessed by all. Full maintenance records and preferred suppliers have been updated, centralised and processes implemented to improve tracking and governance of all records.

In finance continuous improvement and automation of processes has led to a more efficient, timely month end, allowed time to develop the management information supplied to help run the charity. Finance have developed closer working relationships with the different business areas to understand and importantly manage costs and income. Improving efficiencies within the team will also allow time to support the opening and ongoing development of new services and charity shops going forward.

A new IT support partner has been appointed. We have been very fortunate to have had the assistance of St. Margaret's Hospice IT department who have been supporting Lewis-Manning Hospice Care IT for 2 years through the pandemic and the necessary technological changes needed for people working from home. We are very grateful for all their help and support and now look forward to working with our new partners in building capability to best support our hospice going forward. We are looking to implement a new clinical records platform, SystemOne which will allow our clinical team access to shared patient records and a more robust solution for recording notes and supporting the patient needs.

Fundraising

As we reflect on 2021/22 and the impact and challenges that the pandemic has presented across all areas of fundraising, we can be positively reassured with the end of year income figure of £989,469 which exceeded budget. The team have gone above and beyond, negotiating multiple lockdowns while delivering successful new campaigns and events, simultaneously diversifying existing products

and recruiting new volunteers, supporters, and staff to ensure our fundraising objectives are exceeded.

Our fantastic corporate fundraising team, with the kind support of our Volunteer Corporate Development Board have now been in place for over two years. They have had an incredibly successful year, securing national corporate partnerships including AFC Bournemouth, Dunelm, Care South, and Bournemouth University, to mention just a few of the 55 new partnerships secured in 2021/22. The new 30 for 30 campaign and the broad range of sponsorship opportunities have been instrumental in the recruitment of many wonderful new partnerships and we are extremely grateful for their kind support.

Understandably, our events and community income had a challenging start to the year seeing several cancelled and postponed activities due to the restrictions. Groups, associations and the general public have been understandably cautious, and this has impacted income. The third quarter saw a great increase in support, including our first, very popular Fire Walk on Bournemouth beach, a wonderful wing walking event and the phenomenally successful Christmas tree collection and recycling initiative. We also launched our headline remembrance event - Candles on the Lake, which saw over two thousand local Poole residents and those from further afield remember loved ones by releasing a candle onto Poole Park Lake, pictured below.



Online donations received from the community and events that were held increased by over 90% on the previous year with over 1,819 donations and £38,847 income, these increases are due to a significant investment in time to develop online signup platforms and integrated payments to meet the changing needs of our supporters, autonomise our internal administration processes, save costs and become more environmentally friendly. This increase has also increased our Gift Aid sign up rate to over 85% and resulted in over 1000 new active supporters on our database.

The Trusts and Foundations team, with the support of a number of wonderful volunteers, continues to raise funds from valued existing and new funders. Grants totalling £313,294 were gratefully received to support our vital clinical services and establish important new services, including the new innovative digital nursing project. A grant from The Burdett Trust for Nursing was received to further develop our virtual hospice service, enabling our care to reach more patients directly in their homes using hand-held tablets, delivered to those most in need by many volunteers.

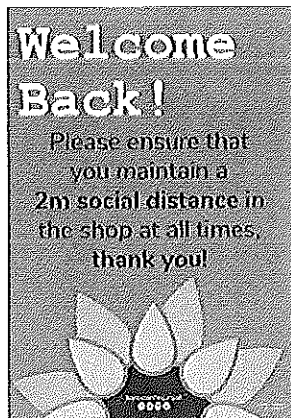
The development of sustainable income streams has been a key focus to ensure the future of our services and reduce reliance on traditional fundraising. The lottery, now in its third year is producing an income of £34,448. This success has led to the introduction of the Face-to-Face fundraising team who are focused on recruiting regular, monthly donations. Based in local high streets across East Dorset, this initiative provides a fantastic opportunity to significantly build a sustainable income, awareness of our charity and the opportunity to market events directly to the community.

Legacy income through kind gifts in Wills of £413,246 continues to be a substantial part of our income and we look forward to the launch of our Free Wills campaign in 2022.

Retail Team

As we look back over the last year, the enormity of what we've all had to face comes to the fore. We've had highs and we've had less highs, but it's been the year that demonstrated the enormous energy and commitment of our charity retail team and just what can be achieved when we pull together.

At the start of the year, we were excited to hear the news charity shops across the UK could open their doors and return to trading. In preparation for the opening of our Lewis-Manning Hospice Care shops, we developed a Coronavirus Operational Guide together with risk assessments, marketing and communications plans and we implemented important measures to keep staff, volunteers, and customers safe. With that in place, the retail staff returned from furlough on the 1st of April to prepare the shops for opening on the 12th of April 2021.



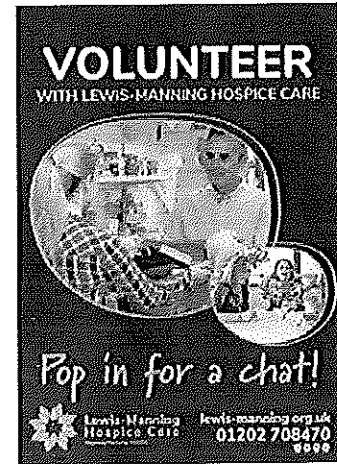
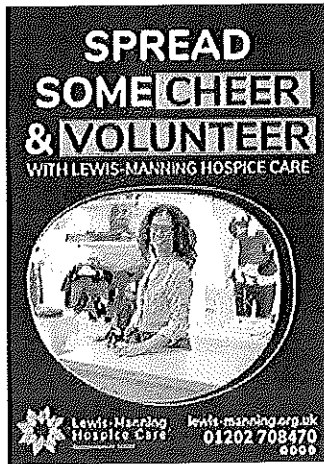
for



opening on the 12th of April

We introduced a new, monthly internal Retail Update newsletter providing essential information to support our shops and to ensure everyone has everything they needed to trade safely, whilst also celebrating successes and best practice.

Volunteers are the lifeblood of our shops and coronavirus had a dramatic impact on the number of people who felt comfortable returning to the charity retail environment. Over the following months we explored how to recruit more volunteers and how best to support and nurture the wonderful volunteers who had returned to us. We reached out to the local communities to find more volunteers to help in our shops and invited them, along with existing volunteers to tea and cake updates with our CEO, Clare Gallie, as a 'Thank You' for their invaluable support.

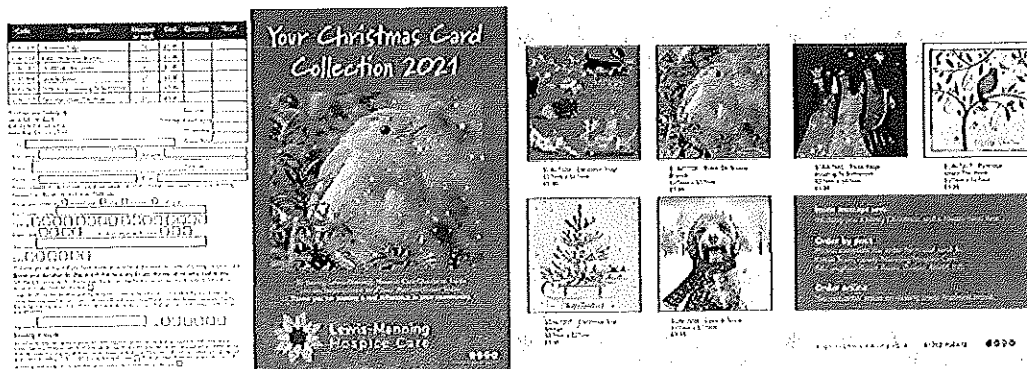


In June 2021 we started to plan for the easing of coronavirus restrictions, whilst recognising that it was going to be around for some time to come and learning to live with the presence of the virus in the wider community. Integrated working with the wider teams across the hospice, is now more important than ever.

We welcomed an even more collaborative approach to working across our charity including the roll out of the 'Grow Some Sunshine' campaign offering packets of branded sunflower seeds for a donation, promoting bringing families and communities together to grow giant sunflowers. The aim being to fill the gardens of Dorset with their bold, bright, and summery sunflower faces as a huge thank you to all the nurses, supporters, and community, who continued to ensure we kept providing much-needed hospice care.

July presented some fantastic opportunities to develop artistic summer tea party shop window themes for the new campaign the Great Dorset Tea Party, raising awareness of the services we deliver whilst selling lots of delightful tea sets. Summer was in full flow with holiday makers on the south coast looking for summer goodies and bargains.

In August, we ran a focus group to shortlist and pick Christmas cards for the 2021 Christmas card range, whilst planning the activities for the shops and pulling together the new goods orders ready for the Christmas shopping spree rush. With innovation and adaptation at the fore of our thinking, new sales channels were adopted to maximise selling opportunities and a new Christmas card catalogue was produced and included in the hospice Autumn newsletter to all supporters, a new website shop was developed, and cards uploaded to sell online, a mini shop was set up at the hospice for staff, volunteers and visitors to buy direct, and of course the cards were sold in all of our charity shops. They say Christmas cards are like 'marmite' and you either love a card or hate a card! However, the focus group made great choices and our Christmas card range 2021 sold out!





We have focused on developing our retail strategy, operational plans and KPI's, over the year, and in January the new retail 3-year strategy was presented to and agreed by our Board of Trustees. Our plans include growing the retail chain, investing in our existing shops and delivering new online sales activities, with the purpose of delivering long term sustainable income to support our hospice care for the future.

Financial Review

Income for the year ended 31 March 2022 was £2,101,338, a decrease of £562,925 from the previous financial year due to significant government support received via Hospice UK in relation to the Coronavirus pandemic received in 2021.

The consolidated result for the year shows a surplus of £49,460 compared with a surplus of £445,226 in 2021/2022.

The consolidated cash flow statement shows net cash inflow of £8,446 compared with an inflow of £926,481 in 2021/2022.

Total net assets of the charitable group increased to £3,512,870 (2021 £3,463,410).

Reserves Statement

Total free reserves of the charity amounts to £1,834,182 (2021: £1,867,418), representing approximately 12 months of operating costs.

Total group reserves at the year-end were £3,512,870 (2021: £3,463,410). After deducting restricted funds of £145,975 (2021: £196,723), the gross unrestricted reserves amounted to £3,366,895 (2021: £3,266,687). However, a substantial portion of these funds, being £902,713 (2021: £909,269), could only be realised by the disposal of fixed assets and we therefore exclude them from our calculation of unrestricted free reserves. In addition, the trustees have designated an amount of £560,000 to meet new organisational changes and £70,000 for the development of new sustainable income streams. These designated funds are also excluded from our calculation of unrestricted reserves.

Our challenge is to both build a level of reserves adequate to protect our services in case of further disruption but also to fund improvements and changes to the way our hospices work in line with changes nationally. The charity has successfully completed the initial stage of its restructuring which entailed a move of premises and a repositioning of its approach; changes made even more challenging by the Coronavirus pandemic. Now, we are at the beginning of a three-year strategy which will significantly expand the work of the hospice, developments which will be aligned with extension of palliative care activities across Dorset. We have recognised some of this expenditure in the designated fund but the full strategy will emerge over the next 6 months. We will then need to designate further unrestricted reserves in order to prepare for this expenditure.

Pay Policy for Senior Staff

Senior Manager salaries cover an appropriate range of points on our pay grading structure.

Priorities 2020-2023

Following a review of our previous strategy, history and plans the following priorities have emerged as essential to our success over the next 3 years:

1. Deliver exceptional care and support.
2. Increase the number of people we help
3. Increase awareness of Lewis-Manning Hospice Care and the services we provide for local people.
4. Develop a sustainable future to support the care of our patients and their families.

How will we achieve this?

1. Deliver exceptional care and support

- * Working with our people to develop our organisation's values and culture through becoming a learning organisation.
- * Listening to our patients, understanding their stories, encouraging feedback and continually reviewing our services to act on what we can do to make life better.
- * Ensuring that we have the clinical capacity to meet increasing patient referrals into our services while maintaining the excellent quality of our nursing and clinical care.
- * Encouraging open discussions to make it easy to learn from complaints, concerns and compliments.
- * Reviewing training and development needs and succession planning for key services and putting in place plans to ensure service continuity and excellence.
- * Engaging and supporting our existing volunteering team and encouraging new volunteers to join our organisation.
- * Putting in place initiatives to engage staff and volunteers including wellbeing, communication, social initiatives and forums.
- * Working with Universities to develop plans to encourage an increase in adult nursing students that would like to experience working in our sector.

2. Increase the number of people that we help

- * Collaborating effectively with other community services and developing our Closer to Home approach for Day Hospice in local communities.
- * Reviewing existing services and developing our Closer to Home approach for Better Breathing services to fill the gap for local communities across East Dorset and Purbeck.
- * Developing and implementing our Closer to Home approach for Lymphoedema services for local communities across East Dorset.
- * Expanding our support for patients through art, physiotherapy and complementary therapy services.
- * Developing a new patient drop-in centre at our premises.

- ✳ Developing a new bereavement and family support service.
- ✳ Working with our NHS partners to scope a community Hospice at Home, end of life home care support service.

3. Increase awareness of Lewis-Manning Hospice Care and the services that we can provide for local people

- ✳ Refreshing our brand and key messages and rolling out across all channels.
- ✳ Developing a new customer focused, mobile enabled website.
- ✳ Investing in increased engagement through our social channels.
- ✳ With the help of key donors, investing in in-print, digital, radio, billboard and bus advertising.
- ✳ Increasing awareness through PR opportunities including interviews, press releases, photographs, letters to editors, case studies.
- ✳ Increasing support developing important partnerships with Volunteers, Ambassadors, Patrons and 'Friends of' groups.
- ✳ Attending networking events and giving talks to businesses, schools, groups and associations.
- ✳ Going out into the community and fostering relationships and partnerships with our CCG, acute trust, GPs, Multi-Disciplinary Teams, specialist nursing teams, nursing homes, community teams and more.

4. Develop a sustainable future to support the care of our patients and their families

- ✳ Increasing the net contribution from both fundraising and retail.
- ✳ Increasing our sustainable income channels through increased regular gifts.
- ✳ Increasing the number of legacy pledges supporting our charity.
- ✳ Continuing to manage and support our existing 4 charity shops and open new /pop up shops each year.
- ✳ Developing online sales opportunities via local and national networks.
- ✳ Focusing on building relationships with companies, groups, associations, Ambassadors, Patrons, 'Friends of' groups.
- ✳ Reviewing and implementing improvements in our IT systems and analytics capabilities in order to address governance, security and working processes.

Structure, Governance and Management

Lewis-Manning Hospice Care's governing document is a Memorandum of Association dated 2007. The Trust is a charitable company limited by guarantee.

The Board of Trustees/Directors

The Board comprises non-executive directors who are also referred to as Trustees. A list of Trustees who have served during the year can be found on page 1. The Board delegates the day to day management of the charity to the Chief Executive Officer (CEO) Clare Gallie.

New members of the Board are normally identified by existing members of the Board, the CEO or by advertising vacancies online. All potential Board members go through an interview process, meet with the Chairman and the CEO, attend a Board meeting as a guest and have a tour of the building and services. All successful recruits take part in an induction procedure and are provided with a pack of essential reading (end of year accounts, Board minutes, Information of Trustees' responsibilities (Hospice UK publication). All Board members are required to have an enhanced DBS (Disclosure and Barring).

All Trustees give their time freely and no remuneration was paid during the year in respect of their position as Trustee.

The CEO attends Board meetings by invitation as the Senior Officer of the Charity, other members of the Executive team also attend Board meetings and other staff groups may be invited to attend the Board meetings dependent on the agenda requirements.

Governance

The Board of Trustees, who are also Directors, are responsible for the overall strategy and control of the Charity and meet at least six times a year. Responsibility for the day to day running of the Charity is carried out by the CEO and the Executive Team.

The CEO has designated authority from the Board to manage the Charity day to day and to ensure that the strategy, put in place, is enacted. An Executive Committee, chaired by the CEO, consists of the Director of Finance & Operations, Director of Fundraising and the Director of Clinical Services, develops policies and procedures with input from the staff.

The Board ratify the annual budget and anything "outside" the budget is authorised by the Chairman via business case approvals.

The CEO undertakes the key leadership role in the organisation and oversees all Charity services.

Other Key Relationships

Members of the Executive team are required to ensure they are involved in, or attend, appropriate external meetings, which include the Dorset Clinical Commissioning Group, local and national healthcare services or cancer services.

Public Benefit

Charity Trustees have a duty to carry out their charity's purposes for the public benefit. The Charity has undertaken, within its objects, and free of charge to users, the support of people living with a diagnosis of a life-limiting illness such as cancer, motor neurone disease, end stage cardiac or renal failure and neurological illnesses such as Parkinson's disease. The Charity currently supports and cares for an average of 20 patients every day. The Trustees are therefore satisfied the public benefit requirement is fulfilled and set out more detail as to how in the remainder of this report.

Risk Management

The Board is responsible for overseeing the risks faced by the Charity and a review of the risk tool takes place by the Board at every meeting. The Executive are responsible for monitoring risk. Risk is managed under the following headings:

- * Reputation
- * Management and Governance
- * Finance and Fundraising
- * Clinical Practice and Quality Assurance
- * Operational Practice

COVID-19

The outbreak of Coronavirus declared by the World Health Organisation as a "Global Pandemic" on the 11th March 2020, has impacted global financial markets. In the UK market activity is being impacted in all sectors and the current response to Coronavirus means that we are faced with an unprecedented set of circumstances.

As set out in the chairman's note, hospices such as Lewis-Manning Hospice Care are continuing to play a key role in supporting people in the community with life-limiting illnesses and we are grateful to the Government, the NHS, donors and the local community in supporting our work.

Against this background, and as required to do for our Annual Report, the Trustees have assessed the potential financial implications of the pandemic and are confident that by maintaining our reserves to 12 months the Group has sufficient resources to allow it to continue through this period.

Adverse Incidents

The Director of Clinical Services monitors adverse incidents and the CEO/Director of Finance and Operations are copied into each incident. All Adverse Incidents that are urgent are dealt with immediately and all incidents are reviewed by the Performance and Clinical Governance Committee with a trend analysis available at the end of the financial year.

Care Quality Commission

Our services are regulated and inspected by the Care Quality Commission (CQC) with whom we are registered under the Care Standards regulations. While we are independent of the NHS, our clinical work is guided principally by the Guidelines on Palliative Care issued by the National Institute for Clinical and Health Excellence (NICE) and the Quality Markers for End of Life Care. There have been no inspections this year.

Auditing

Internal:

An annual programme of internal audits has been developed and audit plans are in place for 2022/23, including Infection Control (hand hygiene), fire regulations, environmental health and legionella etc.

The Charity operates a robust review of policies and procedures to ensure compliance.

External:

The Charity's external financial auditors are Saffery Champness LLP.

Internal Committees of the Charity (see list below)

- * **Performance and Clinical Governance** – Subcommittee to the Board chaired by a Board member, meets quarterly.
- * **Finance and Operations** – Subcommittee to the Board chaired by a Board member, meets quarterly.
- * **Income Generation and Marketing**– Subcommittee to the Board chaired by a Board member, meets quarterly.
- * **People** – Subcommittee to the Board chaired by a Board member, meets quarterly.
- * **Senior Management Team including Risk Management** – meets monthly
- * **Risk Meeting** – meets quarterly

- * **Dorset Clinical Commissioning Group** – meets quarterly
- * **Health & Safety including compliance** – meets quarterly

Disclosure of Information to Auditor

Each Trustee has taken the steps they ought to have taken as a Trustee, to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The Trustees confirm there is no relevant information they know of and which they know the auditor is unaware.

Responsibilities of the Directors and Trustees

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

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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that 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 the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees' annual report was approved by the Trustees of the charity and signed on its behalf by:

Ian Marshall
Trustee



Date:22/09/2022

Opinion

We have audited the financial statements of Lewis Manning Hospice Care (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, consolidated balance sheet, consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- * give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- * have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- * have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The 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.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the

financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

Other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 18, the Trustees (who are also the directors of the parent 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 the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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.

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with senior management and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Further the group is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, through significant fine, litigation or restrictions on the charity's operations. We identified the most significant laws and regulations to be those monitored by the Care Quality Commission.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

**Independent auditor's report
For the year ended 31 March 2022**

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

Use of our report

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



.....
Nicholas Fernyhough
For and on behalf of Saffery Champness
LLP

Saffery Champness LLP Chartered Accountants	Midland House 2 Poole Road Bournemouth BH2 5QY
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Statutory Auditors

Date: 5 October 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Lewis-Manning Hospice Care

Consolidated statement of financial activities (including Income and Expenditure account)
For the year ended 31 March 2022

		Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	Note	£	£	£	£
Income from:					
Donations and legacies	3	657,698	352,347	1,010,045	1,552,205
Charitable activities	4	451,039	-	451,039	714,580
Investment income	5	6,004	-	6,004	4,061
Income from trading subsidiaries		634,250	-	634,250	407,437
Other income	6		-		(14,020)
Total income		<u>1,748,991</u>	<u>352,347</u>	<u>2,101,338</u>	<u>2,664,263</u>
Expenditure on:					
Raising funds		(108,438)	-	(108,438)	(140,603)
Charitable activities	7	(1,110,114)	(403,095)	(1,513,209)	(1,729,689)
Trading subsidiary expenditure		(430,231)	-	(430,231)	(348,745)
Total expenditure		<u>(1,648,783)</u>	<u>(403,095)</u>	<u>(2,051,878)</u>	<u>(2,219,037)</u>
Net surplus/(deficit)		<u>100,208</u>	<u>(50,748)</u>	<u>49,460</u>	<u>445,226</u>
Transfers between funds	21	-	-	-	-
Net movement in funds		<u>100,208</u>	<u>(50,748)</u>	<u>49,460</u>	<u>445,226</u>
Total funds at 1 April 2021		<u>3,266,687</u>	<u>196,723</u>	<u>3,463,410</u>	<u>3,018,184</u>
Total funds at 31 March 2022		<u><u>3,366,895</u></u>	<u><u>145,975</u></u>	<u><u>3,512,870</u></u>	<u><u>3,463,410</u></u>

All gains and losses are included above. The surplus for the year for Companies Act purposes was £49,460 (2021: £445,226).

The notes on pages 27 to 45 form part of these financial statements.

Lewis-Manning Hospice Care

Consolidated balance sheet
As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Tangible assets	12		902,713		909,269
			<u>902,713</u>		<u>909,269</u>
Current assets					
Debtors	14	376,604		331,903	
Cash at bank and in hand		2,473,754		2,465,308	
			<u>2,850,358</u>	<u>2,797,211</u>	
Creditors:					
Amounts falling due within one year	15	(140,201)		(143,070)	
			<u>2,710,157</u>	<u>2,654,141</u>	
Net current assets					
			<u>3,612,870</u>	<u>3,563,410</u>	
Total assets less current liabilities					
Creditors:					
Amounts falling due after more than one year	16	(100,000)		(100,000)	
			<u>3,512,870</u>	<u>3,463,410</u>	
Net assets					
			<u>3,512,870</u>	<u>3,463,410</u>	
Represented by:					
Restricted funds	21		145,975		196,723
Designated funds	21		630,000		490,000
Unrestricted funds	21				
- Fixed assets			902,713		909,269
- General funds			1,834,182		1,867,418
			<u>3,512,870</u>	<u>3,463,410</u>	
Total funds	21		<u>3,512,870</u>	<u>3,463,410</u>	

The financial statements were approved by the Trustees and authorised for issue on 22/09/2022 and signed on their behalf by:


Jeremy Allin
Chairman

The notes on pages 27 to 45 form part of these financial statements.

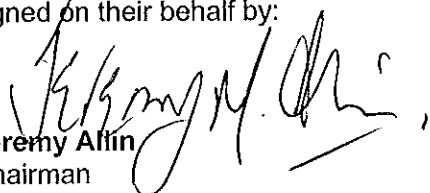
Lewis-Manning Hospice Care

Charity balance sheet

For the year ended 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Tangible assets	12		853,452		849,562
Investments	13		6		6
			<u>853,458</u>		<u>849,568</u>
Current assets					
Debtors	14	499,406		400,813	
Cash at bank and in hand		<u>2,346,206</u>		<u>2,366,386</u>	
		2,845,612		2,767,199	
Creditors:					
Amounts falling due within one year	15	(125,363)		(139,412)	
Net current assets			<u>2,720,249</u>		<u>2,627,787</u>
Total assets less current liabilities			<u>3,573,707</u>		<u>3,477,355</u>
Creditors:					
Amounts falling due after more than one year	16		(100,000)		(100,000)
Net assets			<u>3,473,707</u>		<u>3,377,355</u>
Represented by:					
Restricted funds	21		145,975		196,723
Designated funds	21		630,000		490,000
Unrestricted funds	21				
- Fixed assets			853,452		849,562
- General funds			<u>1,844,280</u>		<u>1,841,070</u>
Total funds	21		<u>3,473,707</u>		<u>3,377,355</u>

The financial statements were approved by the Trustees and authorised for issue on 22/09/2022 and signed on their behalf by:


Jeremy Allin
 Chairman

The notes on pages 27 to 45 form part of these financial statements.

Lewis-Manning Hospice Care

Consolidated statement of cash flows
For the year ended 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net surplus/(deficit)		49,460	445,226
Adjustments to cash flows from non-cash items			
Depreciation	12	62,627	32,681
Impairment of tangible fixed assets	12	-	430,000
Loss/(gain) on disposal of tangible fixed assets	6	-	14,020
Investment income	5	(6,004)	(4,061)
		56,623	917,866
Working capital adjustments			
Decrease in stocks		-	1,611
(Increase)/decrease in debtors	14	(44,701)	58,975
Decrease in creditors	15	(2,869)	(14,960)
Net cash flows from operating activities		(47,570)	963,492
Cash flows from investing activities			
Interest receivable and similar income	5	6,004	4,061
Purchase of tangible fixed assets	12	(56,071)	(141,072)
Net cash used in investing activities		(50,067)	(137,011)
Cash flows from financing activities			
New borrowings	16	-	100,000
Net cash generated by financing activities		-	100,000
Change in cash and cash equivalents in the reporting period		8,446	926,481
Cash and cash equivalents brought forward		2,465,308	1,538,827
Cash and cash equivalents carried forward		2,473,754	2,465,308

Consolidated statement of cash flows (continued)

For the year ended 31 March 2022

Note 1 to the consolidated statement of cash flows: Analysis of changes in net funds/(debt)

Current year	Balance at 1 April 2021 £	Cash flows £	Other non-cash changes £	Balance at 31 March 2022 £
Cash in hand	2,465,308	8,447	-	2,473,755
Loans due within 1 year	-	-	-	-
Loans due after 1 year	(100,000)	-	-	(100,000)
	<u>2,365,308</u>	<u>8,447</u>	<u>-</u>	<u>2,373,755</u>
Prior Year	Balance at 1 April 2020 £	Cash flows £	Other non-cash changes £	Balance at 31 March 2021 £
Cash in hand	1,538,827	926,481	-	2,465,308
Loans due within 1 year	-	-	-	-
Loans due after 1 year	-	(100,000)	-	(100,000)
	<u>1,538,827</u>	<u>826,481</u>	<u>-</u>	<u>2,365,308</u>

1 Charity status

The charity is a charity limited by guarantee and consequently does not have share capital. Each of the Trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Charity Commission Statement of Recommended Practice - Accounting and Reporting by provisions of the Charities SORP (FRS 102) – 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 (effective 1 January 2019) and the Companies Act 2006.

Basis of preparation

Lewis-Manning Hospice Care is a registered charity, registration number 1120193, company number 06278709, registered in the United Kingdom. The address of the charity is given in the reference and administrative details on pages 1 to 2 of these financial statements. The nature of the charity's operations and principal activities are described in the Trustees annual report set out on pages 7 to 18.

Lewis-Manning Hospice Care meets the definition of a public benefit entity under FRS 102. The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in-sterling which is the functional currency of the charity and rounded to the nearest £.

Basis of consolidation

The consolidated financial statements consolidate the financial statements of the charity and its subsidiary undertakings drawn up to 31 March 2022.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charity made a surplus for the financial year of £96,352 (2021: £470,285).

Subsidiary companies

A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiaries, which are related parties, are eliminated in full.

Intra-group losses are also eliminated but may indicate an impairment that requires recognition in the consolidated financial statements.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

Lewis-Manning Hospice Care is the parent Company of the following subsidiaries:

Lewis-Manning Hospice Care (Retail) Limited;
Lewis-Manning Hospice Care (Lottery) Limited; and
Lewis-Manning Hospice Care (Furniture Warehouse) Limited

All three subsidiaries are 100% owned and are all registered in England and Wales. The group accounts include the balances of all three subsidiaries and the results of the first two named above. Lewis-Manning Hospice Care (Furniture Warehouse) Limited was dormant throughout the current and preceding years.

Going concern

The Trustees consider that there are no material uncertainties about the group's ability to continue as a going concern.

Income and endowments

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 the income receivable can be measured reliably.

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Incoming resources from tax reclaims are included in the statement of financial activities at the same time as the gift to which they relate.

Legacy gifts are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Other trading activities

Income from commercial trading activities is recognised as earned as the related goods and services are provided.

Investment income

Investment income is recognised on a receivable basis.

Charitable activities

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

All resources expended are inclusive of irrecoverable VAT.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and Trustees' meetings and reimbursed expenses.

Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold buildings	4% straight line basis
Leasehold improvements	the unexpired term of the lease
Fixtures, fittings and equipment	10% straight line
IT equipment	25% straight line
Motor vehicles	25% reducing balance

Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow-moving stocks. Cost is determined using the first-in, first-out (FIFO) method.
or vehicles.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Borrowings

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

Concessionary loans include those payable to third parties which are interest free or below market interest rates and are received to advance charitable purposes. All loans are measured at cost, less impairment as permitted by section 34 of FRS 102.

Fund structure

Unrestricted income funds are general funds that are available for use at the Trustees' discretion in furtherance of the objectives of the group.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the Trustees.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

Lewis-Manning Hospice Care

Notes to the financial statements (continued)
For the year ended 31 March 2022

3 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2022 £	Unrestricted funds £	Restricted funds £	Total 2021 £
Grants and donations	244,453	352,347	596,800	406,452	755,504	1,161,956
Legacies	413,245	-	413,245	390,249	-	390,249
	<u>657,698</u>	<u>352,347</u>	<u>1,010,045</u>	<u>796,701</u>	<u>755,504</u>	<u>1,552,205</u>

4 Income from charitable activities

	Unrestricted funds £	Total 2022 £	Total 2021 £
Contractual income from government or public authorities	451,039	451,039	472,484
Government grants received	-	-	242,096
	<u>451,039</u>	<u>451,039</u>	<u>714,580</u>

In 2021, all income from charitable activities was to unrestricted funds.

5 Investment income

	Unrestricted funds £	Total 2022 £	Total 2021 £
Interest receivable on bank deposits	6,004	6,004	4,061
	<u>6,004</u>	<u>6,004</u>	<u>4,061</u>

In 2021, all investment income was to unrestricted funds.

6 Other income

	Unrestricted funds £	Total 2022 £	Total 2021 £
Loss on disposal of fixed assets	-	-	(14,020)
Gain on disposal of Crichel Mount Road Hospice	-	-	-
	<u>-</u>	<u>-</u>	<u>(14,020)</u>

Notes to the financial statements (continued)
For the year ended 31 March 2022

7 Expenditure on charitable activities

	Unrestricted funds £	Restricted funds £	Total 2022 £	Unrestricted funds £	Restricted funds £	Total 2021 £
Operation of hospice – staff costs	1,095,514	76,064	1,171,578	942,901	-	942,901
Operation of hospice – other costs	-	327,031	327,031	609,376	159,763	769,139
Governance costs – audit of the financial statements	14,600	-	14,600	17,649	-	17,649
	<u>1,110,114</u>	<u>403,095</u>	<u>1,513,209</u>	<u>1,569,926</u>	<u>159,763</u>	<u>1,729,689</u>

8 Net outgoing/incoming resources

Net outgoing/incoming resources for the year include:

	2022 £	2021 £
Audit fees 2022	9,250	-
Audit fees 2021	5,350	6,500
Impairment of fixed assets	-	430,000
Depreciation of fixed assets	<u>62,627</u>	<u>32,681</u>

9 Trustees remuneration and expenses

No Trustees have received any reimbursed expenses or any other benefits from the charity during the year (2021: £nil).

10 Staff costs

The aggregate payroll costs were as follows:

	2022 £	2021 £
Staff costs during the year were:		
Wages and salaries	1,281,941	1,015,722
Social security costs	96,984	75,459
Pension costs	31,026	23,783
	<u>1,409,951</u>	<u>1,114,964</u>

10 Staff costs (continued)

The monthly average number of persons (including senior management team) employed by the group during the year was as follows:

	2022	2021
	Number	Number
Hospice services	23	16
Fundraising	8	6
Charity administration	8	7
Shops	12	10
	<u>51</u>	<u>39</u>

Due to the impact of the Covid-19 pandemic, bank staff were not used in the current year and have therefore been excluded from the average staff number calculations.

The number of employees whose emoluments fell within the following bands was:

	2022	2021
	Number	Number
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-
	<u>1</u>	<u>1</u>

The total employee benefits of the key management personnel of the group were £80,422 (2021: £76,000).

11 Taxation

The group is a registered charity and is therefore exempt from taxation.

12 Tangible fixed assets

	Land and buildings	Fixtures, fittings and equipment	Motor vehicles	Total
Group	£	£	£	£
Cost				
1 April 2021	1,372,472	95,088	21,545	1,489,105
Additions	-	32,678	23,393	56,071
Disposals	-	-	(9,550)	(9,550)
31 March 2022	<u>1,372,472</u>	<u>127,766</u>	<u>35,388</u>	<u>1,535,626</u>
Depreciation				
1 April 2021	512,827	55,209	11,800	579,836
Charge for the year	49,316	7,976	5,335	62,627
Disposals	-	-	(9,550)	(9,550)
31 March 2022	<u>562,143</u>	<u>63,185</u>	<u>7,585</u>	<u>632,913</u>
Net book value				
31 March 2022	<u>810,329</u>	<u>64,581</u>	<u>27,803</u>	<u>902,713</u>
31 March 2021	<u>859,645</u>	<u>39,879</u>	<u>9,745</u>	<u>909,269</u>

12 Tangible fixed assets (continued)

Charity	Freehold Land and buildings £	Motor vehicles £	Furniture and equipment £	Total £
Cost				
1 April 2021	1,298,965	-	-	1,298,965
Additions	-	23,393	32,678	56,071
31 March 2022	1,298,965	23,393	32,678	1,355,036
Depreciation				
1 April 2021	449,403	-	-	449,403
Charge for the year	48,759	2,336	1,086	52,181
31 March 2022	498,162	2,336	1,086	501,584
Net book value				
31 March 2022	800,803	21,057	31,592	853,452
31 March 2021	849,562	-	-	849,562

13 Fixed asset investments

Charity	2022	2021
	£	£
Shares in group undertakings and participating interests	6	6
	<u>6</u>	<u>6</u>
	Subsidiary	Total
	undertakings	
	£	£
Cost		
At 1 April 2021	6	6
At 31 March 2022	<u>6</u>	<u>6</u>
Net book value		
At 31 March 2022	<u>6</u>	<u>6</u>
At 31 March 2021	<u>6</u>	<u>6</u>

The charity holds 6 shares of £1 each in its wholly owned trading subsidiary companies Lewis-Manning Hospice Care (Retail) Limited (company number 02734333), Lewis-Manning Hospice Care (Lottery) Limited (company number 04481834) and Lewis-Manning Hospice Care (Furniture Warehouse) Limited (company number 05216874), all of which were incorporated in England and Wales. These are the only shares allotted, called up and fully paid. The activities and results of these companies are summarised on the statement of financial activities.

Notes to the financial statements (continued)
For the year ended 31 March 2022

14 Debtors

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	81,521	40,235	76,277	40,231
Due from group undertakings	-	-	214,285	123,481
Prepayments and accrued income	202,528	122,959	118,133	69,869
VAT recoverable	25,552	23,773	23,711	22,296
Other debtors	67,003	144,936	67,000	144,936
	<u>376,604</u>	<u>331,903</u>	<u>499,406</u>	<u>400,813</u>

15 Creditors: Amounts falling due within one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	64,388	43,737	53,367	41,482
Taxation and social security	26,141	25,469	26,141	25,469
Pension scheme creditor	-	5,428	-	5,428
Accruals	49,672	68,436	45,855	67,033
	<u>140,201</u>	<u>143,070</u>	<u>125,363</u>	<u>139,412</u>

16 Creditors: Amounts falling due after one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Concessionary loans	100,000	100,000	100,000	100,000
	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>

The above loans have been secured on the freehold property of the group.

Group and charity

Included in the creditors are the following amounts due after more than five years:

	2022 £	2021 £
After more than five years by instalment	<u>100,000</u>	<u>100,000</u>

17 Pension and other schemes

Defined contribution pension scheme

The group operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the group to the scheme and amounted to £31,026 (2021: £23,783).

Contributions totalling £nil (2021: £5,428) were payable to the scheme at the end of the year and are included in creditors.

18 Commitments

Other financial commitments

At the year end the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases on land and buildings, which fall due as follows:

	2022	2021
	£	£
Within 1 year	105,522	106,855
Between 2 and 5 years	126,737	232,258
In over 5 years	-	-
	<u>232,259</u>	<u>339,113</u>

19 Related party transactions

Christopher Palmer, who is a Trustee and Director of Lewis-Manning Hospice Care, is also a Director of Anytech Solutions Ltd. During the year, Anytech Solutions Ltd provided IT services to Lewis-Manning Hospice Care which totalled £13,014 (2021: £41,607). There was a balance of £680 (2021: £8,155) included in trade creditors in respect of this at year end.

Ann Lee, who is a Trustee and Director of Lewis-Manning Hospice Care, is also CEO of St Margaret's Technical Services Ltd. St Margaret's Technical Services Ltd provided IT support totalling £9,756 (2021: £38,924) to Lewis-Manning Hospice Care during the year. There was a balance of £nil (2021: 1,026) included in trade creditors in respect of this at year end. The Charity went to tender and has appointed an independent IT contractor from February 2022.

20 Control

The charity is controlled by the Trustees who are all directors of the company.

21 Statement of funds Group

	At 1 April 2021	Incoming resources	Resources expended	Transfers in/out	At 31 March 2022
	£	£	£	£	£
Unrestricted funds					
General					
General fund	2,776,687	1,748,992	(1,648,784)	(140,000)	2,736,895
Designated					
Transitional costs	490,000	-	-	140,000	630,000
Total unrestricted funds	<u>3,266,687</u>	<u>1,748,992</u>	<u>(1,648,784)</u>	<u>0</u>	<u>3,366,895</u>
Restricted funds					
New View Program	5,869	-	-	-	5,869
Music Therapy	2,385	-	(2,385)	-	-
CCH Wimborne	25,500	13,194	(38,694)	-	-
Lymphoedema services	13,853	58,276	(67,039)	-	5,090
Breathlessness services	28,317	-	(28,317)	-	-
Complementary therapies	22,000	4,500	(8,387)	-	18,113
Activity coordinator	15,269	-	(269)	(15,000)	-
Physiotherapy services	20,000	-	-	-	20,000
Family support	23,530	10,000	(43,309)	15,000	5,221
Learning & development	4,000	11,555	(11,704)	-	3,851
Travel	8,000	-	(27)	-	7,973
Drop-in centre	8,000	-	(8,000)	-	-
Marketing	20,000	-	(20,000)	-	-
Art therapies	-	3,190	(3,190)	-	-
Container	-	10,000	(10,000)	-	-
Christmas party	-	600	(600)	-	-
Virtual hospice	-	46,310	(22,452)	-	23,858
PHD sponsorship	-	25,000	-	-	25,000
Anticipatory Care Project	-	31,000	-	-	31,000
Day Hospice	-	104,545	(104,545)	-	-
Volunteer tea party	-	550	(550)	-	-
Hospice UK	-	33,627	(33,627)	-	-
Total restricted funds	<u>196,723</u>	<u>352,347</u>	<u>(403,095)</u>	<u>-</u>	<u>145,975</u>
Total Funds	<u>3,463,410</u>	<u>2,101,339</u>	<u>(2,051,879)</u>	<u>-</u>	<u>3,512,870</u>

21 Statement of funds (continued)

Fund descriptions

Name of restricted fund	Description, nature and purpose of the fund
New View Program	The New View Program is facilitating a Self Help Support Group to those recovering from ovarian, head & neck or cervical cancer.
Music Therapy	To provide music therapy for day hospice patients.
Day Hospice Services	Monies to support day hospice services.
CCH/CHH Wimborne	To provide a closer to home service for the residents of Wimborne.
Lymphoedema	To purchase equipment to enhance the Lymphoedema service.
Breathlessness services	To support a physiotherapy service which treats incapacitating breathlessness in community patients with a diagnosis of Chronic Obstructive Pulmonary Disease or cancer of the lung.
Complementary therapies	To support a new post to train volunteers and to focus on expanding the complementary therapy service.
Activity coordinator	To support a new full-time post.
Family support	To support a new post to focus on offering more bereavement and family support.
Learning and development	To support newly appointed staff and associated specific training.
Travel	To support staff travelling to the community hubs and travel related to training, learning and development of staff.
Drop-in centre	To establish and run a new drop-in centre next to the hospital for those who have been diagnosed or are coping with a life limiting illness.
Marketing	To provide marketing for the hospice.
Art Therapies	Funds towards the cost of our Creative Artist and art activities
Container	Funds to purchase and set up outdoor storage unit at Longfleet House and the purchase the
Virtual hospice	To provide a virtual day hospice service to our patients using hand-held tablets.
Anticipatory care model	To provide a new service supporting patients from the point of a palliative diagnosis, visiting them in their own homes and providing respite for carers
Hospice UK	Hospice Activity to support COVID-19 response in England

Lewis-Manning Hospice Care

Notes to the financial statements (continued)

For the year ended 31 March 2022

21 Statement of funds (continued)

<i>Prior year</i>	At 1 April 2020	Incoming resources	Resources expended	Transfers in/out	At 31 March 2021
	£	£	£	£	£
Unrestricted funds					
General					
General fund	2,560,752	1,908,759	(2,059,274)	366,450	2,776,687
Designated					
Transitional costs	420,000			70,000	490,000
Total unrestricted funds	<u>2,980,752</u>	<u>1,908,759</u>	<u>(2,059,274)</u>	<u>436,450</u>	<u>3,266,687</u>
Restricted funds					
Nurse	-	3,000	(3,000)		-
New View Program	5,869	-	-		5,869
Refurbishment	-	436,450	-	(436,450)	-
Music Therapy	3,951	-	(1,566)		2,385
Memory Tree	275	-	(275)		-
Day Hospice Services	-	18,100	(18,100)		-
Virtual Hospice	-	72,200	(72,200)		-
CCH	-	33,655	(33,655)		-
CCH Wimborne	-	25,500	-		25,500
Box of tricks	-	4,000	(4,000)		-
Lymphoedema Services	7,270	17,349	(10,766)		13,853
Breathlessness Services	20,067	8,250	-		28,317
Physiotherapy Services	-	20,000	-		20,000
Complementary Services	-	22,000	-		22,000
Activity Coordinator	-	29,000	(13,731)		15,269
Family Support	-	26,000	(2,470)		23,530
Learning and development	-	4,000	-		4,000
Travel	-	8,000	-		8,000
Drop-in-centre	-	8,000	-		8,000
Marketing	-	20,000	-		20,000
Total restricted funds	<u>37,432</u>	<u>755,504</u>	<u>(159,763)</u>	<u>(436,450)</u>	<u>196,723</u>
Total funds	<u>3,018,184</u>	<u>2,664,263</u>	<u>(2,219,037)</u>	<u>-</u>	<u>3,463,410</u>

21 Statement of funds (continued)
Charity

	At 1 April 2021 £	Incoming resources £	Resources expended £	Transfers in/out £	At 31 March 2022 £
Unrestricted funds					
General					
General fund	2,690,632	1,365,653	(1,218,552)	(140,000)	2,697,732
Designated					
Transitional costs	490,000	-	-	140,000	630,000
Total unrestricted funds	<u>3,180,632</u>	<u>1,399,280</u>	<u>(1,252,180)</u>	<u>-</u>	<u>3,327,732</u>
Total restricted funds	<u>196,723</u>	<u>352,347</u>	<u>(403,095)</u>	<u>-</u>	<u>145,975</u>
Total funds	<u><u>3,377,355</u></u>	<u><u>1,718,000</u></u>	<u><u>(1,621,648)</u></u>	<u><u>-</u></u>	<u><u>3,473,707</u></u>

Restricted funds are the same in the group and the charity.

21 Statement of funds (continued)

<i>Prior year</i>	At 1 April 2020	Incoming resources	Resources expended	Transfers in/out	At 31 March 2021
	£	£	£	£	£
Unrestricted funds					
General					
General fund	2,533,382	1,501,329	(1,710,529)	366,450	2,690,632
Designated					
Transitional costs	420,000	-	-	70,000	490,000
Total unrestricted funds	<u>2,953,382</u>	<u>1,501,329</u>	<u>(1,710,529)</u>	<u>436,450</u>	<u>3,180,632</u>
Total restricted funds	<u>37,432</u>	<u>755,504</u>	<u>(159,763)</u>	<u>(436,450)</u>	<u>196,723</u>
Total funds	<u><u>2,990,814</u></u>	<u><u>2,256,833</u></u>	<u><u>(1,870,292)</u></u>	<u><u>-</u></u>	<u><u>3,377,355</u></u>

Restricted funds are the same in the group and the charity.

22 Analysis of net assets between funds

Group

	Unrestricted funds	Restricted funds	Total funds 2022	Unrestricted funds	Restricted funds	Total funds 2021
	£	£	£	£	£	£
Tangible fixed assets	902,713	-	902,713	909,269	-	909,269
Current assets	2,704,383	145,975	2,850,358	2,600,488	196,723	2,797,211
Creditors due within one year	(140,201)	-	(140,201)	(143,070)	-	(143,070)
Creditors due in more than one year	(100,000)	-	(100,000)	(100,000)	-	(100,000)
	<u>3,366,895</u>	<u>145,975</u>	<u>3,512,870</u>	<u>3,266,687</u>	<u>196,723</u>	<u>3,463,410</u>

Charity

	Unrestricted funds	Restricted funds	Total funds 2022	Unrestricted funds	Restricted funds	Total funds 2021
	£	£	£	£	£	£
Tangible fixed assets	853,458	-	853,458	849,568	-	849,568
Current assets	2,699,637	145,975	2,845,612	2,570,476	196,723	2,767,199
Creditors due within one year	(125,363)	-	(125,363)	(139,412)	-	(139,412)
Creditors due in more than one year	(100,000)	-	(100,000)	(100,000)	-	(100,000)
	<u>3,327,732</u>	<u>145,975</u>	<u>3,473,707</u>	<u>3,180,632</u>	<u>196,723</u>	<u>3,377,355</u>