

**ST. ROCCO'S HOSPICE**

**(A company limited by guarantee)**

**Report of the Trustees and Audited Financial Statements**

**For the year ended 31 December 2020**

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**(A company limited by guarantee)**  
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**For the year ended 31 December 2020**

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## **REFERENCE AND ADMINISTRATIVE DETAILS**

### **COUNCIL MEMBERS**

At the date of this report, there are currently eleven Trustees of St. Rocco's Hospice.

Mr A Cannell	Mr Z Clements	Mr I Currie	Mr G Hindle (Chair)
Ms C Hugall	Mr J Monaghan	Mrs M Porter	Dr L Saeid
Mrs L Sanchez	Mr J Stockton	Dr C E Walshe	

**HOSPICE CHIEF EXECUTIVE** Mrs P Massey until 31/03/2021 and then Mrs S Currey from 06/04/2021

**SECRETARY** Mr J A Farquharson until 02/09/2020 and then Mr J Stockton from 03/09/2020

**SENIOR MANAGEMENT TEAM** Mrs P Massey (CEO) until 31/03/2021 and then Mrs S Currey (CEO) from 06/04/2021

Mrs C Vannerem-Martin (Finance Director)

Dr M Brooks (Medical Director until February 2020) and Dr E Sulaivany (Locum Consultant in Palliative Medicine and Medical Director from March 2021)

Mrs L Partridge (Director of Income Generation and Marketing)

**SENIOR CLINICAL TEAM** Mrs T Griffin (Registered Manager, Clinical Lead Outreach Services)

Mrs S Cooke (Clinical Lead IPU)

**REGISTERED OFFICE** Lockton Lane  
Bewsey  
Warrington  
WA5 0BW

**REGISTERED NUMBER** 1565543

**REGISTERED CHARITY NUMBER** 511592

**AUDITORS** Styles & Co JFC Limited  
Statutory Auditors  
Heather House, 473 Warrington Road  
Culcheth, Warrington  
WA3 5QU

**BANKERS** HSBC  
11 Bridge Street Warrington, WA1 2EY

**INVESTMENT MANAGERS** Tilney Investment Management Services Ltd  
Royal Liver Building, Pier Head  
Liverpool, L3 1NY

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Hargreaves Lansdown  
Asset Management Limited  
One College Square South, Anchor Road  
Bristol, BS1 5HL

Blackrock Investment  
12 Throgmorton Avenue  
London, EC2N 2DL

**SOLICITORS**

FDR Law  
21 Bold Street  
Warrington, WA1 1DG

Watsons Solicitors  
13 Bold Street  
Warrington, WA1 1DJ

The Trustees of St. Rocco's Hospice, who are also Directors of the Charity for the purpose of the Companies Act 2006, submit their annual report and the audited accounts of the Company for the year ended 31 December 2020. The Trustees have adopted the provisions of the Statement of Recommended Practice SORP 2015 (FRS 102) 'Accounting and Reporting by Charities' issued in October 2019 in preparing the annual report and accounts of the charity.

The 12-month accounting year to 31 December 2020 is not entirely comparable to the previous 9-month period to 31 December 2019, following a change of year-end date approved by the Board of Trustees on 23 July 2019.

***STRUCTURE, GOVERNANCE AND MANAGEMENT***

**CONSTITUTION**

St. Rocco's Hospice is a company, limited by guarantee but not having a share capital (Company No. 1565543), and is registered as a Charity under the Charities Act 1960 (Registered Charity No. 511592). The company was set up on 2 June 1981 and is governed by a Memorandum and Articles of Association which were last amended on 8 July 1998. Management of the Company is vested in the Board of Trustees, referred to in the Articles of Association as The Council, which is made up of Trustees. Every Trustee undertakes to contribute to the assets of the company in the event of its being wound up during the time he/she is a Trustee, or within one year afterwards. The amount that may be required will not exceed one pound for payment of the debts and liabilities of the company contracted before the time when he/she ceases to be a Trustee.

**COMPANY STATUS**

The company is limited by guarantee and the liability of each member is limited to £1. The company has currently 70 members (2019: 91).

**TRUSTEES**

Getting and keeping the right Trustees is an important part of governing the Hospice. It needs a balance of skills and types of people; the organisation also has to plan for the future as Trustees' appointments are time framed. The organisation follows a policy and procedure which covers the appointment and training of Trustees.

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The policy and procedure include:

- Definition of Trustees' duties
- Size and balance of the Board of Trustees
- How to identify and select people for the right balance
- Formal steps in recruitment, including interviews and references
- Letter of appointment, DBS Checks
- Induction and training
- Education and training to meet their roles

The recruitment of new Trustees follows a process of identifying the skills required, formally or informally, identifying possible candidates through advertising or contacts and then following a more formal appointment procedure, which includes a formal interview, a DBS check and reference requests. New Trustees receive a comprehensive induction pack to acquaint them with St. Rocco's Hospice policy and practice, its aims and activities, management and governance, and also with what is expected of them under charity law, with particular reference to Charity Commission guidance publications. Training covers safeguarding, fire safety and other training relevant to their role. The appraisal process is currently being reviewed.

The Board conducts a periodic review of skills, needs and recruitment opportunities and maintains personal competence of Board members through training sessions, usually linked with strategy and objectives. During the reporting period, two Trustees have resigned and taken up new roles as Vice-Presidents due to their family and work commitments. We are planning a review of skills and membership in the next year.

The Board of Trustees use a personal review process for Trustees. The charity has an insurance policy covering Trustee Indemnity.

#### **THE BOARD OF TRUSTEES**

The Trustees, who served during the year, were as follows:

Mr A Cannell (appointed 03 September 2020)	Mr Z Clements	Mr I Currie
Mrs K Hayton (resigned 10 Aug 2020)	Mr G Hindle (Chair)	Ms C Hugall
Mr B Lloyd (resigned 10 December 2020)	Mr A Mellor (resigned 03 September 2020 and appointed as Vice-President)	Mr J Monaghan
Mrs M Porter	Mrs J Roulston-Parry (resigned 03 September 2020 and appointed as Vice-President)	Dr L Saeid
Mrs L Sanchez	Mr J Stockton	Dr C E Walshe

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Trustees are appointed by the members at the Annual General Meeting after nomination in accordance with the procedures detailed in the company's Articles of Association.

This year there are four Trustees retiring at the AGM:

Mr G Hindle, Mr Z Clements, Mr I Currie and Mr J Monaghan retire by rotation (art. 47a).

Four Trustees resigned during the period - Mrs K Hayton, Mr B Lloyd, Mr A Mellor and Mrs J Roulston-Parry. Two of these Trustees - Mr A Mellor and Mrs J Roulston-Parry - took up new positions as Vice-Presidents.

No Trustee had any interest in the charity or its subsidiaries during the year.

### **TRUSTEES' VALUES AND PUBLIC BENEFIT**

The Trustees have considered the Charity Commission's guidance on public benefit and, in particular, the guidance on the relief of those in need by reason of ill-health. The Trustees believe that this charity provides a public benefit because its principal activity is to promote the relief of suffering in palliative/terminal illness by providing residential palliative care, day care appointments and sessional treatments/services, hospice at home and neighbourhood visiting to adults who are resident in Warrington, as well as bereavement support to those adults and their families. We are also working with schools and colleges (through the RocON! projects) to increase awareness, support and a community approach to loss, death and dying. The RocON! School projects have all been suspended from March 2020 due to COVID-19 restrictions. This service will be reviewed as part of the new post COVID-19 strategy. People access our services by means of referral by their GP, Hospital Consultant, Clinical Nurse Specialist or other health or social care professionals, as well as by self-referral. Admission to our services is determined only by clinical and psychosocial need without reference to gender, race or faith.

The Hospice's services are free of charge to patients and their families.

The Organisations Vision and Values are:

Vision: "We want everyone in our community who is diagnosed with a life limiting disease to live well and, towards the end of their life, have a dignified death in a place of their choice.  
We care for the whole person and those who matter to them."

**S**aying thank you – to staff, volunteers and our community

**T**hink – differently and be open to change. We are all ambassadors of St. Rocco's Hospice.

**R**esilience – physically, psychologically, emotionally and financially

**O**utreach – trying new ways of working with other organisations and to understand our community

**C**ompassion – to all in all we do

**C**onnection – with our patients, carers, volunteers, staff and our community

**O**utstanding – to be the best we can be

**S**tandards – of high-quality care in all that we do

### **GOVERNANCE AND INTERNAL CONTROL**

The Board of Trustees and its structure has been designed to align reporting and accountability of operational and strategic objectives and meets quarterly. Five Sub Committees, chaired by a delegated Trustee, review and steer development. The four main Sub Committees cover Quality and Safety, Human

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Resources and Training, Finance, Income Generation, IT and Information Governance, and Health and Safety. The Chair of each Sub Committee reports to the Board of Trustees key areas of development, risk, success and challenge, together with any recommendations and lists of approved documents and/or policies. Attendance at these meetings is shown on the following pages. We also have a Remuneration Committee consisting of the Chairs of the Board of Trustees, the Finance Sub Committee and the Human Resources Sub Committee together with the Chief Executive Officer.

During 2020, in light of the COVID-19 pandemic, GOLD meetings were set up on 23<sup>rd</sup> March 2020. These weekly meetings were incorporated to review all risks to the business, clinical areas, income generation, health and safety issues and working environments. The GOLD meetings continued until May 2021 and were chaired by the Chair of Trustees. He was joined by four Trustees who represented all areas of the business. The SMT, Clinical Leads' Team and all department managers also attended.

In September 2020, Mrs Pam Massey, the CEO gave notice of her plans to retire in early 2021. A full recruitment process was implemented for a timely replacement and Mrs Sonya Currey was appointed in April 2021

**Board of Trustees Meetings**

<b><u>TRUSTEE NAME</u></b>	<b><u>JAN 2020</u></b>	<b><u>APR 2020</u></b>	<b><u>JUL 2020</u></b>	<b><u>OCT 2020</u></b>
<b>Mr A Cannell</b>	N/A	N/A	N/A	✓
<b>Mr Z Clements</b>	✓	✓	✓	✓
<b>Mr I Currie</b>	✓	✓	✓	✓
<b>Mrs K Hayton</b>	✓	X	X	N/A
<b>Mr G Hindle</b>	✓	✓	✓	✓
<b>Miss C Hugall</b>	✓	X	✓	✓
<b>Mr B Lloyd</b>	X	✓	X	✓
<b>Mr A Mellor</b>	✓	✓	✓	✓ (as vice-president)
<b>Mr J Monaghan</b>	✓	✓	✓	✓
<b>Mrs M Porter</b>	✓	✓	✓	✓
<b>Mrs J Roulston-Parry</b>	X	✓	✓	✓ (as vice-president)
<b>Dr L Saeid</b>	✓	✓	✓	✓
<b>Mrs L Sanchez</b>	✓	✓	✓	✓
<b>Mr J Stockton</b>	X	✓	✓	✓
<b>Dr C E Walshe</b>	✓	✓	✓	✓

***The Board of Trustees Meetings were also attended by Vice-Presidents: January 2020 (Mr M Coates, Mr A Farquharson and Mr C B Mitchell), April 2020 (Mr M Coates, Mr A Farquharson and Mr C B Mitchell), July 2020 (Mr M Coates, Mr A Farquharson and Mr C B Mitchell) and October 2020 (Mr M Coates, Mr A Farquharson, Mr A Mellor, Mr C B Mitchell and Mrs J Roulston-Parry).***

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Human Resources Sub Committee Meetings

<u>TRUSTEE NAME</u>	<u>JAN 2020</u>	<u>APR 2020</u>	<u>JUN 2020</u>	<u>OCT 2020</u>
Mr J Monaghan	✓	Meeting cancelled (COVID-19)	✓	✓
Mrs M Porter	✓		✓	✓

Finance Sub Committee Meetings

<u>TRUSTEE NAME</u>	<u>JAN 2020</u>	<u>APR 2020</u>	<u>JUL 2020</u>	<u>OCT 2020</u>	<u>NOV 2020</u> <u>Draft Budget Meeting</u>
Mr I Currie	✓	✓	✓	✓	✓
Mr B Lloyd	✓	X	X	X	X
Mr A Mellor	✓	✓	✓	N/A	N/A
Mrs L Sanchez	X	✓	✓	N/A	N/A
Mr J Stockton	✓	✓	✓	✓	X
Mr G Hindle	N/A	N/A	N/A	N/A	✓

*The Finance Sub Committee Meetings were also attended by Vice-Presidents: January 2020 (Mr C B Mitchell) and November 2020 (Mr M Coates, Mr A Farquharson and Mr C B Mitchell).*

Quality and Safety Sub Committee Meetings

<u>TRUSTEE NAME</u>	<u>JAN 2020</u>	<u>MAR 2020</u>	<u>MAY 2020</u>	<u>JUL 2020</u>	<u>SEPT 2020</u>	<u>NOV 2020</u>
Miss C Hugall	✓	✓	✓	✓	✓	✓
Dr L Saeid	✓	✓	✓	✓	✓	X
Dr C E Walshe	✓	✓	✓	✓	✓	✓

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Health and Safety Sub Committee Meetings

<u>TRUSTEE NAME</u>	<u>JAN 2020</u>	<u>APR 2020</u>	<u>JUN 2020</u>	<u>SEPT 2020</u>
Mr A Cannell	N/A	Meeting cancelled (COVID-19)	N/A	✓
Mr G Hindle	✓		✓	N/A
Mrs L Sanchez	✓		✓	✓

All minutes from the Sub Committees, and relevant papers, are available to all Trustees in hard or electronic format. The Sub Committees have limited delegated authority from the Board of Trustees; they debate key issues and make recommendations to the Board for its consideration and approval.

Transactions or arrangements with related parties are approved by the Board; details are set out in note 30.

Since March 2020, the COVID-19 pandemic has taken full priority within the organisation. GOLD meetings commenced on a weekly basis. The GOLD meetings have continued to review changes in guidance from the Government, NHS England and Public Health England and have assessed all areas of hospice business. The aspects covered, risk assessed (including mitigation) and actions implemented include:

- the increase of hospice IPU beds and its impact on the hospice environment;
- impact on clinical staffing levels and redeployment of the Vitality Centre (VC) staff
- reduced volunteer support;
- changes to visiting arrangements at the hospice;
- the procurement of appropriate PPE;
- messaging and implementation of infection control measures;
- communication to all staff, patients and their families, and our community;
- IT and virtual working/plans;
- review of fundraising events and retail operations
- implementation of furlough scheme
- review of all grants, income streams and Hospice UK/government emergency funding;
- submission of financial reporting and activity data to support increased funding;
- operational plans to return to opening retail services after several lockdowns;
- review of future plans for income generation;
- working groups to identify any single points of failure across the business;
- continued review of our policies, procedures and risk assessments.

The meetings for the Board and Sub Committees continued to run on a quarterly basis in a virtual format, which trustees worked hard to adapt to. The Chief Executive Officer, Senior Management Team (representing medical care, finance, income generation and corporate services) and the Clinical Leads Team (representing clinical services), attend the Board of Trustees' Meetings and also the meetings of the relevant Sub Committees. In doing so, they report on strategic and operational issues, developments and assurance methods (including progress reports on meeting standards and CQC inspection requirements), the production of Hospice policies and protocols, and processes to monitor and manage risk. Inter-Departmental meetings in the first quarter of the year, working groups and newsletters ensure that staff members and all areas of service are kept informed of service pressures, developments and challenges.

The Hospice is registered with the Care Quality Commission as an Independent Adult Hospice, providing 14 then 12 In-Patient beds during COVID-19. The Vitality Centre for day care was closed due to COVID-19

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restrictions. Virtual consultations with Hospice doctors, physiotherapy and occupational therapy have been available alongside telephone support mechanisms with regular monitoring systems in place. It was deemed necessary for some patients to attend the Hospice for a face-to-face outpatient visit, either for examination or assessment of equipment. These patients were able to book appointments following a 'COVID safe checklist' prior to the appointment. Home visiting by therapists resumed in a risk assessed approach, following the first lockdown.

At the last full CQC inspection, in November 2019 the Hospice was rated as 'Good'. A subsequent virtual tabletop CQC inspection took place in February 2021, to review infection control measures and patient safety. Verbal feedback was given that the CQC had no further questions and were assured we were meeting all CQC domains.

The Warrington Integrated Palliative Care Hub was set up in May 2020. This offers a single point of access for patients, families and professionals. All patients who are referred are prioritised. Care options and support are discussed with the patient and the multidisciplinary team then helps to signpost them to the most appropriate service. This can be either Hospice services or other services working across different agencies.

During the year, St. Rocco's Hospice has been supported by Hospice UK, NHS England and the Treasury, in terms of financial assistance, due to COVID-19's impact on the Hospice's ability to operate retail and fundraising income streams. The details can be found in notes 3 and 6.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also the Directors of St. Rocco's Hospice for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Principles).

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

- a. select suitable accounting policies and then apply them consistently;
- b. observe the methods and principles in the Charities Statement of Recommended Practice SORP 2015 (FRS 102);
- c. make judgements and estimates that are reasonable and prudent;
- d. 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and its subsidiaries and to enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006 and Accounting and Reporting by the Financial Reporting Standard SORP 2015 (FRS 102). They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

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

**RISK MANAGEMENT**

The implementation of risk management guidelines and assessments for the whole organisation are in place. Operational groups, with the support of external experts in Health and Safety and HR, highlight any risks. These risks are then monitored and reviewed at Senior Management Meetings and in all the Sub Committees. At each Board of Trustees' Meeting, the Corporate Risk Register is reviewed and mitigating actions monitored.

Key identified corporate risks cover:

- 26 March 2020 COVID-19 pandemic – ensuring safety and sustainability
- Staffing levels – succession planning
- Funding streams and sustainability
- Trustees – vacancies and succession planning, training
- Cyber-attacks
- IT infrastructure sustainability

The plan below details the mitigation in place with regards to the key identified corporate risks. This plan will work in conjunction with our income generation plan to find new sources of income.

<u>Risk</u>		<u>Mitigation</u>
1.	COVID-19 pandemic - instructions from central government	<ul style="list-style-type: none"> <li>• Gold strategy weekly meeting with all trustees, SMT and other managers set up</li> <li>• Risk Register completed and reviewed weekly in view of changes to legislation and infection control guidance</li> <li>• All meetings minuted and actions reviewed</li> </ul>
2.	Reduced staffing levels due to age profile of workforce and national shortage of nurses	<ul style="list-style-type: none"> <li>• Strategic succession planning – internal training programmes</li> <li>• Review skill mix and roster planning</li> <li>• Review roles and responsibilities</li> <li>• Use different types of social media channels to recruit staff members</li> <li>• Highlight the full recruitment package – improved marketing</li> <li>• Review terms and conditions of all staff grades</li> </ul>

3.	<p>Fundraising streams and sustainability</p> <ul style="list-style-type: none"> <li>• Potential reduction in statutory funding – 12-month grant agreement/NHS contract</li>   <li>• Review costs</li>   <li>• Increased pressure/competition for fundraising events/shops/lottery with increasing costs</li>   <li>• Unstable investment markets</li> </ul>	<ul style="list-style-type: none"> <li>• Strong links with the Warrington Clinical Commissioning Group (CCG) – shared understanding of pressures and service delivery. NHS contract for services in place and reduction in funding due to CCG pressure on funding. Review of palliative and end of life care across all provider organisations. Future commissioning and funding will be dependent on the review of service and cross organisational working.</li>   <li>• Vacancy management process in place</li> <li>• Investment of streamlining procedures for long-term cost reduction</li>   <li>• Fundraising/shops strategy – engaging and new ideas, investment into appropriate staffing levels, use of volunteer workforce, investment into shop premises, eBay, donor journey, grants and legacies. Monitor via working groups and report to Shops Board and Board of Trustees.</li>   <li>• Closely monitor financial markets – high level of expertise on the Investment Sub Group</li> </ul>
4.	<p>Trustees – vacancies and succession planning, training</p>	<ul style="list-style-type: none"> <li>• Scope skill set required – working group</li> <li>• Recruitment process agreed</li> <li>• Advertise, recruit, train (including induction) and support</li> </ul>
5.	<p>IT sustainability</p>	<ul style="list-style-type: none"> <li>• A full work programme to review IT infrastructure is in place</li> <li>• COVID-19 forced IT working from home platforms and equipment to be addressed</li> <li>• Extra funding to support work programmes and equipment agreed</li> <li>• O365 is being implemented</li> </ul>
6.	<p>Cyber-attacks</p>	<ul style="list-style-type: none"> <li>• Robust process in place</li> <li>• Review of IT systems regularly</li> <li>• Working with banks to highlight any issues</li> <li>• NHS (Data Security and Protection Toolkit) compliant</li> <li>• Regular staff reminders and training</li> <li>• Extra insurance cover</li> </ul>

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Staff members are required to attend appropriate annual mandatory training sessions covering health and safety issues, such as fire safety, moving and handling, safeguarding vulnerable adults, basic food hygiene and infection control. The Hospice has an Infection Control Link Nurse who links with 3 Boroughs Public Health Infection Prevention and Control Team. 3 Boroughs Public Health Infection Prevention and Control Team undertakes an annual external audit of the Hospice and is available for advice and support. The Hospice has two non-medical prescribers. One is an Advanced Nurse Practitioner who works with the medical team. The other is the Clinical Lead IPU. The third person in the senior nursing team is the Clinical Lead Outreach Services, who is the Registered Manager.

Trustees have been part of an internal audit process to ensure quality and safety within Health and Safety environments.

### **SUBSIDIARIES**

St. Rocco's Hospice has two wholly owned trading subsidiaries: St. Rocco's Promotions Ltd and St. Rocco's Shops Ltd. St. Rocco's Promotions Ltd operates St. Rocco's Hospice Lottery. St. Rocco's Shops Ltd includes ten Charity Shops, a Gift Shop and e-commerce. Further details can be found in the "Income" section of this report.

### **AUDITORS**

Styles & Co JFC Limited have indicated their willingness to accept re-appointment as auditors.

### **OBJECTIVES AND ACTIVITIES**

Our Memorandum of Association lists four "principal" or main charitable objects, which are summed up in our vision statement as follows:

*'We want everyone in our community who is diagnosed with a life limiting disease to live well and, towards the end of their life, have a dignified death in a place of their choice.*

*We care for the whole person and those who matter to them.'*

The Hospice's care benefits those people in Warrington with life limiting illness, their relatives and carers. Access to our services is normally by referral from a health care professional. We aim to work closely with other health/social care providers, third sector organisations and the Clinical Commissioning Group.

Our Equal Opportunities Policy makes it clear that "Nobody who has contact with the Hospice will receive less favourable treatment or consideration on the grounds of race, religion, national or ethnic origin, gender, disability, sexual orientation, age or marital status".

The medium-term objectives for St. Rocco's Hospice were reviewed by the Trustees and the Management Team, grouped under the four main headings:

- Be a centre of excellence and support, including education, training and audit
- Widen access to our services in the community
- Develop, improve and provide core services working collaboratively with other organisations
- Involve the Warrington Community

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Most of our operating resources (in descending order of cost and use of our building) are expended providing our core services, viz.:

1. Specialist in-patient palliative care;
  2. Warrington Integrated Palliative Care Hub;
  3. Medical outpatient clinics;
  4. Hospice at Home services.
- A range of services and therapies to patients (and sometimes their carers), who attend our Vitality Centre was adapted to virtual services during the pandemic.
  - Counselling and Emotional Care team (including bereavement support) services were offered in a virtual format during the pandemic.
  - Community projects that include school projects, community choir, neighbourhood visiting, gardening club and bereavement groups were suspended during the pandemic.

All front-line staff (including the ancillary staff) were transferred to working in the four areas of care delivery during the pandemic period March 2020 – April 2021.

The professional multi-disciplinary team caring for patients and their families spans all these activities and, therefore, some individual staff costs have to be allocated.

In order to provide our services, we need to meet essential quality and safety standards specified in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (part 3) and the Care Quality Commission (Registration) Regulations 2009 (part 4). Our regulated activities with the Care Quality Commission are for the treatment of disease, disorder or injury, for diagnostic and screening procedures and for personal care, transport services, triage and medical advice provided remotely requested 02 February 2021, as defined in the legislation.

Involving the Warrington Community is essential to our success, as is having a committed and highly professional team of employees and volunteers.

## **VOLUNTEERS**

The past year has been very challenging for the Voluntary Services Team (VST), Covid-19 prevented some volunteers to carry on with their usual work. We really appreciated all the help provided by our volunteers and we were delighted to see most of them come back to us when it was safe to do so. Despite the pandemic, volunteer recruitment and inductions continued, with volunteers allocated to the areas of identified need. 51 Hospice volunteers went through induction training during the year.

The VST manager took over the management of reception in July 2020. The reception team, staff and volunteers have stepped up and adjusted to all of the changes that have taken place and continue to change.

The majority of our volunteers temporarily stood down from volunteering, where Hospice services ceased, or were self-isolating. The welfare of our volunteers, whether still volunteering or unable to fulfil their role at this time became top priority.

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What have we done to support our volunteers?

- Welfare calls and emails to all volunteers, VST for Hospice volunteers and shop link managers for shop volunteers.
- Quarterly Newsletter, including signposting to organisations offering assistance through the pandemic.
- Regular communication and updates for the volunteers who are still able to continue in their volunteering role.

Volunteers have carried on with their duties in as many areas as possible despite the pandemic: IPU, reception, messengers, gardens, patients window visits, Rocco's On Your Doorstep (ROYD), administration and finance

The majority of our shops volunteers stood down temporarily after the first lockdown and returned gradually in between lockdowns, many of existing volunteers have supported operations in the new warehouse, driving the vans and eBay.

Warrington Voluntary Action remains a vital partner in the recruitment of shop volunteers, many of our fast-tracked volunteers have come via this route.

All volunteer policies and procedures have now been reviewed, renewed, updated and ratified. The updated copies will be put in all shops and in the flower room at the Hospice.

Unfortunately, the 2020 award ceremony had to be cancelled; however, all of the volunteers received their awards.

## **EMPLOYEES**

Our staff, their expertise and commitment, is our Hospice's most valuable resource particularly throughout this reporting period. Without a dedicated staff team, in both clinical and non-clinical areas, we would be unable to deliver such positive results for our patients and their families.

The Human Resources Sub Committee meetings have continued throughout the year providing appropriate governance to decisions around people issues.

In October 2020, we asked staff to participate in a wellbeing survey. We focused on this, in order to explore the emotional impact that working through the COVID-19 pandemic was having on all staff members. A full wellbeing strategy and action plan has been developed, for implementation from March 2021. We have also trained a number of staff members to become Mental Health First Aiders, to support and signpost staff members who require support. We will continue to monitor the wellbeing of staff.

We continue to focus attention on maintaining training, development and skills within the organisation. eLearning is now established within the Hospice with a compliance rate of 93%.

## **REMUNERATION**

The job grading system has been in place since 2013 for all new roles created. Under this system, an objective approach is taken to analyse the new role to ensure equality and consistency with existing roles. The job is analysed by a minimum of two members of the Senior Management Team using the job description. Factors within the role are each given a score, which combine to provide the potential job grade. This process can also be used to review the grade of an existing role if the job description changes significantly.

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A working party has been established to review terms and conditions, to ensure that we attract and retain good staff in all departments of the Hospice. The Remuneration Committee will monitor the working group's recommendations and the Chair will be the ultimate decision maker. The Remuneration Committee has delegated authority from the Board of Trustees to

- Take delegated responsibility on behalf of St. Rocco's Board of Trustees to report on and make recommendations to the Board on subjects that impact on pay and people. This will include the following, which is not an exhaustive list:
  - Pay and annual pay review, pensions, life insurance, sustainability of senior leadership team, reward strategy and Board skills and succession planning, workforce planning, IT systems and developments that support the structure of the organisation.
- Give assurance that the organisation is driving forward in line with the organisation's strategy and 5-year plans.
- Ensure that HR and Finance experts work together to ensure full consideration in order to make joint decisions and recommendations, with a structured and timely approach.

The Chair of the Remuneration Committee submits a report at each Board of Trustees' meeting outlining recommendations and decisions supported by relevant information, risks, benefits, costs, resource and outcomes.

In line with the delegated authority from the Board of Trustees currently all staff pay is reviewed annually by the HR and Finance Sub Committees, before recommendations are made by the Remuneration Committee to the Board of Trustees for approval. The same benefits, including pensions and terms and conditions, apply to the Chief Executive Officer and other senior managers. We do not apply any form of performance-related pay, nor do we have a bonus scheme. In the period to 31 December 2020, the organisation issued a cost of living pay award for all staff of 3%.

We have a remuneration process, which includes a Remuneration Committee operating within the agreed Remuneration Policy. The Senior Management Team pay is considered by the Remuneration Committee if there are significant changes to the role. This includes benchmarking with other hospices.

## ***STRATEGIC REPORT***

### ***ACHIEVEMENTS AND PERFORMANCE***

This year has seen unprecedented changes in the hospice services, mainly due to the Covid-19 pandemic. We had to close the Vitality Centre (VC) in March 2020 due to the lockdowns and social distancing, seeing the VC staff transferred to the Inpatients unit to help with the increased amount of care we provided up and until the end of March 2021 to help the wider health community: we were asked to open 4 extra beds in April 2020 to alleviate the pressure in the local hospital and also to look after some patients from a neighbouring area.

We also set up, in collaboration with the CCG and Bridgewater, the Warrington Integrated Palliative Care Hub which provides a single point of referral for palliative and end of life care patients, ensuring that patients receive the services they require without multiple assessments. A 'single point of access' meeting takes place every day from Monday to Friday. The meetings are attended by doctors, nurses, allied health care professionals and a member of the Community Macmillan Team. All referrals are reviewed and decisions are made regarding onward referral. This new way of working is part of a whole system approach to palliative care in Warrington. The process also links with weekly multi-disciplinary team (MDT)

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meetings, which include community patients and those in the acute setting at Warrington Hospital. The service was inaugurated in May 2020.

The Hospice collects and collates data to demonstrate the number of referrals, types of service received and duration of treatments offered. We are also continuing to introduce systems that demonstrate outcomes of care delivered. This is reported monthly to the CCG and quarterly to the Board of Trustees. CCG SLA contract meetings take place quarterly.

From March 2020, the Hospice has had to introduce strict control measures to ensure the safety of patients and their loved ones, staff, volunteers and visitors in direct response to the Coronavirus pandemic. Four temporary beds were made available to provide additional capacity to alleviate the workload on the general hospital. This resulted in the closure of the Vitality Centre and the redeployment of clinical and medical staff to assist in other areas, notably the Inpatient unit.

As a result, the scheduled therapy and relaxation sessions and Outpatients clinics had to be discontinued and we needed to introduce different methods of monitoring and assessing our patients' health and wellbeing. Where safe to do so, we have had personal contact with patients but in addition we have telephoned, emailed, sent texts and used video Outpatients consultations to keep in touch with them. Those changes in communication are shown in the activity data reported below but because of those different, but necessary, methods of working it is not possible to make year on year like for like comparisons in all areas of service delivery.

Vitality Centre attendances prior to lockdown at the end of March 2020 totalled 1288. During April to December inclusive, contacts with 801 individual patients were by:

- Personal contact            1927
- Telephone                    7747
- Email/text                    1621

With increased bed capacity, we had 264 [prior year 218] admissions to the In-Patient Unit with an average length of stay of 11.4 [prior year 12.3] days. The percentage of patients with a non-cancer diagnosis was 20.1% [prior year 18.1%].

The Hospice at Home service, with reduced capacity, has continued to provide 364 [prior year 444] night and day sits to a total of 108 [prior year 122] patients. This service enables patient choice to be supported at end of life at home.

Until it was not safe to continue, the Rocco's On Your Doorstep project provided a total of 223 [prior year 444] visits providing 560 [prior year 902] hours of assistance to people through the dedication of volunteers enabling people to remain as independent as possible.

In addition, 184 [prior year 278] medical outpatient appointments were undertaken. There were also a total of 2140 contacts with those who needed counselling or bereavement sessions.

During the year, monthly activity reports have been provided to the Commissioners regarding data activity and quality measures. In addition, we have entered data into the NHSE Community Tracker, which commissioners and other organisations can view on a daily basis. This data includes our in-patient capacity and community contacts. Quality measures include reports on incidents, patient feedback (compliments and complaints), levels of infections, audit reports and action plans. Quarterly meetings with the CCG have been moved to virtual, where both written and verbal reports are presented. We also provided an annual Quality Account to the CCG.

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We continue to skill mix and develop clinical staff an example of which is our recent commitment to supporting one of our Health Care Assistants through the Nursing Associate Apprenticeship Programme.

The Counselling and Emotional Care team, including Bereavement Services, has continued to support all areas of service via virtual or one-to-one meetings. This is both in terms of providing psychological care to patients and planning for discharge. Our Volunteer Chaplain has provided weekly reflection groups and offers one to one spiritual support for all patients, family, staff and volunteers.

We have a Medical Director, who leads the medical department and an established medical outpatient service, as well as leading on the education and training of medical students, GP specialty trainees and F2 doctors. We have developed strong links with both community and hospital services, as well as leading on Warrington wide End of Life initiatives and participating in a Palliative Consultant out of hours on-call rota.

The medical team is continuing to develop and support patients not only in the In-Patient Unit but also in medical outpatients enabling our primary care professionals to manage patients' symptoms to their optimum and encourage patient choice as to where they want to be cared for. They participate in the hub's daily meetings, as well as clinical meetings and ward rounds.

The medical team delivers an Ascites Clinic and is now able to offer the clinic every week of the year, as more medical doctors are trained to deliver this outpatient service. The Hospice has an Ultrasound Scanner, which means we always perform drainage under imaging, reducing risks and increasing the likelihood of effective draining. The feedback from this service has been extremely positive.

The medical team also plays a large role in improving knowledge, education and training of clinical staff within the Hospice and outside the Hospice providing education and training opportunities to community nurses, GPs, nursing home staff and hospital nursing staff and medical students.

The medical team leads on the medicine management group in the Hospice which looks at all issues around medications, including drug stock issues, costs, changes in national and regional prescribing guidance, incidents, policy and protocol. This is chaired by the Medical Director.

The acute hospital has two specialist palliative care consultants who meet regularly with the Hospice's Medical Director to discuss education and service developments. These include: COVID-19 and the management of dying patients.

Warrington wide education programmes from March 2020 to March 2021 all moved to virtual platforms. This included delivery of the Palliative Skills Study Day for Health Care Professionals in Warrington. Communication skills training was not possible using a virtual route.

The Hospice continues to offer practice placements to students at north-west universities. In 2020, we facilitated placements for 2 student nurses and 12 trainee nurse associates. Placements were reduced due to COVID-19 – 2 student nurses and 12 trainee nurse associates for short visits (1-4 weeks).

St. Rocco's continues to be committed to the development of its staff members, in order to maintain quality care. In the year staff members have engaged in the following training: Basic Life Support and Anaphylaxis, Moving and Handling, Safeguarding, Administration of Intravenous (IV) Medication, Duty of Candour, Blood Transfusion training, Documentation training, Incident Reporting, Fire Safety, Prevention of Pressure Ulcers, Palliative Skills Study Days and Advance Care Planning. In addition, the Accountable Officer provided training sessions on medicines management and learning from errors. Most training was delivered virtually due to Covid-19. The Clinical Lead IPU also supports nurses in their working area. Observation of procedures and supportive learning in the working environment is encouraged.

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We continue to monitor incidents, compliments, complaints and risk as a component of clinical governance, and these are now routinely reported to the Quality and Safety Sub Committee and thereby to the Board of Trustees. There is a particular emphasis on lessons learnt. The consolidation of the incident reporting process provides a mechanism for us to highlight themes and trends affecting patient safety and quality of care, enabling us to make changes to care delivery. Additionally, this information is used to demonstrate our activity to our commissioners and to enable us to develop a clinical dashboard underpinning a culture of openness, honesty, transparency and continued service development.

The Audit Group, which reports to the Quality and Safety Sub Committee, identifies areas for audit within the Hospice and receives results of external audits. We participate annually in external audit. During 2020, audits included: Blood Transfusion, Infection Control, Accountable Officer, Drug Kardex, Pressure Ulcers, NEWS Chart, Paracentesis, IPOC, Safeguarding and the FAMCARE User Satisfaction Survey. St. Rocco's Hospice is also a member of the Pallaborative NW Audit Group, a collaboration of health care professionals working in specialist palliative care, patients and members of the public from across the North West of England. The Hospice contributes to the Warrington-wide membership subscription to this NICE accredited programme and regularly takes part in, and leads on, the Pallaborative north-west regional audit programme. There are two educational sessions and four regional audits per year. The Medical Director for St. Rocco's Hospice is leading on one of these audits.

Patient feedback regarding our services is very important to the organisation. This has been limited by the restrictions relating to COVID-19. However, this year, responses have been overwhelmingly positive. Patients strongly agree that they are treated with dignity and respect and are receiving the care that matters to them. They also felt strongly that they are receiving clear explanations about their care and that they are as involved as they wish to be in decisions about their care. Restrictions to visiting have been very difficult. We moved to window visits, with in-Hospice visiting for end-of-life patients only.

Future plans:

- A strategy group is reviewing the direction of travel post September 2021.
- Community specialist care and in-patient beds.
- Extend the single point of referral for palliative care services across all providers of palliative care.?
- Work in partnership with other agencies.
- Grow Hospice at Home.
- Training for nurses on single nurse administration of controlled drugs.
- Electronic prescribing and SystmOne updates.
- Improve data collection and reporting.
- Engage our community and explore funding bids for project to support outreach work, choir, neighbourhood visiting, homeless project.
- Maintain financial sustainability.

## **INVESTMENTS PERFORMANCE**

The total fixed asset investments were valued at £2,228,885 at 31 December 2020 (31 December 2019: £2,198,907).

Total investment income during the year was £54,639 (9 months in 2019: £58,560), which the Trustees consider to be satisfactory. There was an unrealised gain on the revaluation of investments fixed assets during the year of £4,105 (2019: £87,048).

## ***FINANCIAL REVIEW***

The reviews below relate to the three entities separately. The consolidated Statement of Financial Activities on page 34 summarise the aggregate position.

### **REVIEW OF ACTIVITIES AND FINANCIAL POSITION - HOSPICE**

The Hospice shows a substantial surplus this year, thanks to increased income received during the Coronavirus pandemic from the Warrington CCG for the 4 "COVID" beds we provided to help the NHS effort, NHS England funding through Hospice UK to support hospices' sustainability, retail grants from the Government following the lockdowns and better than anticipated fundraising activities.

Details of the results for the year are shown in the Statement of Financial Activities and Notes forming part of the financial statements. The Trustees are satisfied with the results of the year. The Company Statement of Financial Activities is set out beginning on page 35 of these accounts. The Trustees report a consolidated surplus for the period, including unrealised gain on investment portfolio, of £889,533 (31 December 2019: deficit £147,504) and Hospice accumulated funds of £9,299,026 (31 December 2019: £8,409,494).

### **Coronavirus – COVID-19 impact**

Along with the rest of the world, we have been affected by the Coronavirus pandemic. This has been and still is an unprecedented event affecting almost every aspect of the Hospice's operations, both clinical and non-clinical. The health and safety of our patients, staff and volunteers has been paramount. Our goal has always been to remain open to serve our community throughout the outbreak, and to remain financially sustainable to be able to serve our community in the future.

To enable the Hospice to manage the effect of the crisis on our operations, the Chair created a Crisis Management process, based on that used by the civil authorities. This has necessitated the creation of a Gold Team chaired by Chair of the Board, and consists of the Chairs of the Board's sub committees, the Chair of the Shops and Promotions subsidiaries, the Senior Management Team of the Hospice and other Hospice staff members as required. Whilst the normal lines of authority remained unchanged, the presence of the Gold Team has allowed for effective and expeditious raising of issues and decision making, whilst still involving the full Trustee Board in decision making where required.

We revised our clinical services to reflect the prevailing conditions and restrictions. We maintained and increased the In-patient Unit (IPU) capacity but we unfortunately had to close our Vitality Centre. We made a temporary request to the CCG to extend our bed base from ten to fourteen then subsequently twelve beds. The current bed base is eleven beds. Staffing has transferred to the IPU during the crisis. In parallel, the palliative care hub has developed and thrived along with Hospice at Home. Patients on the Vitality Centre caseload have been monitored via telephone contact mainly, returning to the hospice building slowly but safely in the last few months. We review regularly PPE and infection control guidelines are all in place and in line with the latest guidance.

From a financial perspective there have been major impacts.

We saw a significant reduction in income generation. We cancelled or postponed most fundraising events in 2020 but designed a series of non-contact fundraising opportunities in order to help mitigate the effect of the lockdowns, including an Emergency Appeal. We closed all our shops for at least 5 months during the year, due to the lockdowns, and could only start to reopen them in April 2021 after the third lockdown, always following Government and Retail Association guidelines. We have increased our online presence and we have successfully applied for applicable government grants in relation to the shops. Whilst we

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have maintained our Lottery, we have paused cash collections during the lockdowns, also actively seeking to convert cash players to direct debits.

We have a low-risk investment strategy and, although we were not immune to the world-wide market movements with material fall in the value of our managed investment portfolio towards the end of March 2020, the portfolio then recovered the losses to finish the year at a higher value than December 2019. However, we expect volatility to continue. The Investment Sub-Group, along with the Finance Sub Committee reviewed our investment strategy, which has remained unchanged. This has been approved by the Board of Trustees.

We reviewed all aspects of expenditure. We furloughed non-critical non-clinical staff, reviewed and curtailed all non-business critical capital spend, and carefully managed recruitment and overtime. However, there has also been an increase in costs due to an expected increase in absences, and an additional requirement for equipment.

We are constantly reassessing the overall impact on our financial position, in particular monitoring and forecasting our cash and reserves positions using the best information available. Our reserves are there to provide financial stability in times such as these, and so far, we have managed to have sufficient cash and reserves to provide our services through the crisis. We have reviewed both Investment and Reserves policies twice during the crisis. Therefore, we have set our minimum cash holding and reserves accordingly. These are detailed in the Investment Policy and Reserve Policy sections of this report.

We have also taken the decision to increase our Designated Funds to ensure that we can continue operating during and after this pandemic crisis.

During the pandemic crisis, the Government announced support for the Hospice movement. The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. The grants were designed to replace lost fundraising income. Hospice UK managed the process with the government (NHS England), and they allocated the cash to individual hospices on a monthly basis, following financial reports and daily activity tracking reports. We received £697,587 up to the end of December 2020 through this support and the details are shown in the restricted funds.

The annual NHS Funding from the Warrington Clinical Commissioning Group increased substantially in 2020 thanks to the 4 extra "COVID" beds and the Palliative Care Hub, combined with additional funds received in relation to beds provided for patients out of area. The Trustees are grateful for the support given by Warrington Clinical Commissioning Group and recognise the excellent working relationship that exists between the organisations.

The charity and group's activities, together with the factors likely to affect its future development, performance and position are set out in this report, which also describes the financial position of the group including its cash investments and reserves policy. The group's forecasts and projections, taking account of likely changes in statutory income, donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current levels of reserves it has. The Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

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**INCOME GENERATION – HOSPICE**

The year 2020 was the most challenging year in St Rocco's history in relation to voluntary income. However, despite the pandemic, and the subsequent shut down of events, fundraised income exceeded budget. As a result of the savings made in lottery acquisition, the lottery also exceeded budgeted income.

Shops income, as a result of the government grants given to retail, the periods in which the shops were able to open, and the continued income generated through e-commerce generated a small profit.

Income from legacies in the year amounted to £154,931. Although unpredictable, and therefore not entirely to be relied on, legacy income is always welcome, and the Trustees are grateful to those who wish St. Rocco's to benefit from their lifetime savings.

Staff from across the Income Generation department were placed on furlough at certain points whilst a skeleton staff to continue to deliver supporter engagement throughout the pandemic.

**FUNDRAISING – HOSPICE**

An emergency appeal in response to the pandemic generated over £140,000 and new fundraising models were utilised in order to address the potential deficit in voluntary income as a result of the pandemic.

Community and Corporate income streams continue to grow from strength to strength. Elf Run has attracted 24 schools. Despite the pandemic the support given from corporate supporters continued to surpass expectations. Most notably the responses to key call to actions, such as support in the procurement of PPE and the gift of I-Pads for use by patients during periods of lockdown.

Most events were cancelled as a result of the national lockdown however the Light Up A Life service was delivered, the event was held virtually, and the income generated exceeded all previous years raising over £40,000 Events cancelled included, Strictly Come Dancing, March To The Match, Golf Days, Ladies Lunch and Starlight.

Supporter Journeys have been implemented for regular giving and tribute page holders and are now been implemented for those who have signed up through the keep in touch section within the website.

Grants and Trust applications achieved more than double budgeted income with generous support coming from over 20 trust making bodies including the Wolfson Foundation who donated £65,000 in unrestricted income. Other foundations included TK Maxx and Homesense, Torus, Warburtons Families Matter Community Grants Programme, Ward Blenkinsop Trust, Westfield Health Charitable Trust, Wolfson Foundation, Masonic Charitable Foundation, Neighbourly, Steve Morgan Foundation, Cheshire Community Fund, Money Saving Expert, Tesco Bags for Help (via Groundwork), Alpkit, National Lottery Awards For All, Vinci Group, Mind, Belron Ronnie Lubner Charitable Foundation, Croda, Children in Need National Lottery Emerging Futures Fund, The February Foundation, Asda Foundation, Julia and Hans Raising Trust, Elise Pilkington Charitable Trust, Blue Orchid - Cheshire and Warrington Recovery and Restructure Grant, Asda Foundation, Sir Jules Thorn Charitable Trust.

The community of Warrington continues to be extremely generous in its support of our fundraising efforts.

Work is underway to improve communications and supporter engagements and social media engagement has increased across all combined platforms. The website hosts, Dreamscape to continue to provide FOC support in addition to the billed work and in 2020 donated time in website development to the value of £7,524. The website continues to prove beneficial across all areas of the business.

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**How fundraising activity is monitored**

We are grateful for the support of the many people and organisations within our community who raise funds on our behalf. The fundraising team provide advice, support and guidance to those who notify us of their plans to raise funds. This advice includes statutory requirements and best practice recommendations where relevant.

The fundraising team will report back to the GDPR Sub Group for queries and guidance relating to the processing/use of data.

The Finance Sub Committee (FSC), which meets every quarter, monitors the activities of the Income Generation Team, on behalf of the Board of Trustees. The Director of Income Generation and Marketing attends each quarterly meeting of the FSC and reports progress on income raised from fundraising, shops and lottery.

**Fundraising Complaints**

**How we protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches.**

In order to ensure that we protect the interests of those who are vulnerable and that we fundraise in an ethical manner, we commit to:

- Adhere to the Fundraising Regulator's Code of Practice and the Fundraising Promise.
- Promptly action any requests for removal from our mailing lists and database.
- Not to sell or pass on the data of any of our donors and supporters to any third parties under any circumstances.
- Only use professional fundraising agencies who can demonstrate a track record of best practice in the sector and compliance with the Fundraising Regulator.

St. Rocco's Hospice is committed to practising the highest standards of fundraising, taking care to ensure all income generation activity reflects the wider Hospice values.

St. Rocco's Hospice is registered with the Fundraising Regulator and has made a commitment to adhere to all recognised standards in relation to fundraising.

The fundraising team works hard to ensure fundraising activity complies with the Institute of Fundraising Code of Fundraising Practice - the recommended practices of which have now been adopted by the Fundraising Regulator and embedded in the Fundraising Promise made by every charity on joining the Regulator.

**ST. ROCCO'S SHOPS LTD**

St. Rocco's Shops Ltd is a wholly owned subsidiary of the Hospice. During the year, the company made a loss of £48,528, after transfer of Gift Aided donations, compared to a profit of £280,667 for the 9 months ended 31 December 2019. £21,285 was paid to St Rocco's Hospice under the Gift Aid rules by St Rocco's Shops Limited. We have, in addition, generated Gift Aided donations of £102,576 through all our shops. This amounts to £25,644 worth of Gift Aid income for the Hospice. The overall contribution from our shops to the Hospice was £149,505 for the year.

All of our shops and our eBay operation were closed during the first Covid lockdown period and most retail staff were either placed on furlough or redeployed to other essential areas of the hospice including IT, maintenance, reception, IPU and patient visiting duties. As lockdown restrictions were relaxed later in

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the year, we managed to gradually reopen 7 of our 10 shops with reduced trading hours due to a shortage of available volunteers.

During the lockdown periods, we were unable to accept donations of items at any of our shops. We set up a number of temporary donation stations in a variety of locations across Warrington, which generated huge volumes of good quality stock. This created some storage space issues and as a result we relocated all of our surplus stock to a temporary 3,000sq.ft. warehouse in Latchford. We also negotiated a FOC licence for an additional furniture storage unit in Long Lane to accommodate a quarantine process and storage for furniture donations.

The aims of St. Rocco's Shops strategy, as ratified in 2015, continue to be achieved this year. All the shops are fully Gift Aid compliant and operating the Azurri EPOS till system, which facilitates Gift Aid administration and maximises income on donated goods. Our staff and volunteers are to be congratulated for their enthusiasm in embracing the new technology which also offers contactless payment options to our customers

Our e-Commerce operation is now operating from previously under-utilised space on the first floor of our Longford Street shop. Following a period of lockdown, the eBay operation was reinstated in May 2020, using a socially distanced operation with shop staff redeployed and working in isolation in our closed shop units. The eBay operation grew from strength to strength during the year and, with the addition of furniture sales, regularly generated around £3700 per week.

Despite all of the restrictions in place for much of 2020, we have been very well supported by the people of Warrington with their donations to our shops and by our shop volunteers, helping to generate income to care for patients at the Hospice. Their generosity and dedication, whether in donations or time, is invaluable.

**ST. ROCCO'S PROMOTIONS LTD**

St. Rocco's Promotions Ltd is a wholly owned subsidiary of the Hospice. During the year, the company made a profit of £271,917, compared to nine months to 31 December 2019 of £190,398. £249,445 was paid to St Rocco's Hospice under the Gift Aid rules by St Rocco's Promotions Limited. This unrestricted income represents 6% of total Hospice income and shows a welcome increase in income since last year, thanks to reduced canvassing costs and continued standing order operations. The weekly Hospice Lottery pays out an average of £2,375 in prizes each week, including a rollover prize, which can reach up to £5,000.

Lottery membership in the year to 31 December 2020 has consolidated 11,316 members, a decrease of 399 since the beginning of the financial year, as the outsourcing of the membership recruitment to a third-party canvassing company unfortunately had to stop during the pandemic. All new members are now paying by Direct Debit; a more cost-effective way of promoting and playing the lottery. 3,565 members of St. Rocco's Lottery were registered to pay by this method as at 31 December 2020, an increase of 321 since 31 December 2019. The efficiency of collection of Lottery subscriptions has decreased during 2020 and there are now around 9,000 Lottery players paying to be in the draw each week, a decrease of around 1,600 on the previous period.

**How we work with and oversee any commercial participators/professional fundraisers.**

We currently have arrangements with the following commercial participators/professional fundraisers:

<b>Organisation</b>	<b>Type</b>	<b>Nature of relationship</b>	<b>How we oversee their work</b>
SEC Fundraising	Professional Fundraising company	Lottery member recruitment	Adherence to recognised fundraising policies and procedures. Members of the Fundraising Regulator Contract in Place

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			Regular feedback Quality and monitoring
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**How we protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches.**

In order to ensure that we protect the interests of those who are vulnerable and that we fundraise in an ethical manner, we commit to:

- Adhere to the Fundraising Regulator’s Code of Practice and the Fundraising Promise.
- Promptly action any requests for removal from our mailing lists and database.
- Not to sell or pass on the data of any of our donors and supporters to any third parties under any circumstances.
- Only use professional fundraising agencies who can demonstrate a track record of best practice in the sector and compliance with the Fundraising Regulator.

St. Rocco’s Promotions is committed to ensuring that the Lottery is operated in a secure, fair and socially responsible way and to endorsing responsible gambling amongst its members.

The Gambling Commission regulates gambling in the public interest. The regulatory framework introduced by the Gambling act 2005 is based on three licensing objectives:

- Preventing gambling from being a source of crime and disorder, being associated with crime and disorder, or being used to support crime.
- Ensuring that gambling is conducted in a fair and open way.
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

Our Social Responsibility in Gambling Policy, and other related policies, set out the Hospice Lottery’s procedures to ensure we approach gambling activities in a socially responsible way. All Lottery staff are trained in how to implement these policies.

Collectively, our thousands of loyal, regular lottery players in the community who make their £1 payment each week contribute a large sustainable income, which helps provide Hospice services. Our thanks go to everyone.

**COVID-19 Response**

COVID-19 has had a significant impact on the ‘normal’ income generating activities executed by St. Rocco’s Hospice. The pandemic has seen charity shops closed, lottery collections paused, and events cancelled. In response, the Income Generation team has developed and actioned new plans including virtual events, grant applications, an emergency appeal and increased mailing campaigns. Moving forwards, plans have been drafted to continue to engage community activity and maintain income throughout 2020.

**INVESTMENT POLICY**

The Investment Sub-Group, which consists of at least one Trustee, one Vice President, members of staff, external advisors and expert volunteer advisors, meets twice a year to review the reserves of the charity (Total Reserves).

The Total Reserves of the charity are split between the Free Reserves as set by the Reserves Policy and the excess cash reserves. There is a further allocation of the reserves between (a) the cash and deposits held and (b) the investments and other funds held with discretionary managers (the Fund).

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The allocation of the reserves and investments is set out as follows:

**1. Cash and deposits – the percentages in this section relate to the Total Reserves**

Cash deposits on up to 3 years notice	Up to 20%
Cash deposits on up to 2 years notice	Up to 20%
Cash deposits on 2-3 months' notice	Discretionary
Cash deposits on one month's notice	Discretionary

The Board of Trustees agreed that up to £2m of the cash deposits can be invested in short term Government Stocks as an alternative to Bank Deposits at the discretion of the Investment Sub-Group.

The Investment Sub-Group has agreed that if more than £500,000 in cash is to be invested in any one financial institution, prior agreement is sought from another member of the Sub-Group and the institution needs a rating of at least 'BBB'. Staggered expiry dates for the cash deposits are sought, bearing in mind the timescale of any capital projects for the Hospice or any other funding needs.

**2. Investments Fund - the percentages in this section relate to the Fund only**

**Asset Class Parameters:**

Part of the reserves is held in an investment portfolio through Investment Managers. Their policies for investments, agreed with the Investment Sub Group, are as follows:

UK Equities	25% - 50%	} Subject to max 75% in equities
Overseas Equities	10% - 30%	
Bonds	10% - 45%	
Alternative Assets	5% - 25%	(including hedge funds, property, infrastructure and commodities) Of which no more than 15% can be illiquid
Cash	0% - 15%	

The policy is that the Fund will not exceed 65% of the Free Reserves but will be limited to 50% of the Total Reserves.

The Trustees employ the services of an Investment Manager to manage the Fund of the Charity, under a Discretionary Client Agreement. The Investment Managers have full discretion to operate within the limits of a strategy agreed with and regularly reviewed by the Trustees.

Performance of the Fund is measured quarterly by reference to benchmarks agreed between the Investment Sub-Group and the Investment Manager. The Hospice's investments are registered in the name of the nominees of the Investment Manager.

The Investment Manager attends a meeting with the members of the Investment Sub-Group at least twice each year to both report on progress and to ensure that the investment strategy remains relevant and to determine the total amounts to be retained or added to the Fund.

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The Fund is managed on the basis that although income is a key requirement of the portfolio, the overall need is for a balance of capital growth and income sufficient to meet the Hospice's revenue commitments and to provide long term growth in the value of the investments. Therefore, a "total return" strategy has been agreed in relation to the assets.

The Trustees accept that the attainment of the long-term investment objectives requires the acceptance of a level of investment risk. A medium risk approach has been adopted currently, which is kept under review in the light of market and economic circumstances. The risk manifests itself primarily in the fluctuation of the capital value and the risk of loss of value periodically. The Trustees wish to minimise the risks in a manner which is consistent with the attainment of those investment objectives. Further risks and the mitigation of them are considered below.

The Investment Manager creates and maintains a balanced portfolio invested in a broad range of assets. The asset allocation framework is agreed annually with the Trustees and reflects the agreed principle of broad diversification.

There is a need for the portfolio within the Fund to be adequately diversified and the asset allocation parameters are illustrated above.

The Investment Manager will not invest directly in sub-investment grade corporate bonds (i.e. bonds with a credit rating below BBB). However, the Investment Manager is permitted to include collectivised funds investing primarily in sub-investment grade bonds, provided such investments do not form more than 10% of the total portfolio value.

The Trustees have decided not to invest in any tobacco companies. There are no other social or ethical restrictions governing the choice of investments held within the portfolio.

All the investments held in the Fund are held by the Investment Manager's nominee company. The nominee is regulated by the FCA and is required to comply with the FSA's Client Asset Rules which help protect the investor, including rules on asset segregation and the verification of asset records and instructions. The nominee is obliged to meet a number of global regulatory requirements in the areas of risk management, capital adequacy and financial reporting. Should the nominee become insolvent, assets are ring-fenced and would be allocated to the beneficial owner. These assets would not be considered as belonging to the nominee company and would not be used to repay the nominee company's creditors in the event of a liquidation.

In the event of the Investment Manager's insolvency assets would remain in trust with the nominee company and would not be impacted by the insolvency.

The Investment Manager invests in securities which are quoted on a recognised Stock Exchange (including the Alternative Investment Market (AIM)) and recognised collective investment vehicles. Such assets are considered to be readily realisable at the time of investment. The Investment Manager may invest in alternative assets such as hedge funds, property funds, structured products etc. which maybe illiquid. However, such investments will not form more than 15% of the portfolio. For this purpose, "illiquid" is defined as any security which, at time of purchase, can be expected to take more than one calendar month to realise.

Unquoted stocks will not be purchased but may be held within the portfolio if acquired as part of a donation.

Exposure to currency risk is considered as part of the investment selection process and the Trustees may be exposed to currency movements where overseas investments are made. However, currency-hedged vehicles may also be used when deemed appropriate by the Investment Manager.

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As detailed above the Coronavirus pandemic (COVID-19) has materially changed the environment within which the Hospice operates and the investment and reserves policies have been reviewed and adapted to reflect this change and protect the Hospice.

The COVID-19 pandemic also materially affected our investments and our fundraising income. Therefore, we have changed our Investment Policy post year-end to reflect the Board's requirement to hold sufficient cash reserves for this period. We decided that our investment policy should be set with our operational cash requirements in mind i.e. hold sufficient cash or cash equivalents for working capital. Risk Capital and Wind-Up Capital could be held in other forms, however, at this time it would be prudent to maintain our minimum reserves in cash, or equivalents.

## **RESERVES**

At St Rocco's Hospice, the Finance Sub Committee has traditionally reviewed our Reserves Policy on an annual basis. In these uncertain times, the ICAEW has recommended that Charities review their reserves policy on a more regular basis in order to ensure we have a Reserves Policy that reflects the environment and effectively addresses the hospice's emerging risks and financial situation.

The current Reserves Policy was first amended in April 2020, to reflect the uncertainty at the onset of the COVID 19 pandemic. The change reduced our minimum reserves requirements to better reflect the short-term position and took into account our expected income from the CCG. Our Investment Policy was also amended to reflect our expectation that our income would reduce substantially, and we would require more cash.

The situation developed over the last six months of 2020:

- COVID-19 Hospice Grant: We have received over £697k in grants through the Hospice UK administered scheme through central government until December 2020 and a commitment for a further 3 months to March 2021.
- COVID-19 beds Additional Income: We received over £545k, in income from the CCG providing additional bed capacity to December 2020 and a commitment for a further 3 months to March 2021.
- Halton: We received over £251k from Halton CCG for the provision of 2 bed capacity for Halton patients to support our neighbouring Halton Haven Hospice until December 2020 and a commitment for a further 3 months to March 2021.
- Fundraising: Fundraising events requiring social contact have been cancelled until the summer of 2021.
- Shops Income: The shops were closed twice during 2020 and again early 2021 due to Government imposed lockdowns. They have reopened gradually but are operating below pre pandemic levels and may be further impacted by local lockdowns. We have, however, received grants relating to the shops of over £163k in 2020 with a further £114k in for the third lockdown early 2021.
- Lottery: Income has remained steady, and contribution has increased despite stopping door to door cash collections during the lockdowns, thanks to reduced costs.
- Costs: Costs have remained steady with additional workloads being absorbed by redeployment from non-operational clinical areas.
- Investments: Our managed investment portfolio has recovered to £1.8m, up £0.3m from its nadir in March 2020.

This has meant that our financial performance at year-end has been significantly better than we initially feared.

It has also meant that our cash reserves are strong, with over £2.9m in cash or cash equivalents and a further £2.2m in investments at 31 December 2020.

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Our prospects for 2021 and beyond do not look as healthy. We expect our income challenges on shops and fund raising to continue, whilst additional central funding has now ceased. This means our potential deficit for 2021 could exceed £500,000. This would put a considerable strain on our reserves, and, if uncorrected could mean we breach our new Reserve Policy in 2023.

Therefore, we decided to be more specific in setting our new Reserve Policy in December 2020, in both the rationale for holding reserves and the amount of reserves we need to hold.

**Winding Up reserve: Absolute Minimum**

As trustees and directors, we are obligated to ensure that the hospice has the ability to continue to pay its obligations. It is proposed that the absolute minimum level of reserves required should be equal to the funds required to close down the hospice whilst being able to fulfil all our financial obligations, including staff notice and redundancy, lease obligations, and monies set aside to organise the closure should that decision be made. This has been estimated at £2.2m at year-end.

**Working Capital**

Over and above the costs to close, the Hospice requires working capital. The amount required will vary from time to time, and there is no absolute value. However, 3 months working capital should be sufficient in most circumstances, i.e. **£1m**.

**Risk Capital**

Further capital should be held to mitigate against other risks, e.g. risk of investment performance, risk of loss of income. Investment Risk can be assessed as that relating to the managed portfolio, and as we have already seen a temporary loss of **£0.3m** in 2020 alone, since recovered, that must be our minimum.

In total this would require Free Reserves of £3.7m, with an Absolute Minimum of £2.2m

As mentioned in the Investments Policy section above, we also decided that our investment policy should be set with our operational cash requirements in mind i.e. hold sufficient cash or cash equivalents for working capital. Risk Capital and Wind-Up Capital could be held in other forms, however, at this time it would be prudent to maintain our minimum reserves in cash, or equivalents.

**In Conclusion,**

- A change in Reserves Policy was recommended to and approved by the Board on 26 January 2021.
- The new Reserves Policy should be set with an Absolute Minimum equivalent to winding up costs.
- A further minimum reserves should be set to include working capital and to cover material risks.
- The Investment Policy was amended and approved by the Board on 26 January 2021 to ensure we retain sufficient working capital and capital for wind up costs.

Funds are invested in order to produce reasonable income and capital appreciation over time, whilst following the Investment Policy guidelines.

During the year, the charity's total **consolidated** reserves increased from £8,409,494 to £9,299,026 of which £3,747,390 is held in tangible fixed assets. At 31 December 2020, the amount of restricted reserve was £903,327 and the amount of free reserves was £3,603,920

Any unrestricted General Funds surplus to the minimum reserves policy will be used for the continued provision of Hospice Services. These include, for example, the charitable net investment in the non-commissioned services of beds, Hospice at Home, strategic development, medical equipment renewals, improvement of patient areas and general refurbishment, training costs, IT hardware and software upgrades and the development of shops.

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Considering the unpredictability of legacy income, we have also decided to add a "legacy equalisation reserve" which represents a fund made out of excess legacy income over the 21 year £250k average, to be released in periods of less than average legacy income. This will smooth out the cycle of highly unpredictable and irregular legacy income.

## ***PLANS FOR FUTURE PERIODS***

### **Our goals for 2021**

Our new strategy focuses on working in an integrated approach with other agencies across Warrington. We have now started a new Integrated Palliative Care Hub, provided jointly by Community Macmillan Team and Hospice staff. This will facilitate the sharing of resources, knowledge and experience, as well as enabling patients to make contact via a single point of access for all appropriate services.

The medical team have implemented training posts for GP trainees. Along with a single consultant cover, there will be opportunities to work with hospital and community specialist palliative care consultants.

In order to ensure we are focused on increasing our income, the Trustees are supporting the management team with the implementation of our proposed income generation actions, which are time-framed and monitored at Board level at least every quarter.

The Key Strategic thrusts which will generate key areas of work are:

**Clinical Service Delivery** - will focus on relationships with primary care and the Warrington people, building services that meet the needs of palliative patients offering choice and services that work collaboratively with other service providers. Encourage community engagement.

We will review service development plans in line with new post COVID-19 strategy.

The Hospice will review with Commissioners the responsibility to provide specialist palliative care in-patient beds and look to amend the SLA to reflect this requirement.

The Hospice will explore services working collaboratively with Continuing Health Care to give patients choice relating to their care at end of life.

We will review the skill mix within each department and support workforce development programme to ensure patients receive the level of care needed.

**Widening Access to Service** - includes Hospice at Home Services, Hospice Without Walls service, offering services closer to home and prevent avoidable hospital admissions, Vitality Centre services, out-patient appointments, the Bereavement Café and the Integrated Palliative Care Hub.

**Expanding Volunteering Roles** – which will include developing the expansion of the neighbourhood visiting scheme using volunteers to support the gathering of patient feedback and expanding roles to meet new services.

**Patient and Public involvement** – Developing volunteers to support timely feedback from patients/families regarding the quality of the services they receive and the views on how the Hospice should develop in the future.

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**Financial resilience** – We have worked over the last year bench marking and reviewing our costs. We will continue to monitor all vacancies within the organisation and review our services contracts, including the CCG contract. The organisation has committed to a review of our income generation teams and look to invest to increase income in the future, in order to give long-term financial sustainability to the organisation. To review and develop increasing income.

**Demonstrating what we do** - We will use our new updated electronic patient record system (SystemOne) to its full reporting potential and focus on patient outcomes to demonstrate that services have improved and that new ways of working are meeting patients' needs. We will tell our patients' stories to indicate the quality of our services.

**Communication** – We will continue to improve our communications both internal and external and continue to implement our communications and marketing strategy and building on key stakeholder relationships. A full review of our website is also underway.

**Value for Money** - will include developing a culture of value for money, reviewing the skill mix, ensuring that we have systems in place to evaluate contracts and develop new contracted services and ensuring that our buildings are used to their full potential. We are a partner organisation in the Hospice Quality Partnership (HQP) – hospices working together to maximise value and reduce costs.

**Commitment to our people** - will include continuing to develop our people by appropriate governance, training and development to ensure patients receive the best quality services and staff feel valued.

Within St. Rocco's Hospice we have five areas or divisions: Finance, Income Generation, Corporate Services, Nursing and Therapy Service, and Medical Care.

Each Senior Manager will align themselves with key objectives from the annual business plan to achieve each of the strategic thrusts. These will be monitored at the Senior Management Meetings.

As noted earlier, the Board of Trustees has delegated authority to the five Sub Committees:

- Quality and Safety Sub Committee
- Human Resources Sub Committee
- Health and Safety Sub Committee
- Finance Sub Committee
- Remuneration Committee

The Chair of each Sub Committee is a Trustee. Each Sub Committee monitors the progress of the Business Plan objectives at their meetings.

The Board of Trustees will receive quarterly exception reporting of their key objectives.

The Business Plan has been considered in light of working in collaboration with other agencies and has been considered when setting the annual budget. Any predicted costs to deliver the objectives have been included in the appropriate budget line.

During the COVID-19 pandemic, St Rocco's hospice provided an extra 4 beds to the community, to help with the national effort. These extra beds were funded by our commissioners, Warrington CCG until 31 March 2021.

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**Trustees' Annual Report**  
**For the year ended 31 December 2020**

Report of the Trustees, incorporating a strategic report, approved by order of the Board of Trustees, as the Company Directors, on 03 August 2021 and signed on the Board's behalf by:

Guy Hindle  
Chair  
03 August 2021

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
ST ROCCO'S HOSPICE  
(A COMPANY LIMITED BY GUARANTEE)**

**Opinion**

We have audited the financial statements of St Rocco's Hospice (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020, 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**

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to

continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

### **Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements

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

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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 trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

## **Use of our report**

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

Mr Ian Lloyd FCA (Senior Statutory Auditor)  
for and on behalf of Styles and Co JFC Limited  
Statutory Auditors  
Heather House  
473 Warrington Road  
Culcheth  
Warrington  
Cheshire  
WA3 5QU

03 August 2021

**St Rocco's Hospice (Registered number – 01565543)**  
**Consolidated Statement of Financial Activities**  
**(Incorporating a Consolidated Income and Expenditure Account)**  
**For the period ended 31 December 2020**

9 months to  
31.12.19

		31.12.20			9 months to 31.12.19	
	Note	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total £	Total £
<b>Income and endowments from:</b>						
Donations and legacies	2	1,153,382	28,387	-	1,181,769	562,189
Charitable activities	3	1,988,450	736,887	-	2,725,338	783,351
Other trading activities	4	1,189,398	-	-	1,189,398	1,636,719
Investments	5	54,534	-	105	54,639	58,560
Other	6	194,682	28,029	-	222,711	-
<b>Total income and endowments</b>		<b>4,580,447</b>	<b>793,303</b>	<b>105</b>	<b>5,373,854</b>	<b>3,040,819</b>
<b>Expenditure on:</b>						
Raising funds	7	(1,157,561)	-	-	(1,157,561)	(917,270)
Charitable activities	9	(2,517,352)	(754,140)	-	(3,271,492)	(2,358,101)
Other	10	(31,344)	(28,029)	-	(59,373)	-
<b>Total expenditure</b>		<b>(3,706,258)</b>	<b>(782,169)</b>	<b>-</b>	<b>(4,488,426)</b>	<b>(3,275,371)</b>
Net gains / (losses) on investments	18	3,999	-	106	4,105	87,048
<b>Net income / (expenditure)</b>		<b>878,188</b>	<b>11,134</b>	<b>211</b>	<b>889,533</b>	<b>(147,504)</b>
<b>Transfer between funds</b>	24	105	-	(105)	-	-
<b>Net movement in funds</b>	24	<b>878,293</b>	<b>11,134</b>	<b>106</b>	<b>889,533</b>	<b>(147,504)</b>
<b>Reconciliation to funds:</b>						
Total funds brought forward	24	7,514,149	892,193	3,153	8,409,494	8,556,998
<b>Total funds carried forward</b>	24	<b>8,392,441</b>	<b>903,327</b>	<b>3,258</b>	<b>9,299,027</b>	<b>8,409,494</b>

All income and expenditure derive from continuing activities.

All gains and losses recognised in the year are included above.

The Funds comprise Unrestricted, Restricted and Endowment Funds.

**St Rocco's Hospice (Registered number – 01565543)**  
**Statement of Financial Activities**  
**(Incorporating an Income and Expenditure Account)**  
**For the period ended 31 December 2020**

		31.12.20			9 months to 31.12.19	
	Note	Unrestricted Funds	Restricted Funds	Endowment Funds	Total	Total
		£	£	£	£	£
<b>Income and endowments from:</b>						
Donations and legacies	2	1,145,051	28,387	-	1,173,438	560,273
Charitable activities	3	1,988,450	736,887	-	2,725,338	783,351
Other trading activities	4	264,014	-	-	264,014	461,905
Investments	5	325,115	-	105	325,220	514,083
Other	6	-	28,029	-	28,029	-
<b>Total income and endowments</b>		<b>3,722,630</b>	<b>793,303</b>	<b>105</b>	<b>4,516,038</b>	<b>2,319,613</b>
<b>Expenditure on:</b>						
Raising funds	7	(261,789)	-	-	(261,789)	(229,620)
Charitable activities	9	(2,539,309)	(754,140)	-	(3,293,449)	(2,340,066)
Other	10	-	(28,029)	-	(28,029)	-
<b>Total expenditure</b>		<b>(2,801,098)</b>	<b>(782,169)</b>	<b>-</b>	<b>(3,583,267)</b>	<b>(2,569,686)</b>
Net gains / (losses) on investments	18	3,999	-	106	4,105	87,048
<b>Net income / (expenditure)</b>		<b>925,531</b>	<b>11,134</b>	<b>211</b>	<b>936,875</b>	<b>(163,026)</b>
<b>Transfer between funds</b>	24	105	-	(105)	-	-
<b>Net movement in funds</b>	24	<b>925,636</b>	<b>11,134</b>	<b>106</b>	<b>936,875</b>	<b>(163,026)</b>
<b>Reconciliation to funds:</b>						
Total funds brought forward	24	7,333,450	892,193	3,153	8,228,796	8,391,821
<b>Total funds carried forward</b>	24	<b>8,259,086</b>	<b>903,327</b>	<b>3,258</b>	<b>9,165,671</b>	<b>8,228,796</b>

All income and expenditure derive from continuing activities.  
All gains and losses recognised in the year are included above.  
The Funds comprise Unrestricted, Restricted and Endowment Funds.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Balance Sheet**

**For the period ended 31 December 2020**

	Note	Company 31.12.20 £	Company 31.12.19 £	Group 31.12.20 £	Group 31.12.19 £
<b>Fixed Assets</b>					
Tangible Assets	17	3,646,497	3,758,430	3,747,390	3,863,929
Investments	18	2,228,885	2,198,907	2,228,885	2,198,907
Fixed Term Deposits		-	-	-	-
Investments in Subsidiaries	28	3,002	3,002	-	-
		<u>5,878,383</u>	<u>5,960,339</u>	<u>5,976,274</u>	<u>6,062,836</u>
<b>Current Assets</b>					
Stock	19	-	-	429	429
Debtors	20	888,645	521,193	849,139	577,587
Investments	21	610,704	1,018,155	610,704	1,018,155
Cash at Bank and in Hand		2,249,087	1,311,648	2,498,864	1,522,595
		<u>3,748,436</u>	<u>2,850,996</u>	<u>3,959,136</u>	<u>3,118,766</u>
<b>Creditors: amounts falling due within one year</b>	22	(461,148)	(582,540)	(608,034)	(743,859)
<b>Net Current Assets</b>		<u>3,287,288</u>	<u>2,268,456</u>	<u>3,351,102</u>	<u>2,374,907</u>
<b>Total Assets less Current Liabilities</b>		<u>9,165,671</u>	<u>8,228,796</u>	<u>9,327,376</u>	<u>8,437,744</u>
<b>Provisions for liabilities</b>	23	-	-	(28,350)	(28,250)
<b>Net Assets</b>		<u>9,165,671</u>	<u>8,228,796</u>	<u>9,299,026</u>	<u>8,409,494</u>
<b>Charity funds</b>					
Endowment Funds					
Permanent endowment	24	3,258	3,153	3,258	3,153
Restricted Funds					
Restricted Funds	24	903,327	892,193	903,327	892,193
Unrestricted Funds					
General Funds	24	6,492,839	6,056,250	6,626,194	6,236,949
Designated Funds	24	1,766,247	1,277,200	1,766,247	1,277,200
		-	-	-	-
Total Unrestricted Funds		<u>8,259,086</u>	<u>7,333,450</u>	<u>8,392,441</u>	<u>7,514,149</u>
<b>Total Charity Funds</b>		<u>9,165,671</u>	<u>8,228,796</u>	<u>9,299,026</u>	<u>8,409,494</u>

The financial statements were approved by the Council Members on  
and authorised for issue on its behalf:

03 August

2021 and signed

I Currie - Trustee

**ST. ROCCO'S HOSPICE (Registered Number – 01565543)**  
**Consolidated Cash Flow Statement**  
**For the period ended 31 December 2020**

	Note	31.12.20	9 months to 31.12.19
		£	£
<b>Cash flow from operating activities</b>	27	622,466	(190,384)
<b>Net cash flow from operating activities</b>		<u>622,466</u>	<u>(190,384)</u>
<b>Cash flow from investing activities</b>			
Income from investments	5	54,639	58,560
Payments to acquire tangible fixed assets	17	(82,415)	(105,062)
Receipts from sales of tangible fixed assets		-	-
Payments to acquire investments	18	(201,129)	(154,466)
Sale/ (Purchase) of fixed term deposits		-	-
Receipts from sales of investments		175,257	132,760
<b>Net cash flow from investing activities</b>		<u>(53,648)</u>	<u>(68,208)</u>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>568,818</b>	<b>(258,592)</b>
<b>Cash and cash equivalents at 1/1/20</b>		2,540,750	2,799,342
<b>Cash and cash equivalents at 31/12/2020</b>		<u>3,109,568</u>	<u>2,540,750</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		2,498,864	1,522,595
Short term deposits		610,704	1,018,155
<b>Cash and cash equivalents at 31/12/2020</b>		<u>3,109,568</u>	<u>2,540,750</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**1. Summary of significant accounting policies**

**(a) General information and basis of preparation**

St Rocco's Hospice is a charitable company registered in England. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is to promote the relief of suffering in terminal illness by providing residential palliative care and day care to adults who are resident in Warrington, as well as bereavement support to those adults and their families. People access our services by means of referral by their GP, Hospital Consultant or Clinical Nurse Specialist. Admission to our services is determined only by clinical and psychosocial need without reference to gender, race or faith.

The charity constitutes a public benefit entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

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

**(b) Funds**

Unrestricted funds 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. It is aimed that at least nine months' operating costs remain within liquid resources at all times.

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.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**(b) Funds (Continued)**

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost 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.

Endowment funds represent those assets which must be held permanently by the charity, principally investments. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund.

**(c) Income recognition**

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with the SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

Where practicable, gifts in kind donated for distribution to the beneficiaries of the charity are included in stock and donations in the financial statements upon receipt. If it is impracticable to assess the fair value at receipt or if the costs to undertake such a valuation outweigh any benefits, then the fair value is recognised as a component of donations when it is distributed and an equivalent amount recognised as charitable expenditure.

Gifts in kind donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impracticable to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

For legacies, when the amount bequeathed can be estimated with sufficient accuracy, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**(c) Income recognition** (Continued)

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Grants from government agencies have been included within grants and government funding where there are no contract for services.

Grants from government agencies where there is a service contract are included as incoming resources from charitable activities.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends, interest and rent. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend and rent income is recognised as the charity's right to receive payment is established.

Gift aid payments from the subsidiary companies is accounted for as a distribution on a receipts basis in accordance with FRS 102.

Other income includes the conversion of endowment funds into income which arises when capital funds are released to an income fund from expendable endowments or when a charity has authority to adopt a total return approach to its permanent endowment fund. It also includes other income such as gains on disposals of tangible fixed assets.

**(d) Expenditure recognition**

All expenditure is accounted for on an accruals basis inclusive of any VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Premises overheads have been allocated on a floor area basis. The overheads costs of the central function have been apportioned on an estimated basis of usage by each function. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the lottery prizes, the salaries of the staff who promote fund-raising, direct expenditure including costs of events and an allocation of internal overheads
- Expenditure on charitable activities includes direct staff costs, specific costs where attributable and overheads on a management estimate based either on floor space and/or expected usage. Cost allocation includes an element of judgement as the charity has had to consider the cost benefit of detailed calculations and record keeping.
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Grants payable to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient is notified of the grant, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**(e) Support costs allocation**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

**(f) Tangible fixed assets**

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold land and buildings and leasehold property	2%/20% p.a. straight line
Plant and machinery	7 years straight line
Fixtures and fittings	7 years straight line
Motor vehicles	5 years straight line
Office equipment	5 years straight line

**(g) Pension contributions**

The company makes contributions to three pension schemes, as disclosed in note 28, designed to provide retirement benefits based upon the level of contributions made. The three schemes are the NHS Pension Scheme, St Rocco's Group Pension Plan and the National Employment Savings Scheme. The costs of providing these benefits are charged to the statement of financial activities in the year in which they are incurred.

**(h) Investments**

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Investments in subsidiaries / joint ventures / associates are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

**(i) Shares in Subsidiary Undertakings**

These are stated at cost at the balance sheet date.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**(j) Stocks**

Items donated for resale in the shops are not included within the financial statements until they are sold. The valuation of donated goods in our shops cannot be measured reliably as the costs outweigh the benefits. It is not practicable to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received. Purchased assets are valued at the lower of cost and net realisable value, after making due allowance for slow-moving and obsolete stock.

**(k) Debtors and creditors receivable / payable within one year**

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

**(l) Leases**

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

**(m) Provisions**

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

**(n) Tax**

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

**(o) Going concern**

The group's forecasts and projections, taking account of likely changes in statutory income, donations, legacies, fundraising activities and other income, show that the group should be able to operate with the current levels of reserves it has. The Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual report and financial statements.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**2. Income from donations and legacies**

**a) Company**

	Total Total 31.12.20 £	Total 9 months to 31.12.19 £
Gifts	1,018,507	447,902
Legacies	154,931	112,371
Total	<u>1,173,438</u>	<u>560,273</u>

Income from donations and legacies was £1,138,651 (2019 - £560,273) of which £nil (2019 - £nil) was attributable to endowments, £nil (2019 - £nil) was attributable to restricted and £1,138,651 (2019 - £560,273) was attributable to unrestricted funds.

**b) Group**

	Total Total 31.12.20 £	Total 9 months to 31.12.19 £
Gifts	1,026,838	449,818
Legacies	154,931	112,371
Total	<u>1,181,769</u>	<u>562,189</u>

Income from donations and legacies was £1,181,769 (2019 - £562,189) of which £nil (2019 - £nil) was attributable to endowments, £28,387 (2019 - £nil) was attributable to restricted and £1,153,382 (2019 - £562,189) was attributable to unrestricted funds.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**3. Income from Charitable Activities**

	Total	
	Total 9 months to 31.12.20	Total 9 months to 31.12.19
	£	£
Contractual payments	2,725,338	783,351
<b>Total</b>	<b>2,725,338</b>	<b>783,351</b>

Contractual payments represent unrestricted and restricted funds and are the same for both the company and the group.

Income from charitable activities was £2,725,338 (2019 - £783,351) of which £nil (2019 - £nil) was attributable to unrestricted funds, £736,887 (2019 - £nil) was attributable to restricted and £1,988,450 (2019 - £783,351) was attributable to unrestricted funds.

		Unrestricted 31.12.20 £	Restricted 31.12.20 £	Total 31.12.20 £
Warrington CCG	-Service agreement	1,630,634	-	1,630,634
Health Education North West	- Service Increment for Teaching (SIFT)	22,549	-	22,549
Hospice @ Home	- Continuing Health Care	55,891	-	55,891
Warrington CCG	- Cancer rehabilitation & Macmillan information and support	-	39,300	39,300
Frailty	-Continuing Health Care	16,638	-	16,638
Long stay patient funding	-Continuing Health Care	10,532	-	10,532
Out of area patients income		251,908	-	251,908
Hospice UK	-NHS England Covid funding	-	697,587	697,587
Information Governance training income		300	-	300
<b>Total</b>		<b>1,988,450</b>	<b>736,887</b>	<b>2,725,338</b>

		Unrestricted 9 months to 31.12.19 £	Restricted 9 months to 31.12.19 £	Total 9 months to 31.12.19 £
Warrington CCG	-Service agreement	642,725	-	642,725
Health Education North West	- Service Increment for Teaching (SIFT)	15,181	-	15,181
Hospice @ Home	- Continuing Health Care	54,213	-	54,213
Frailty	-Continuing Health Care	55,030	-	55,030
Long stay patient funding	-Continuing Health Care	13,978	-	13,978
Out of area patients income		1,225	-	1,225
Hospice UK	-NHS England Covid funding	-	-	-
Information Governance training income		1,000	-	1,000
<b>Total</b>		<b>783,351</b>	<b>-</b>	<b>783,351</b>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**4 Income from other trading activities**

**a) Company**

	Total Total 9 months to 31.12.20 £	Total 9 months to 31.12.19 £
Fundraising Events	246,708	448,926
Other	17,306	12,980
Total	<u>264,014</u>	<u>461,905</u>

Income from other trading activities was £264,014 (2019 - £461,905) of which £nil (2019 - £nil) was attributable to endowments, £nil (2019 - £nil) was attributable to restricted and £264,014 (2019 - £461,905) was attributable to unrestricted funds.

**b) Group**

	Total Total 9 months to 31.12.20 £	Total 9 months to 31.12.19 £
Fundraising Events	246,402	448,926
Sponsorship and Lotteries	481,981	426,888
Sale of Donated and Bought in Goods	453,515	755,280
Other	7,500	5,625
Total	<u>1,189,398</u>	<u>1,636,719</u>

Income from other trading activities was £1,189,398 (2019 - £1,636,719) of which £nil (2019 - £nil) was attributable to endowments, £nil (2019 - £nil) was attributable to restricted and £1,189,398 (2019 - £1,636,719) was attributable to unrestricted funds.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**5 Income from investments**

<b>a) Company</b>		Unrestricted Funds £	Endowment Funds £	Total 31.12.20 £
	Note			
Listed UK Investments				
Dividend Income		31,846	105	31,951
Short Term Deposit Interest		22,540	-	22,540
		54,386	105	54,491
Gift Aid				
St Rocco's Shops Limited	8	21,285	-	21,285
St Rocco's Promotions Limited	8	249,445	-	249,445
		325,115	105	325,220

<b>b) Group</b>		Unrestricted Funds £	Endowment Funds £	Total 31.12.20 £
Listed UK Investments				
Dividend Income		31,846	105	31,951
Short Term Deposit Interest		22,688	-	22,688
		54,534	105	54,639

Investments are held to provide an overall return from both income and capital growth.

<b>a) Company</b>		Unrestricted Funds £	Endowment Funds £	Total 9 months to 31.12.19 £
	Note			
Listed UK Investments				
Dividend Income		37,984	99	38,083
Short Term Deposit Interest		20,461	-	20,461
		58,445	99	58,544
Gift Aid				
St Rocco's Shops Limited	8	284,678	-	284,678
St Rocco's Promotions Limited	8	170,862	-	170,862
		513,984	99	514,083

<b>b) Group</b>		Unrestricted Funds £	Endowment Funds £	Total 9 months to 31.12.19 £
Listed UK Investments				
Dividend Income		37,984	99	38,083
Short Term Deposit Interest		20,477	-	20,477
		58,461	99	58,560

Investments are held to provide an overall return from both income and capital growth.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**6 Other income**

**a) Company**

	Total Total 9 months to 31.12.20 31.12.19 £ £	Total Total 9 months to 31.12.20 31.12.19 £ £
Job Retention Scheme	28,029	-

Other income was £28,029 (2019: £nil) of which £28,029 (2019:£nil) was attributable to restricted and £nil (2020: £nil) was attributable to unrestricted funds.

**b) Group**

	Total Total 9 months to 31.12.20 31.12.19 £ £	Total Total 9 months to 31.12.20 31.12.19 £ £
Job Retention Scheme	59,373	-
Covid Business Rates Support	163,338	-
Total	222,711	-

Other income was £222,711 (2019: £nil) of which £28,029 (2019: £nil) was attributable to restricted and £194,682 (2019: £nil) was attributable to unrestricted.

**7 Expenditure on raising funds**

**a) Company**

	Total Total 9 months to 31.12.20 31.12.19 £ £	Total Total 9 months to 31.12.20 31.12.19 £ £
Merchandising and Event Costs	261,789	229,620
Total	261,789	229,620

**b) Group**

	Total Total 9 months to 31.12.20 31.12.19 £ £	Total Total 9 months to 31.12.20 31.12.19 £ £
Costs of Selling Donated and Bought in Goods	669,514	452,504
Merchandising and Event Costs	488,047	464,767
Total	1,157,561	917,270

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**8 Results from Trading Activities of subsidiaries**

	St Rocco's Shops Ltd	St Rocco's Promotions Ltd	Total 31.12.20	Total 9 month to 31.12.19
	£	£	£	£
Donations and Gifts	705	7,506	8,211	1,916
Merchandising and Events	453,515	482,176	935,690	1,182,169
Investment Income	4	144	148	16
Other income	184,680	10,002	194,682	-
<b>Total Income</b>	<b>638,903</b>	<b>499,827</b>	<b>1,138,731</b>	<b>1,184,101</b>
<b>Total Costs</b>	<b>(687,432)</b>	<b>(227,911)</b>	<b>(915,343)</b>	<b>(713,037)</b>
<b>Net Income Resources for the Year Before Gift Aid</b>	<b>(48,528)</b>	<b>271,917</b>	<b>223,388</b>	<b>471,064</b>
<b>Gift Aid Payments to St Rocco's Hospice</b>	<b>(21,285)</b>	<b>(249,445)</b>	<b>(270,730)</b>	<b>(455,540)</b>
<b>Net Income</b>	<b>(69,813)</b>	<b>22,472</b>	<b>(47,342)</b>	<b>15,524</b>
<b>Funds Brought Forward at 1 January 2020</b>	<b>136,084</b>	<b>47,620</b>	<b>183,704</b>	<b>168,179</b>
<b>Funds Carried Forward at 31 December 2020</b>	<b>66,271</b>	<b>70,092</b>	<b>136,362</b>	<b>183,703</b>
<b>Total Assets</b>	<b>258,788</b>	<b>156,486</b>	<b>415,274</b>	<b>399,400</b>
<b>Total Liabilities</b>	<b>(192,517)</b>	<b>(86,394)</b>	<b>(278,911)</b>	<b>(215,696)</b>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**9 Expenditure on Charitable Activities**

	<u>Company</u>								Total 31.12.20
	In-Patients Unit	Vitality Centre	Family Support	Education	Medical Outpatients	Complement'y Therapies	Community Engagement	Specialist Palliative Care Hub	
Salaries and Wages	1,854,457	247,661	94,396	22,586	43,706	93,319	205,974	60,101	2,622,200
Therapists	-	-	-	-	-	35	-	-	35
Education and Training	3,302	2,638	3,004	12,181	310	1,090	460	188	23,174
Medical, Drugs and Other Supplies	41,341	6,519	-	-	1,252	-	-	-	49,112
Provisions and Sundry Equipment	14,176	3,780	945	-	-	-	-	-	18,902
Cleaning and Laundry	7,683	4,392	1,293	2,311	242	2,783	-	165	18,869
Water Rates and Refuse	9,687	5,465	1,630	2,914	305	3,509	-	280	23,790
Collection									
Light and Heat	16,191	8,807	2,724	4,871	509	5,865	-	795	39,763
Insurance	8,927	5,292	1,501	2,684	281	3,232	-	-	21,918
Printing, Stationery and Advertising	11,898	6,472	2,002	3,579	374	4,310	-	584	29,220
Telephone and Postages	10,251	5,576	1,724	3,084	322	3,713	-	503	25,175
Computer Expenses	23,660	12,870	3,980	7,118	744	8,570	-	1,162	58,104
Bank and Payroll Preparation	6,627	3,605	1,115	1,994	208	2,401	-	326	16,275
Repairs and Renewals	35,250	19,175	5,930	10,604	1,108	12,769	-	1,731	86,567
Motor and Travel Expenses	2,972	2,972	1,486	-	495	1,486	495	-	9,906
Recruitment and DBS expenses	2,055	1,151	206	-	-	411	206	82	4,111
Professional fees	24,571	8,190							32,762
Miscellaneous Expenses	32,971	1,163	199	-	-	398	199	32	34,961
Depreciation	71,574	45,778	11,301	20,210	2,112	24,332	-	3,300	178,606
	<u>2,177,597</u>	<u>391,507</u>	<u>133,433</u>	<u>94,136</u>	<u>51,968</u>	<u>168,224</u>	<u>207,333</u>	<u>69,249</u>	<u>3,293,449</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**9 Expenditure on Charitable Activities**

	<u>Company</u>								Total 9 months to 31.12.19
	In-Patients Unit	Vitality Centre	Family Support	Education	Medical Outpatients	Complementary Therapies	Community Engagement	Specialist Palliative Care Hub	
Salaries and Wages Therapists	1,076,630	412,312	89,189	30,439	41,588	75,446	187,561	-	1,913,166
Education and Training	-	-	-	-	-	-	-	-	-
Medical, Drugs and Other Supplies	4,907	4,577	3,617	3,361	675	1,984	677	-	19,798
Provisions and Sundry Equipment	16,034	2,886	-	-	105	-	-	-	19,026
Cleaning and Laundry	12,456	3,322	830	-	-	-	-	-	16,608
Water Rates and Refuse Collection	5,570	3,304	937	1,676	175	2,018	-	-	13,680
Light and Heat	5,546	3,289	933	1,668	174	2,009	-	-	13,619
Insurance	11,031	6,542	1,856	3,318	347	3,996	-	-	27,090
Printing, Stationery and Advertising	5,995	3,553	1,008	1,802	188	2,170	-	-	14,717
Telephone and Postages	11,287	6,694	1,899	3,396	355	4,089	-	-	27,719
Computer Expenses	5,921	3,511	996	1,781	186	2,145	-	-	14,540
Bank and Payroll Preparation	9,288	5,509	1,562	2,794	292	3,364	-	-	22,810
Repairs and Renewals	4,056	2,406	682	1,220	128	1,469	-	-	9,962
Motor and Travel Expenses	19,754	11,715	3,323	5,943	621	7,155	-	-	48,511
Irrecoverable VAT	2,960	2,960	1,480	-	493	1,480	493	-	9,868
Recruitment and DBS expenses	155	108	15	-	-	31	-	-	309
Professional fees	2,185	1,311	219	-	-	437	219	-	4,371
Miscellaneous Expenses	21,953	7,318	-	-	-	-	-	-	29,271
Depreciation	3,204	1,922	320	-	-	641	320	-	6,408
	51,209	37,001	7,876	14,084	1,472	16,955	-	-	128,596
	<u>1,270,143</u>	<u>520,241</u>	<u>116,742</u>	<u>71,481</u>	<u>46,799</u>	<u>125,390</u>	<u>189,270</u>	<u>-</u>	<u>2,340,066</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**9 Expenditure on Charitable Activities**

	<b>Group</b>								Total 31.12.20
	In-Patients Unit	Vitality Centre	Family Support	Education	Medical Outpatients	Complement'y Therapies	Community Engagement	Specialist Palliative Care Hub	
Salaries and Wages	1,829,382	244,840	93,142	22,586	43,706	93,319	204,407	59,474	2,590,856
Therapists	-	-	30	-	-	35	-	-	65
Education and Training	3,302	2,638	2,974	12,181	310	1,090	460	188	23,144
Medical, Drugs and Other Supplies	41,341	6,519	-	-	1,252	-	-	-	49,112
Provisions and Sundry Equipment	14,176	3,780	945	-	-	-	-	-	18,902
Cleaning and Laundry	7,683	4,392	1,293	2,311	242	2,783	-	165	18,869
Water Rates and Refuse Collection	9,687	5,465	1,630	2,914	305	3,509	-	280	23,790
Light and Heat	16,191	8,807	2,724	4,871	509	5,865	-	795	39,763
Insurance	8,927	5,292	1,501	2,684	281	3,232	-	-	21,918
Printing, Stationery and Advertising	11,898	6,472	2,002	3,579	374	4,310	-	584	29,220
Telephone and Postages	10,251	5,576	1,724	3,084	322	3,713	-	503	25,175
Computer Expenses	23,660	12,870	3,980	7,118	744	8,570	-	1,162	58,104
Bank and Payroll Preparation	6,627	3,605	1,115	1,994	208	2,401	-	326	16,275
Repairs and Renewals	35,250	19,175	5,930	10,604	1,108	12,769	-	1,731	86,567
Motor and Travel Expenses	2,972	2,972	1,486	-	495	1,486	495	-	9,906
Recruitment and DBS expenses	2,055	1,151	206	-	-	411	206	82	4,111
Professional fees	29,652	9,884	-	-	-	-	-	-	39,536
Miscellaneous Expenses	32,590	1,163	199	-	-	398	199	32	34,581
(Profit)/ Loss on disposal of fixed assets	-	-	-	-	-	-	-	-	-
Depreciation	72,403	48,513	11,195	20,021	2,092	24,106	-	3,269	181,599
	<b>2,158,051</b>	<b>393,115</b>	<b>132,076</b>	<b>93,949</b>	<b>51,949</b>	<b>167,999</b>	<b>205,768</b>	<b>68,592</b>	<b>3,271,492</b>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**9 Expenditure on Charitable Activities**

	<b>Group</b>								
	In-Patients Unit	Vitality Centre	Family Support	Education	Medical Outpatients	Complement'y Therapies	Community Engagement	Specialist Palliative Care Hub	Total 9 months to 31.12.19
Salaries and Wages	1,076,630	412,312	89,189	30,439	41,588	75,446	187,561		1,913,166
Therapists	-	-	105	-	-	-	-		105
Education and Training	4,907	4,577	3,512	3,361	675	1,984	677		19,693
Medical, Drugs and Other Supplies	16,034	2,886	-	-	105	-	-		19,026
Provisions and Sundry Equipment	12,456	3,322	830	-	-	-	-		16,608
Cleaning and Laundry	5,570	3,304	937	1,676	175	2,018	-		13,680
Water Rates and Refuse Collection	5,546	3,289	933	1,668	174	2,009	-		13,619
Light and Heat	11,031	6,542	1,856	3,318	347	3,996	-		27,090
Insurance	5,995	3,553	1,008	1,802	188	2,170	-		14,717
Printing, Stationery and Advertising	11,287	6,694	1,899	3,396	355	4,089	-		27,719
Telephone and Postages	5,921	3,511	996	1,781	186	2,145	-		14,540
Computer Expenses	9,288	5,509	1,562	2,794	292	3,364	-		22,810
Bank and Payroll Preparation	4,056	2,406	682	1,220	128	1,469	-		9,962
Repairs and Renewals	19,754	11,715	3,323	5,943	621	7,155	-		48,511
Motor and Travel Expenses	3,805	3,805	1,902	-	634	1,902	634		12,683
Irrecoverable VAT	155	108	15	-	-	31	-		309
Recruitment and DBS expenses	2,185	1,311	219	-	-	437	219		4,371
Professional fees	31,761	10,587	-	-	-	-	-		42,348
Miscellaneous Expenses	3,204	1,922	320	-	-	641	320		6,408
(Profit)/ Loss on disposal of fixed assets	-	-	-	-	-	-	-		-
Depreciation	51,692	39,499	7,711	13,790	1,441	16,604	-		130,737
	<b>1,281,278</b>	<b>526,854</b>	<b>117,002</b>	<b>71,189</b>	<b>46,910</b>	<b>125,462</b>	<b>189,412</b>		<b>2,358,101</b>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**10 Other expenditure**

**a) Company**

	Total Total 9 months to 31.12.20	Total 9 months to 31.12.19
	£	£
Staff costs	28,029	-

£28,029 (2019: £nil) of the above costs were attributable to restricted funds and £nil (2019:£nil) were attributable to unrestricted funds.

Total

**b) Group**

	Total Total 9 months to 31.12.20	Total 9 months to 31.12.19
	£	£
Staff costs	59,373	-

£28,029 (2019: £nil) of the above costs were attributable to restricted funds and £31,344 (2019: £nil) were attributable to unrestricted funds.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**11 Support Costs Breakdown by Activity**

**a) Company**

	Basis	31.12.20			9 months to 31.12.19		
		Fundraising	Charitable	Total	Fundraising	Charitable	Total
		£	£	£	£	£	£
Staff Costs	Actual	-	293,807	293,807	-	216,554	216,554
Education and Training	Space	1,157	1,238	2,395	985	1,054	2,038
Cleaning and Laundry	Space	1,072	1,147	2,221	342	366	709
Water Rates & Refuse Collection	Space	1,190	1,273	2,462	681	729	1,410
Light and Heat	Space	1,988	2,127	4,114	1,354	1,449	2,803
Insurance	Space	1,096	1,173	2,269	736	787	1,523
Printing, Stationery and Advertising	Space	1,461	1,563	3,024	1,386	1,483	2,869
Telephone and Postages	Space	1,259	1,347	2,606	727	778	1,505
Computer Expenses	Space	2,905	3,109	6,014	1,140	1,220	2,361
Bank & Payroll Preparation	Space	814	871	1,683	498	533	1,030
Repairs and Renewals	Space	3,850	4,120	7,970	2,022	2,163	4,185
Motor and Travel Expenses	Space	189	200	388	256	272	528
Legal and Professional	Actual	-	14,310	14,310	-	12,200	12,200
Audit Fees	Actual	-	6,785	6,785	-	6,285	6,285
Miscellaneous Expenses	50%	-	1,990	1,990	-	3,204	3,204
		<u>16,980</u>	<u>335,060</u>	<u>352,039</u>	<u>10,127</u>	<u>249,076</u>	<u>259,203</u>

**b) Group**

	Basis	31.12.20			9 months to 31.12.19		
		Fundraising	Charitable	Total	Fundraising	Charitable	Total
		£	£	£	£	£	£
Staff Costs	Actual	-	293,807	293,807	-	216,554	216,554
Education and Training	Space	1,157	1,238	2,395	985	1,054	2,038
Cleaning and Laundry	Space	1,072	1,147	2,221	342	366	709
Water Rates	Space	1,190	1,273	2,462	681	729	1,410
Light and Heat	Space	1,988	2,127	4,114	1,354	1,449	2,803
Insurance	Space	1,096	1,173	2,269	736	787	1,523
Printing, Stationery and Advertising	Space	1,461	1,563	3,024	1,386	1,483	2,869
Telephone and Postages	Space	1,259	1,347	2,606	727	778	1,505
Computer Expenses	Space	2,905	3,109	6,014	1,140	1,220	2,361
Bank & Payroll Preparation	Space	814	871	1,683	498	533	1,030
Repairs and Renewals	Space	3,850	4,120	7,970	2,022	2,163	4,185
Motor and Travel Expenses	Space	189	200	388	256	272	528
Legal and Professional	Actual	-	14,610	14,610	-	19,868	19,868
Audit Fees	Actual	-	13,259	13,259	-	11,694	11,694
Miscellaneous Expenses	50%	-	1,990	1,990	-	3,204	3,204
		<u>16,980</u>	<u>341,834</u>	<u>358,813</u>	<u>10,127</u>	<u>262,153</u>	<u>272,280</u>

**Basis of Allocation**

Cost allocation includes an element of judgement and the charity has had to consider the cost benefit of detailed calculations and record keeping. Bases for calculation include (as applicable):

- specific costs have been attributed where possible
- overheads have been allocated on the basis of floor space and expected usage
- staff and other costs have been attributed on management estimates of usage

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**12 Governance Costs**

	Note	Company		Group	
		Total		Total	
		Total 31.12.20 £	9 months to 31.12.19 £	Total 31.12.20 £	9 months to 31.12.19 £
<b>Governance costs included in support costs are made up of the following:</b>					
External audit	14	6,785	6,285	13,259	11,694
Trustees' indemnity insurance		329	329	329	329
Legal & professional fees		14,310	12,200	14,610	19,868
		<u>21,424</u>	<u>18,814</u>	<u>28,507</u>	<u>31,891</u>

**13 Net income / (expenditure) for the year**

Net income / (expenditure) is stated after charging / (crediting):

	Total	
	Total 31.12.20 £	9 months to 31.12.19 £
	Depreciation of tangible fixed assets	198,953
Auditor's Remuneration	13,259	11,694
Investment manager's costs	11,331	10,451
Operating lease rentals	201,976	137,882
(Profit)/loss on disposal of investments	29,475	989

**14 Auditor's remuneration**

	Total	
	Total 31.12.20 £	9 months to 31.12.19 £
	Fees payable to the charity's auditor for the audit of the charity's annual accounts	6,785
Fees payable to the charity's auditor for other services:		
Audit of the charity's subsidiaries	6,474	5,409
	<u>13,259</u>	<u>11,694</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**15 Trustees' and key management personnel remuneration and expenses**

The trustees neither received nor waived any remuneration during the period (2019: £Nil).

The total amount of employee benefits received by key management personnel is £348,098 (2019: £192,285). The Trust considers its key management personnel comprises the Trustees and the Chief Executive Officer, Finance Director, Medical Director and the Income Generation and Marketing Director.

The trustees did not have any expenses reimbursed during the period (2019 - £nil).

	Total 31.12.20 £	Total 9 months to 31.12.19 £
Trustees' Indemnity Insurance	329	329

**16 Staff costs and employee benefits**

	Company		Group	
	Total 31.12.20 £	Total 9 months to 31.12.19 £	Total 31.12.20 £	Total 9 months to 31.12.19 £
Wages and Salaries	2,497,896	1,811,329	2,788,186	2,011,355
Social Security Costs	210,305	152,309	229,206	164,463
Pension Costs	143,466	99,901	155,910	107,303
	<u>2,851,667</u>	<u>2,063,539</u>	<u>3,173,302</u>	<u>2,283,121</u>

During the year the Hospice had 1 higher paid employee (9m to 2019 - 1) whose emoluments, excluding pension contributions totalled between £60,000 and £70,000 for the year, and 1 higher paid employee (9m to 2019- 0) whose emoluments, excluding pension contributions totalled between £80,000 and £90,000.

The average number of employees analysed by function was:

	Company		Group	
	Total 31.12.20 No.	Total 9 months to 31.12.19 No.	Total 31.12.20 No.	Total 9 months to 31.12.19 No.
Charitable Activities	82	86	82	86
Cost of generating funds	9	9	26	22
Support Services	2	3	2	3
Management and Administration of the Charity	14	15	14	15
	<u>107</u>	<u>113</u>	<u>124</u>	<u>126</u>
Part time	87	84	90	87
Full time equivalent	75	76.91	89.4	88.4

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**17 Tangible fixed assets**

**a) Company**

	Leasehold £	Fixtures & Fittings £	Plant & Equipment £	Motor Vehicles £	Total £
Cost or valuation					
At 1/1/20	5,022,565	194,275	675,959	6,224	5,899,023
Additions	-	8,227	58,445		66,672
Disposals/fully written off	-	(31,380)	(61,994)		(93,373)
At 31/12/2020	5,022,565	171,123	672,410	6,224	5,872,321
Depreciation					
At 1/1/20	(1,519,363)	(188,327)	(426,679)	(6,224)	(2,140,593)
Charge for year	(96,878)	(4,858)	(76,868)		(178,605)
Eliminated on disposal/ written off	-	31,380	61,994		93,373
	-	-	-		-
At 31/12/2020	(1,616,241)	(161,805)	(441,554)	(6,224)	(2,225,824)
Net Book Value at 31/12/2020	3,406,324	9,318	230,856	-	3,646,497
Net Book Value at 1/1/20	3,503,202	5,948	249,280	-	3,758,430

**b) Group**

	Leasehold £	Fixtures & Fittings £	Plant & Equipment £	Motor Vehicles £	Total £
Cost or valuation					
At 1/1/20	5,047,897	285,641	709,769	22,479	6,065,786
Additions	-	23,970	58,445		82,415
Disposals/fully written off	-	(31,380)	(61,994)		(93,373)
At 31/12/2020	5,047,897	278,231	706,220	22,479	6,054,827
Depreciation					
At 1/1/20	(1,525,264)	(200,841)	(457,546)	(18,205)	(2,201,857)
Charge for year	(99,871)	(19,816)	(77,216)	(2,051)	(198,953)
Eliminated on disposal/ written off	-	31,380	61,994		93,373
					-
At 31/12/2020	(1,625,135)	(189,278)	(472,768)	(20,256)	(2,307,437)
Net Book Value at 31/12/2020	3,422,762	88,954	233,452	2,223	3,747,390
Net Book Value at 1/1/20	3,522,633	84,800	252,223	4,274	3,863,929

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**18 Fixed Asset Investments**

	Unrestricted Funds £	Endowment Funds £	Total 31.12.20 £	Total 31.12.19 £
Company and Group UK quoted investments				
At 1/1/20	2,195,755	3,152	2,198,907	2,090,153
Less disposals at opening market value	(204,731)	-	(204,731)	(133,749)
Add acquisitions at cost	201,129	-	201,129	154,466
Net (losses)/gain on revaluation	33,474	106	33,580	88,037
At 31/12/2020	<u>2,225,627</u>	<u>3,258</u>	<u>2,228,885</u>	<u>2,198,907</u>

As at 31 December 2020, the following material investments were included in the portfolio:

	31.12.20 £	31.12.19 £
Invesco Mgrs per Corp Bond	65,757	62,844
SSGA SPDR ETFS Europe	91,644	96,804
Loomis Sayles US Equity Leaders	113,378	88,858
Baring Fund Managers Europe Select Trust 1	48,150	78,147
M&G Securities Ltd Corp Bond	62,189	60,547
M&G Securities Ltd UK INFLT	52,913	51,363
JP Morgan 1049 FTSE 100/Eurostoxx 50 defensive autocall (9%)	58,213	57,485
Treasury 4.5% 2019	480,137	496,669
Mayfair Capital	45,277	48,499
Blackrock Fund Managers-European Dynamic D Acc	60,171	44,649
Henderson Global Investors	54,928	52,355
Ishares FTSE250 UCITS ETF GBP Dist	46,875	50,372
ETFS Metal Securities Ltd/ Wisdom Tree	50,578	-
Fundrock Partners Limited	56,006	-
	<u>1,286,216</u>	<u>1,188,592</u>
	31.12.20 £	31.12.19 £
Profit/(loss) on disposal of investments	(29,475)	(989)
Net gain/(loss) on revaluation	<u>33,580</u>	<u>88,037</u>
	<u>4,105</u>	<u>87,048</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**19 Stock**

Stocks included in the group balance sheet comprise goods held for resale.

	Total 31.12.20 £	Total 31.12.19 £
Finished goods	429	429
Total	<u>429</u>	<u>429</u>

Stocks included in the group balance sheet comprise goods held for resale. The valuation of donated goods in shops cannot be measured reliably as the costs outweigh the benefits. It is not practical to estimate the value of the stock with enough reliability. Therefore, we recognise the value when the goods are sold, not when received

**20 Debtors**

	Company		Group	
	31.12.20 £	31.12.19 £	31.12.20 £	31.12.19 £
Income Tax Recoverable	29,862	276,509	44,570	296,724
Other Debtors	-	3,010	3,891	6,388
Prepayments and Accrued Income	404,451	185,878	449,992	243,464
Trade Debtors	350,686	55,797	350,686	31,012
	<u>888,645</u>	<u>521,193</u>	<u>849,139</u>	<u>577,587</u>

As at the year end, a total of £334,813 (2019 - £145,526) of income has been accrued.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**21 Current Asset Investments**

	Total 31.12.20 £	Total 31.12.19 £
Short term deposits	610,704	1,018,155
Total	<u>610,704</u>	<u>1,018,155</u>

**22 Creditors: amounts falling due within one year**

	Company		Group	
	31.12.20 £	31.12.19 £	31.12.20 £	31.12.19 £
Trade Creditors	295,525	384,503	315,970	418,025
Other Taxes and Social Security	29,803	50,487	29,803	50,487
Other Creditors	2,984	7,347	7,737	11,400
Accruals and Deferred Income	132,836	140,204	254,524	263,948
	<u>461,148</u>	<u>582,540</u>	<u>608,034</u>	<u>743,859</u>

**23 Provisions for Liabilities**

	Company		Group	
	31.12.20 £	31.12.19 £	31.12.20 £	31.12.19 £
Dilapidations provision	-	-	28,350	28,250
	<u>-</u>	<u>-</u>	<u>28,350</u>	<u>28,250</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**24 Fund reconciliation**

**a) Company**

	Balance at 01/01/2020	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/12/2020
	£	£	£	£	£	£
<b>Unrestricted Funds</b>						
General Reserve	6,056,250	3,722,630	(2,801,098)	(488,942)	3,999	6,492,839
Designated Fund	1,277,200	-		489,047	-	1,766,247
	<u>7,333,450</u>	<u>3,722,630</u>	<u>(2,801,098)</u>	<u>105</u>	<u>3,999</u>	<u>8,259,086</u>
<b>Endowment Fund</b>	3,153	105	-	(105)	106	3,258
	<u>7,336,603</u>	<u>3,722,735</u>	<u>(2,801,098)</u>	<u>-</u>	<u>4,105</u>	<u>8,262,344</u>
	Balance at 01/01/2020	Income	Expenditure	Transfers	Gains / Losses	Balance at 31/12/2020
	£	£	£	£	£	£
<b>Restricted funds</b>						
Department Of Health Grant phase 1	484,285	-	(12,313)	-	-	471,972
National Health Service England grant IPU	258,996	-	(5,853)	-	-	253,143
The Merseyside Palliative care and training Fund (MPET)	68,557	500	(10,000)	-	-	59,057
Cancer Rehabilitation Training	61,759	38,800	-	-	-	100,559
ICN Training Grant	18,596	-	-	-	-	18,596
Hospice UK-NHS England Covid funding	-	697,587	(697,587)	-	-	-
Various smaller grants-restricted for Covid costs	-	28,387	(28,387)	-	-	-
Job Retention Scheme	-	28,029	(28,029)	-	-	-
	<u>892,193</u>	<u>793,303</u>	<u>(782,169)</u>	<u>-</u>	<u>-</u>	<u>903,327</u>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**24 Fund reconciliation (continued)**

<b>b) Group</b>	Balance at 01/01/2020 £	Income £	Expenditure £	Transfers £	Gains / Losses £	Balance at 31/12/2020 £
Unrestricted Funds						
General Reserve	6,236,949	4,580,447	(3,706,258)	(488,942)	3,999	6,626,194
Designated Fund	1,277,200	-		489,047	-	1,766,247
	<b>7,514,149</b>	<b>4,580,447</b>	<b>(3,706,258)</b>	<b>105</b>	<b>3,999</b>	<b>8,392,441</b>
Endowment Fund	3,153	105	-	(105)	106	3,258
	<b>7,517,301</b>	<b>4,580,551</b>	<b>(3,706,258)</b>	<b>-</b>	<b>4,105</b>	<b>8,395,700</b>
Restricted funds						
Department Of Health Grant phase 1	484,285	-	(12,313)	-	-	471,972
National Health Service England grant IPU	258,996	-	(5,853)	-	-	253,143
The Merseyside Palliative care and training Fund (MPET)	68,557	500	(10,000)	-	-	59,057
Cancer Rehabilitation Training	61,759	38,800	-	-	-	100,559
MacMillian Cancer Information & ICN Training Grant	18,596	-	-	-	-	18,596
Hospice UK-NHS England Covid funding	-	697,587	(697,587)	-	-	-
Various smaller grants-restricted for Covid costs	-	28,387	(28,387)	-	-	-
Job Retention Scheme	-	28,029	(28,029)	-	-	-
	<b>892,193</b>	<b>793,303</b>	<b>(782,169)</b>	<b>-</b>	<b>-</b>	<b>903,327</b>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**ENDOWMENTS FUNDS:**

On 5 September 2005 St. Rocco's Hospice received 1653.880 units of Charinco Common Investment Fund Income from The Sir Frederick Norman's Helping Hand Fund, resulting from its being wound up. The governing document of this fund restricts the charity to only using income from the investment, not the capital transferred. The balance of this fund was £3,258 at 31 December 2020 (2019 - £3,153).

**RESTRICTED FUNDS:**

**The Department of Health "Dignity in Care for Older People"** – A capital grant for £616,650 was received in 2007-08 and expended in 2008-09 for the first phase of expansion of the Hospice. It was used for the enhanced Day Unit and Therapy Suite. The balance of this fund at 31 December 2020 was £471,972 (2019 - £484,285).

**The North Cheshire Integrated Cancer Network Education Fund** - This money is being used for paying for educational events for staff within the network. The balance of the fund at 31 December 2020 was £18,596 (2019 - £18,596).

**The Merseyside Palliative Care and Training Fund (MPET)** – The Hospice has been receiving funds since 2011-12 from Merseyside & Cheshire Cancer Network and NHS England to organise palliative care training for the GPs in the North Cheshire area. This fund is the aggregation of the previous MPET, MPET2, MPET3 and MPET4 funds. The End of Life Partnership is currently evaluating the future use of the funds. During 2020 another £500 was received to the fund. The balance of the fund at 31 December 2020 was £59,057 (2019- £68,556).

**Cancer Rehabilitation Training Fund** – The Hospice received in 2014-15 £6,258 from NHS Warrington CCG to organise local training delivery plan and a further £2,400 for an additional Cancer Rehab Volunteer Event. A further £8,400 was received in 2016-17 to deliver a programme of Education & Workshops. In addition, £10,000 was received in 2017-18 to deliver a programme of Education & Workshops, a further £6,000 to deliver a Conference on Palliative and End of Life Care, and £10,000 to deliver an Enablement Programme for life-limiting illnesses. This year, a further £20,000 was received from the CCG for Supporting Delivery of Community Holistic Needs Assessments and Enablement Programme and £6,640 from the CCG for End Of Life Education Programme. In 2020 the Hospice received £20,000 from the CCG for education and training programmes for palliative care and £20,000 for holistic needs assessment supporting people with life limiting illness. The balance of the fund at 31 December 2020 was £100,559 (2019 - £61,759).

**NHS England grant to enable improvements to the physical environment of patients** - a grant of £292,651 was received and expended in 2013-14 for the creation of a communal room, a communication room for patients and their families and the refurbishment of a bathroom in the Inpatients Unit. The balance of the fund at 31 December 2020 was £253,143 (2019 - £258,996).

**Hospice UK - NHS England Covid funding-** St Rocco's Hospice received funding from NHSE through Hospice UK, to provide available bed capacity and utilisation during the Covid-19 crisis and providing community support for people with complex needs. The funding was transferred in 2 phases from April 2020 to March 2021. The total amount transferred over the 12 months period was £964,443. It was solely utilised for the purpose of providing Inpatients beds during the pandemic, helping with capacity in the neighbouring NHS trust. The amount received up to 31 December 2020 was £697,586 and at that date, the balance of the fund was £nil.

**Various smaller grants-restricted for Covid costs-**

Steve Morgan Foundation-Emergency Covid-19 project of a temporary ward to care for Covid-19 end-of-life patients: £14,400 (expended during the year).

National Lottery-Covid Critical Community Outreach: £8,987 (expended during the year).

Cheshire Community Foundation: £5,000 for Syringe drivers (expended during the year).

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**DESIGNATED FUNDS:**

As at 31st December 2020, a total amount of £1,766,247 has been designated from unrestricted reserves by the trustees for the following work streams or services:

	01/01/2020	New Designations	Utilised/ Released	31/12/2020
Non commissioned clinical services	402,698	1,040,888	(350,812)	1,092,774
Strategic Development	156,250	-	(125,000)	31,250
IT development (Software & Hardware )	328,600	-	(17,013)	311,587
Equipment replacement	187,949	-	(25,868)	162,081
Refurbishment	91,667	-	(20,551)	71,116
Training & Education	25,000	-	(12,597)	12,403
Hospice vehicles renewal	30,000	-	-	30,000
Shops maintenance	55,036	-	-	55,036
	<u>1,277,200</u>	<u>1,040,888</u>	<u>(551,841)</u>	<u>1,766,247</u>

Non commissioned services

represents the charitable net investment for 5 non-commissioned beds in our Inpatients unit for 2 years and our night sitting service co-ordination.

Strategic development

included a strategic investment in our Income Generation department for 2 years.

IT software & Hardware

hardware, software & website upgrade, implementation, data transfer and training, MS Office 365 for 3 years, electronic prescribing, HR/Payroll integrated system, helping more efficient front line delivery.

Equipment replacement

includes the replacement of our medical equipment (beds, mattresses, pumps, monitors, wheelchairs) and non medical equipment (kitchen, cleaning, shops, vehicles).

Refurbishment

includes general refurbishment, including the kitchen, back courtyard and grounds.

Training & Education

includes prime pumping investment for our skill mix project along with a rolling training programme for nursing

Hospice vehicles renewal

represents the replacement of hospice motor vehicles

Shops maintenance

includes maintenance of owned shops and replacement of shops vehicles.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)****Notes to the Financial Statements****For the period ended 31 December 2020****25 Analysis of net assets between funds****a) Company**

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 31.12.20 £
Tangible Fixed Assets	2,921,382	725,115	-	3,646,497
Investments	2,225,627	-	3,258	2,228,885
Investments in subsidiaries	3,002	-	-	3,002
Current Assets	3,570,224	178,212	-	3,748,436
Current Liabilities	(461,148)	-	-	(461,148)
<b>Total</b>	<b>8,259,086</b>	<b>903,327</b>	<b>3,258</b>	<b>9,165,671</b>

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 31.12.19 £
Tangible Fixed Assets	3,015,149	743,281	-	3,758,430
Investments	2,195,754	-	3,153	2,198,907
Investments in subsidiaries	3,002	-	-	3,002
Current Assets	2,702,085	148,911	-	2,850,996
Current Liabilities	(582,540)	-	-	(582,540)
<b>Total</b>	<b>7,333,451</b>	<b>892,192</b>	<b>3,153</b>	<b>8,228,796</b>

**b) Group**

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 31.12.20 £
Tangible Fixed Assets	3,022,275	725,115	-	3,747,390
Investments	2,225,627	-	3,258	2,228,885
Current Assets	3,780,924	178,212	-	3,959,136
Current Liabilities	(608,034)	-	-	(608,034)
Long Term Liabilities	(28,350)	-	-	(28,350)
<b>Total</b>	<b>8,392,441</b>	<b>903,327</b>	<b>3,258</b>	<b>9,299,026</b>

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total 31.12.19 £
Tangible Fixed Assets	3,120,648	743,281	-	3,863,929
Investments	2,195,754	-	3,153	2,198,907
Investments in subsidiaries	-	-	-	-
Current Assets	2,969,855	148,911	-	3,118,766
Current Liabilities	(743,859)	-	-	(743,859)
Long Term Liabilities	(28,250)	-	-	(28,250)
<b>Total</b>	<b>7,514,149</b>	<b>892,192</b>	<b>3,153</b>	<b>8,409,494</b>

**ST. ROCCO'S HOSPICE (Registered number – 01565543)****Notes to the Financial Statements****For the period ended 31 December 2020****26 Share Capital**

The company is limited by guarantee and has no share capital. The liability of members is limited to the sum of £1 per member.

**27 Reconciliation of net income / (expenditure) to net cash flow from operating activities**

	Group 31.12.20 £	Group 9 months to 31.12.19 £
Net income / (expenditure) for year	889,533	(147,504)
Dividends received	(31,951)	(38,083)
Short Term Deposit Interest	(22,688)	(20,477)
Depreciation and impairment of tangible fixed assets	198,953	140,061
(Gains) / losses on investments	(4,105)	(87,048)
(Increase) / decrease in stock	-	16
(Increase) / decrease in debtors	(271,552)	(281,416)
Increase / (decrease) in creditors/provisions	(135,725)	244,066
(Gains) / losses on sale of tangible fixed assets	-	-
<b>Net cash flow from operating activities</b>	<b>622,466</b>	<b>(190,385)</b>

**28 Shares in Subsidiary Companies**

The shares in subsidiary companies are stated at cost of £3,002 (2019 - £3,002) and comprise the following companies:

	Class of Share	31.12.20	31.12.19
St. Rocco's Shops Ltd (Registered number 02484944)			
Number of Shares Held		3,000	3,000
% Shareholding	Ordinary	100%	100%
Net Assets		£66,271	£136,084
Operation of Charity Shops and Merchandising from Fundraising Activities			
St. Rocco's Promotions Ltd (Registered number 03034626)			
Number of Shares Held		2	2
% Shareholding	Ordinary	100%	100%
Net Assets		£70,092	£47,620
Operation of a Lottery			

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**29 Operating Lease Commitments**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	Total 31.12.20	Total 31.12.19
	£	£
Not later than one year	179,298	176,798
Later than one year and not later than five years	564,208	609,833
Later than five years	279,000	404,500
	<u>1,022,506</u>	<u>1,191,131</u>

**30 Pension Costs**

The Hospice operates three pension schemes:

A defined contribution pension scheme for its employees, where contributions are made at varying rates to Aviva (from 1 April 2020, previously Standard Life Assurance Scheme) and are charged to the Statement of Financial Activities (SoFA) when payable. The contributions to Aviva for the period ended 31 December 2020 were £73,202 (2019: £nil) The contributions to Standard Life for the period ended 31 December 2020 were £17,117 (2019: £50,537). The funds are held separately from those of the charity.

A defined benefit pension scheme for all eligible employees. The assets of the scheme are held separately by the National Health Service Superannuation Scheme.

Contributions to the scheme are charged to the SoFA as these are incurred. This pension scheme does not have a real pension fund but, as a statutory scheme, benefits are fully guaranteed by the Government. Contributions from both members and employers are paid to the Exchequer, which meet the cost of increasing benefits each year by the rate of inflation.

This extra cost is not met by contributions from scheme members and employers. As a result of the nature of the pension scheme, there are no separately identifiable assets and liabilities which can be identified as relating to St Rocco's Hospice. Therefore, as permitted by FRS102, the scheme has been accounted for as a defined benefit scheme.

The contributions to the NHS Superannuation Scheme for the period ended 31 December 2020 were £60,341 (2019: £40,632).

The National Employment Savings Scheme (NEST), a government auto-enrolment workplace pension scheme, is also available for those employees not in either of the two schemes above. NEST is a defined contribution scheme that was created as part of the Government workplace pension reforms under the Pensions Act 2008.

The contributions to NEST for the period ended 31 December 2020 were £5,249 (2019: £16,134).

**31 Financial commitments**

Contractual commitments for the acquisition of intangible / tangible fixed assets contracted for but not provided in the financial statements amounted to £nil (2019 - £nil).

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**

**Notes to the Financial Statements**

**For the period ended 31 December 2020**

**32 Related Party Transactions**

**St Rocco's Promotions:**

During the period, St Rocco's Hospice recharged salaries and pension costs amounting to £81,446 (2019 - £56,440) to St Rocco's Promotions Limited.

Also, £249,445 (2019 - £170,862) was paid to St Rocco's Hospice under the Gift Aid rules by St Rocco's Promotions Limited.

As at 31 December 2020 £2,322 (2019 - £65 owed to) was owed from St Rocco's Promotions Limited to St Rocco's Hospice.

St Rocco's Promotions Limited is a related party by virtue of it being a wholly-owned subsidiary of St Rocco's Hospice.

**St Rocco's Shops Limited:**

During the period, St Rocco's Hospice recharged salaries and pension costs amounting to £240,189 (2019 - £161,879) to St Rocco's Shops Limited.

Also, rent of £9,806 (2019 – £7,355) was charged by St Rocco's Hospice to St Rocco's Shops Limited for the use of property owned by the Hospice.

Also, £21,285 (2019 - £284,678) was paid to St Rocco's Hospice under the Gift Aid rules by St Rocco's Shops Limited. In addition, a further £128,220 (2019 - £126,493) was received by the Hospice in respect of Gift Aid sales and recoverable income tax on gift aided donations through the Gift Aid scheme.

As at 31 December 2020 £101,323 (2019 - £25,705) was owed by St Rocco's Shops Limited to St Rocco's Hospice.

St Rocco's Shops Limited is a related party by virtue of it being a wholly-owned subsidiary of St Rocco's Hospice.

**Forshaws Davies Ridgeway LLP**

Mrs Jennifer Roulston-Parry, Trustee, is also a Partner of Forshaws Davies Ridgeway LLP, who are the solicitors to the Hospice.

Fees of £300 (2019- £7,855) were paid during the period year for legal services. At 31 December 2020 a balance of £360 (2019-£nil) was due to Forshaws Davies Ridgeway LLP.

**ST. ROCCO'S HOSPICE (Registered number – 01565543)**  
**Notes to the Financial Statements**  
**For the period ended 31 December 2020**

**33 Financial instruments**

The carrying amounts of the group financial instruments are as follows:

	Note	31.12.20 £	31.12.19 £
<b>Financial assets</b>			
Measured at fair value through net income:			
Fixed asset listed investments	18	2,228,885	2,198,907
		<u>2,228,885</u>	<u>2,198,907</u>
Debt instruments measured at amortised cost:			
Trade debtors	20	350,686	31,012
Other debtors	20	3,891	6,388
Current investments	21	610,704	1,018,155
Cash at bank and in hand		2,498,864	1,522,595
		<u>3,464,145</u>	<u>2,578,149</u>
<b>Financial liabilities</b>			
Measured at amortised cost:			
Trade creditors	22	315,970	418,025
Other creditors	22	7,737	11,400
Accrued expenses	22	254,524	263,948
		<u>578,231</u>	<u>693,372</u>
<b>34 Analysis of reserves</b>			
		<u>Group</u>	
		31.12.20	31.12.19
		£	£
Total Reserves		9,299,027	8,409,494
Less:			
Unrestricted Fixed Assets		(3,022,275)	(3,120,648)
Designated funds		(1,766,247)	(1,277,200)
Restricted funds		(903,327)	(892,193)
Endowment funds		(3,258)	(3,153)
Freely available reserves		<u>3,603,920</u>	<u>3,116,300</u>