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Zain Sarfraz

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31 March 2021**

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WELCOME TO OUR ANNUAL REPORT.

A YEAR LIKE NO OTHER



In a year dominated by only one story, it's perhaps inevitable that so too is this year's Annual Report. As the success of the COVID-19 vaccine programme begins to offer hope for the future, the coronavirus pandemic continues to loom large in our collective rear-view mirror. This year's story then is the story of our collective response to an unprecedented year of challenges.

Our 2020–21 Annual Report has been produced at the conclusion of a year like no other. A year of constant change and adaptation. Of obstacles and innovation. A year in which our community came together like never before to protect our patients, our workforce and the future of our charity.

This is the story of The Kirkwood movement and how, despite everything else happening in the world, we continue to **#SupportLife**. For everyone affected by any life limiting illness. Every step of the way.

Through the thick and the thin, during lockdowns and social restrictions, our nurses have continued to care for those in need.

**Statement
from the Chair
of Trustees**

After a year that has challenged every member of The Kirkwood movement, I am proud to introduce The Kirkwood Annual Report for 2020–21 and to reflect on a year where our community came together in support of the most vulnerable, and in support of The Kirkwood.

At the beginning of April 2020, the true scale and scope of the coronavirus pandemic was beginning to be understood. Widely held confidence that the pandemic could be brought under control was giving way to a, then unthinkable, reality that Covid-19 would fundamentally change the way we lived our lives.

What was also becoming clear was that the impact of Covid-19 was likely to fall hardest on the most vulnerable in our community, with potentially devastating consequences on the health and quality of life of local people already living with incurable or life limiting conditions. Those self-same people for whom The Kirkwood movement had been established, for whom we advocate and for whom we develop and deliver our care each day.

All the decisions we then made throughout 2020–21 began with one guiding principle; that was to protect our patients and families and assist them in living the best quality of life available – this was despite everything else that was happening in the world.

“All the decisions we made throughout 2020–21 began with one guiding principle; that was to protect our patients and families.”

Our Chair of Trustees,
Bernard Ainsworth OBE

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The following overview of the past year details just a few of the ways in which The Kirkwood have tried to honour that principle, and have adapted and changed, often on a daily basis, to ensure local people received the care and support they deserved. The list is long and the ways are too many to provide a total overview, but we've done our best.

As the coronavirus pandemic began to fundamentally change the way in which we offered our services, the ways in which The Kirkwood were able to raise vital funds to support these services were being challenged like never before. Our network of shops were forced to close for long periods and events organised by The Kirkwood – and by people in the local community – had to be cancelled. This could have seriously compromised The Kirkwood's ability to offer care this year and to be there for patients and families in future years.

Like all charities, we faced a crisis. However, The Kirkwood are born from, and sustained by, local people who share the same values, and who were not prepared to stand on the side-lines while the most vulnerable in our community went without the care they deserve.

As The Kirkwood have always been there for local people, so local people, companies and voluntary groups stepped forward to support The Kirkwood – in our time of great need. Whether through a donation, an offer to volunteer, a gift of supplies or a simple message of support, our community came out in force to show that what we do really matters. That strength of feeling carried beyond Kirklees, with emergency support granted from the NHS and Government too. I have no doubt that this was only possible because senior stakeholders in these national organisations understand the special care we, and other similar charities, offer within our local communities.

I want you to know that we are grateful to every single one of our supporters. Together, you helped to pull The Kirkwood through the last year. Our community – a vital movement which believes those who are most vulnerable deserve the best possible care – ensured we remain

strong and are ready to face the future with a renewed sense of optimism. I am profoundly grateful to each of you and, whilst I know I cannot hope to cover every way in which you have stood beside us this past year, I would like to at least make reference to those whose significant contributions have made such a big impact:

Our healthcare partners at Hospice UK and NHS England, who secured an additional £1,158,465 of government funding, North Kirklees CCG and Greater Huddersfield CCG, who contributed an additional £350,000 and Locala, who made a donation of £75,000 from their charitable trust

Every individual, business, charitable trust or voluntary group who made a donation to our Emergency Appeal, raising over £150,000

Each member of The Big K Lottery, who together contributed over £750,000

Our tireless, dedicated Support Groups who, despite not being able to meet as usual, raised £7,418

Our landlords and suppliers, many of whom offered to pause our rental payments or discounted their services

Local businesses, clubs and groups who, despite significant challenges, still made donations and organised fundraising activities to support The Kirkwood



Helen Woodhead,
Chair of Team
Serenity, one of
The Kirkwood's
Support Groups



**SUPPORT
LIFE**

“It’s only because of each of our supporters and every member of our workforce – The Kirkwood Movement – that that we are here today and can look to the future with confidence.”

Finally, I want to pay tribute to every member of The Kirkwood workforce: my fellow Trustees and Directors of The Kirkwood Enterprises business, every single volunteer who gives up their time to support us, and every employee working in our clinical services, support services and income generation activity. The challenges you have overcome this year have been immense, but you have worked tirelessly as a team to ensure that every patient and family received the very best care and lived the fullest lives possible.

It’s only because of each of our supporters and every member of our workforce – The Kirkwood Movement – that that we are here today and can look to the future with confidence.

Bernard

Bernard Ainsworth OBE
Chair of Trustees
The Kirkwood



Statement
from the Chief
Executive

The Kirkwood Support Life. Who we are and what we do, our identity and our mission.

These words have never meant as much as they have in the last year, when those in our care – those already vulnerable and coming to terms with the impact of an illness from which they won't recover – have found themselves more in need than ever of the care and support The Kirkwood provide. I have been proud to have led our remarkable community of people through the last year.

When the world and the healthcare system our patients and families have to navigate was becoming more complex and less accessible due to Covid-19, the role of The Kirkwood – to guide them through that complexity and help them to focus on their quality of life and the things that matter to them – became even more important.

During these unprecedented and challenging times, it was more important than ever that we acted with our values at heart. From the start of the pandemic The Kirkwood have been guided by a simple set of principles:

Protect our patients and families

Protect our workforce

Protect The Kirkwood for those patients that will need us in the future

In this report, you will read more about how we have put these principles into practice over the past year. I am proud to say that each and every member of The Kirkwood faced into that challenge, focussing on the values we share and on the need to keep our patients and families safe above everything else.

Not just our clinical teams – who stood on the front line alongside our colleagues from the NHS – but those who

Michael Crowther,
Chief Executive
with The Kirkwood

provide the support services that keep our workforce and our charity moving, and those who raise the vital funds to ensure care can be provided. We worked together as one to protect those in our care.

And, as we have done throughout our 40 year history, I am proud that The Kirkwood have found a way.

A way to rapidly adapt our care and our services so patients knew we were there for them and that they could count on us to be beside them.

A way to take advantage of technology to offer digital sessions for those too vulnerable to leave their homes, and telephone support to those who needed it.

A way to bring joy and laughter to patients who were isolated, through song – delivered online.

A way to continue to offer home visits from our community nursing team for patients wanting to remain in their own home or care home, to keep them well and avoid admission to hospital.

“The impact The Kirkwood continue to have remains the difference between someone coping with an illness from which they won’t recover and someone living with one.”

A way to keep our In-Patient Unit free from Covid-19 and open; a safe place for those patients with the most complex needs.

A way to offer bereavement support and counselling to families and loved ones who experienced loss and grief in circumstances that nobody could have predicted or planned for.

And a way to connect with local people and inspire them to join us in our mission by making a donation of money or pre-loved items for our shops, fundraising, playing The Big K Lottery, visiting our shops when they were allowed to open and buying from our eBay store online.

It has been incredibly hard work, and my thanks and admiration go out to every single member of The Kirkwood – employees and volunteers, supporters and advocates. Amongst all the change and the uncertainty, you have been responsible for working together to deliver what is an amazing achievement for a community that shares the values that we do.

Together, you have enabled The Kirkwood to care for more people this year than ever before.

Our care may have been delivered very differently this year, but the impact The Kirkwood continue to have remains the difference between someone coping with an illness from which they won’t recover and someone living with one.

Our thoughts now turn to the future, as we take all that we have learned over the past year and use it to shape our care and our fundraising to ensure The Kirkwood continue to support patients and families, **every step of the way.**

Michael

Michael Crowther
Chief Executive
The Kirkwood

**SUPPORT
LIFE**

THREE PRIORITIES

- **Protect our patients**
- **Protect our workforce**
- **Protect The Kirkwood movement**

**PROTECT OUR
PATIENTS**

From the outset of the pandemic, it was clear that the impact of Covid-19 was going to fall hardest on the most vulnerable in our community. Those people under The Kirkwood's care – those living with an illness from which they won't recover, with compromised immune systems and underlying health conditions – were at highest risk if they contracted coronavirus.

From the start, The Kirkwood moved quickly to ensure we kept our patients safe. We reduced the number of people accessing our In-Patient Unit and our Dalton site to only those who were essential to patient care to reduce the chances of transmission. And we increased our vigilance over visitors to protect our in-patients. We rapidly changed the way we worked across the whole of our services to bring in the PPE and procedures necessary to keep our patients safe from harm, including when we visited them in their own homes or care home. We did everything we could to keep them safe from harm; to place The Kirkwood between Covid-19 and our patients.

“From the outset of the pandemic, it was clear that the impact of COVID-19 was going to fall hardest on the most vulnerable in our community. Those people under The Kirkwood's care.”

But this was a defensive position. The Kirkwood's overriding mission is to support the quality of life of our patients and their families, and we couldn't do that simply by throwing a barrier around our patients and keeping the world out. Local people living with a life limiting illness deserve to live the fullest lives possible, even whilst the whole community adapts to the challenge of a pandemic.

Once we knew we had done everything we could to protect our patient's health, we moved rapidly on to finding ways to support them to live a full life, be as close to those they loved as possible, and be able to focus on the things that were important to them, rather than just on isolating from the world.

The Kirkwood looked at why we were delivering each of our services – not what they were – and asked 'how can we still support people'. We adapted. We brought in new technology to meet our patients on video. We used 'old tech' – the phone – to connect with more people and help them navigate the new health system they found themselves in.

We set up virtual support groups – talking, singing, listening to music. We redeployed our team into new roles to ensure patients got the help where and when they needed it. And of course, where a patient needed our nurses to visit them in their own homes or care home, we did so, because it was the right thing to do.

The last year has been one of constant innovation – searching daily for new ways to support local people and ensure they get the care they deserve. We have 'found a way'.

And we have been successful. We have cared for more people in the last year than ever before. We have helped them to focus on what matters to them, and to share time with those they love. When the time has come, we have helped more of them to spend the end of life in their own home or care home and minimised unnecessary admissions to hospital. And we have looked after loved ones, to help them cope with loss and look forward to the life that our patients would have wanted for them.

PROTECT OUR PATIENTS

Covid-19 had a profound effect on the way we were able to deliver care during 2020–21. With face-to-face visits becoming increasingly difficult, our patients, their families and our workforce embraced new ways to stay in touch.

Despite the restrictions, we continued to care for the most vulnerable patients on our In-Patient Unit and in people's own homes across Kirklees - because it was the right thing to do.

That's a **25%** increase on the previous five year average of 728 patients



908

patients were cared for at the very end of life by The Kirkwood

1,623

The number of people supported to maintain their quality of life by The Kirkwood team

Despite the coronavirus pandemic, we supported **10%** more people to maintain their quality of life than the previous five year average

1,760

video calls and virtual contacts were facilitated by our teams to support patients, carers and relatives

169 contacts made by our Support & Therapy team

1,495 contacts made by our Community team

96 contacts made by our Counselling team



45% more calls were taken by our clinical teams than the previous five year average

17,722

calls were made to our 24/7 Advice Line during the year

LOVE LETTERS STRAIGHT FROM THE HEART

Sheila and Brett Miller first caught each other's eyes in their local pub in 1976. The pair have been inseparable ever since. Their devotion to each other has defied the years, illnesses and setbacks. And then it defied the coronavirus crisis too.



Brett & Sheila
Miller with
Nurse Leon
Williams

In 2012, Sheila and Brett Miller received the devastating news that Sheila had cancer. In the years that followed, Sheila and Brett faced many setbacks, eventually finding The Kirkwood and discovering the extensive support available. During Sheila's stay on the In-Patient Unit, the couple became very well-known to The Kirkwood team, and on their return home after their first visit, Brett put pen to paper, writing The Kirkwood not just one, but two letters showing his love and appreciation for the care they received.

After a few weeks at home, where they continued to receive support from The Kirkwood's Community Nurse, Jo Dowson, Sheila was admitted back in to the In-Patient Unit for end of life care. Sheila's admission to Kirkwood was very different to her first visit back in February due to the coronavirus pandemic.

News of the restricted visiting hours was devastating for doting husband Brett to hear. Determined to keep in touch as much as possible, he came up with a 'new' way to let Sheila know just how much he loves her, penning love letters to Sheila every single day using his unmistakable style of calligraphy.

Sheila was eager to return the loving gesture from her husband, and that's when Auxiliary Nurse, Leon, stepped in. On hearing that Sheila would love to write back to Brett, Leon brought a laptop into her room and typed out Sheila's every word. So that Sheila could write her own letters, Leon went to great lengths to get his hands on an old typewriter, which was set up in Sheila's room. The Kirkwood team fondly stood watching as Sheila learnt how to type again.

While the coronavirus outbreak may have stopped this inspirational couple from physically being with each other for a short time, through their love and determination, and the amazing support of The Kirkwood team, they were kept together every single day.

“The Kirkwood are out of this world, the teams are incredible and all work together. It is grand to talk to everyone there including the nurses, doctors, the cooks, chefs and cleaners.”

Brett Miller



Its me again Sheila,
another letter for you I know I
can't be with you right now, but I
am really, I remember your room
and is just like being there with you
I love you to bits, you are my true
love and always will be, with you
there I feel safe knowing you are
in good hands, with friendly nurses
and great doctors, We been busy in
the garden, your spring onions have
shot up and the two apple trees are
budding nicely another letter
tomorrow Sheila

all for just now all my love
Brett Pet Cornet

X X X

One of Brett's daily letters to his beloved wife, Sheila.

PROTECT OUR WORKFORCE

The Kirkwood is not a place or a building, it is a movement made up of thousands of caring, passionate people whose sole focus is on ensuring the most vulnerable in our community receive the care they deserve.

Amongst this number are The Kirkwood's workforce – the employees and volunteers who look after our patients on a daily basis, support those who do, or raise the vital funds necessary to sustain our movement.

When the threat posed by coronavirus became apparent in March 2020, we knew it would present a huge challenge for us. But we also knew that we would face into that challenge as we had always done – together.

Without our people, The Kirkwood simply could not have continued to care for those in need.

By working together – one team joined by our shared values – we were able to reach more local people than ever before in the past 12 months, despite everything else happening in the world.

The efforts of our whole team were not without risk. As our patient-facing employees and volunteers stood shoulder to shoulder with our partners in the NHS to protect those in our care from the risks posed by coronavirus, we needed to do everything we could to keep them safe.

We sourced and supplied PPE to our frontline staff as soon possible. We set up our own testing programme, when tests became available. We asked our workforce to work from home, where possible, and provided new systems and equipment to make sure they could perform their roles effectively. We established Covid-safe ways of working in our clinical settings and, when they could reopen, in our shops. We ensured every single member of The Kirkwood workforce could continue to perform a vital role for patients, wherever they were located.

We knew from the very start of the pandemic that ensuring our workforce's physical health was only one part of keeping them safe. We established regular video calls between employees and our volunteers, who were desperate to get back to the roles they loved. We held whole team meetings on virtual platforms so that people could see and hear from colleagues they were missing. We invested in an Employee Assistance Programme, which provided practical and emotional support when needed.

In many ways, this helped our whole team feel connected in a way they hadn't before. Video calls brought people together from across the organisation to share space, ideas and conversation.

And our team responded.

The whole of The Kirkwood's workforce rose to the challenge: working flexibly in areas of greatest need so that our patients could be kept safe; covering the work of those who had to self-isolate to protect the continuity of our services. Those that were themselves vulnerable and shielding found ways to work from home to support their patient-facing colleagues.

Some of our employees were furloughed, but they remained part of The Kirkwood and returned with drive and determination in our shops and Fundraising team. Many of our volunteering roles on the In-Patient Unit were stepped down, but volunteers found new ways to contribute through Telephone Befriending, or by transferring to one of our shops.

Last year, our volunteers and employees worked together – in the most difficult of circumstance imaginable – to reach more people in need, support more families and carers who didn't know where to turn and protect the most vulnerable in our community from the threat of Covid-19.

#SupportLife

The Kirkwood is not a place or a building, it is a movement made up of thousands of caring, passionate people whose sole focus is on ensuring the most vulnerable in our community receive the care they deserve.

PROTECT OUR WORKFORCE

As the scale of the coronavirus pandemic became clear, we worked quickly to protect our workforce. Here are just a few of the ways we supported our employees and volunteers during 2020-21.

150

of our employees were supported to work from home or at remote sites as the severity of the coronavirus pandemic became apparent



65 of our employees have been supported to work flexibly on a permanent basis, combining a traditional office based approach with the benefits of working from home

We held **22** Zoom meetings to keep all our employees and volunteers up to speed on our response to the pandemic



36,000

face masks were utilised by patients, visitors and our workforce to reduce the risk of transmitting Covid-19

54,000 pairs of protective gloves were used by our teams each month

500 pairs of protective goggles were worn by our clinical teams



143

of our employees received the first dose of the vaccine, with members of our clinical teams prioritised alongside NHS staff

99 of our employees had also received their second dose of the Covid-19 vaccine by 31 March 2021



FINDING MY PLACE IN THE TEAM

When The Kirkwood Nurse, Sue Bowe, was forced to isolate to reduce her risk of contracting coronavirus, she was determined to play her part in our response. Over the last year, she has found valuable new ways to support those in need. And she's been supported by The Kirkwood team, every step of the way.

As Covid-19 swept across the globe in the early part of 2020, thousands of local people were forced to make difficult, often heart-breaking decisions in order to protect themselves and those they cared most about from the dangers posed by the virus.

We knew as early as March 2020 that coronavirus would present a huge challenge for The Kirkwood. But we also knew that we would face into that challenge together, as one community, determined to do all in our power to protect those in our care and keep one another safe.

Throughout the pandemic, our teams have risen to each and every challenge. Together, we found innovative new ways to support patients and discovered new ways to raise the funds we needed to provide our services. We created solutions which allowed many of our colleagues to work from home – practically overnight – and we did everything in our power to keep the most vulnerable in our care as safe as possible from the risks posed by Covid-19.

And despite being asked to shield during the coronavirus crisis, many of our colleagues were determined to play their part in our response to the pandemic.

One such example is The Kirkwood Nurse, Sue Bowe. Suffering with Parkinson's, Sue was forced to isolate as the first lockdown was announced.

Sue said: "I at first didn't think Covid would affect me as I am always quite healthy, but then the picture began to unfold, and the disastrous effect of a deadly virus began to feel very real. It suddenly felt very close, especially when someone I held dear died from it.

"Having Parkinson's has been a shock to my system. Coming to terms with a disease that can potentially change your world in a flash. Once diagnosed I had a consultation with the Parkinson's Clinical Nurse Specialist who told me I shouldn't be around people in the pandemic as I was more at risk of catching it.

"I called the Parkinson's Society who totally agreed. However, that was difficult for me to take on board being a nurse."

Sue contacted The Kirkwood's HR team to explain the situation. Before she made the call, she was worried and nervous about how she could do her job whilst at home.

"I really struggled to accept the situation at first as I really needed to be available to help. The HR team were very kind and supportive and agreed with the advice I'd been given.

"I was told to go home and stay safe. Consider how I may be able to work from home. I was supported by HR, the IT team, the In-Patient Unit Sisters, the Clinical Services Manager, the Counselling team, Angie in Complementary Therapies, Pam in Support & Therapy and so many more people.

"I learned how to use a work laptop, but I struggled to come to terms with not being hands on at first."

After finding the transition from a hands-on role difficult, Sue was inspired by a conversation with her family.

"My son in law and daughter called me to give me encouragement and in the conversation said 'I am important', and 'I am their mum', and 'they wanted me safe'. 'I can do my bit' they said.

"I mattered and so I had to find my place in the team and find new ways of doing things during this awful pandemic."

"I mattered and so I had to find my place in the team and find new ways of doing things during this awful pandemic."

As she continued to isolate at home, Sue was asked to help the team from home as they worked to develop new ways of supporting patients, families and carers.

Sue believes that despite some frustrations as the entire charity adapted to a new way of working, the way we've been forced to adapt has brought lots of positives.

"I believe the role we have been providing is developing as we learn to define the bridge between the Care Co-ordination team, the Clinical Support team and our Community Palliative Care team. We all link up but we also have distinct roles.

"Reaching out to so many patients and relatives is vital, they feel able to talk, feel supported, and valued.

"This enables the patient and relatives to feel able to cope because, as a team, we are all fitting in. Helping to assist them in meeting their needs.

"That's The Kirkwood moving forward, reaching out to so many more people."

From the very start of the pandemic, we knew that physical health was only one part of keeping our workforce safe. So we worked hard to provide emotional and positive mental health support too. We held regular video calls for all our employees and our volunteers, many of whom were feeling disconnected and desperate to see a familiar face. And we made keeping in touch a top priority.

On the encouragement and mental and emotional support Sue has received, she said: "I received supportive emails, a rainbow badge, messages, funny WhatsApps and the rest.

"I have been privileged to be part of the team and able to do it safely from my home.

"We have team meetings and calls every day to make us smile. I've had encouraging letters from Michael [Crowther] and Jonathan [Sharp], and been sent videos too, which have helped me feel connected still.

"I may have been locked in, to a degree, but in another way, I have been released to find new ways of doing tasks and learning things.

"As an IPU nurse for 16 years, I used to think that was the place to be and where we gave it all, but now I realise it's reaching out to patients to enable them to be at home where they should be.

“I may have been locked in, to a degree, but in another way, I have been released to find new ways of doing tasks and learning things.”

"Covid has taken so much, we will never forget it, people will take years to recover physically, emotionally and psychologically.

"On the other side we have, as a hospice, moved forward faster in so many ways."

By working together as one team, joined by our shared values, The Kirkwood were able to reach more local people than ever before in the past 12 months. It's a testament to our entire workforce; our hardworking employees, resilient and dedicated volunteers and our local community – a movement made up of thousands of caring, passionate people who believe, like us, that the most vulnerable in our community deserve nothing less than the very best care.

Without people like Sue – a vital part of The Kirkwood movement – we simply could not have continued to care for those in need over the last year.



**PROTECT
THE KIRKWOOD
MOVEMENT**

The last year has been the most challenging of The Kirkwood's now 40-year history. Never before has our care been more important and so needed by local people.

And as our local community struggles to cope with a health care system reeling from the impact of Covid-19, never before has our ability to generate the vital funds to support those in need been so compromised.

Our events and community fundraising stopped almost overnight back in March 2020, while our shops were forced to close their doors as each spike in coronavirus cases triggered a new local or national lockdown.

But The Kirkwood are resilient. We were founded by a group of local people who believed that everyone deserved the very best care and support as they approached the end of their life. Passionate local people not prepared to accept the world as it was. Driven by the desire to find a way to make things better.

And, as much as it was vital The Kirkwood's care reached local people in the pandemic, we knew that it was equally important to look to the future, to those patients who will need us to be there for them for the next 40 years and beyond.

We had one thing in our favour from the start – we had local people in our corner. Thousands of local people who have always been part of The Kirkwood movement and were prepared to play their part. To make sure the care we offer continues to be here for future generations. Our emergency appeal raised over £150,000 – and with each donation, local people who share our values showed just how important our charity is to their community.

We are also incredibly grateful to our colleagues at Hospice UK, who helped to negotiate additional support from the NHS to secure The Kirkwood during the year. We believe that the success of these negotiations is a sign of just how much communities value the care charities like ours offer for local people affected by any life limiting illness.

As with our patient care, The Kirkwood chose to step forward and innovate rather than circle the wagons. We adapted quickly, using new technology, to find ways to raise money in different ways. Our Light Up A Life event included more people and raised more than ever before. We invested in online trading, which brought in over £200,000 and ensured that, even with our shops closed, local people donating stock could see their gift turned into vital funds for patients.

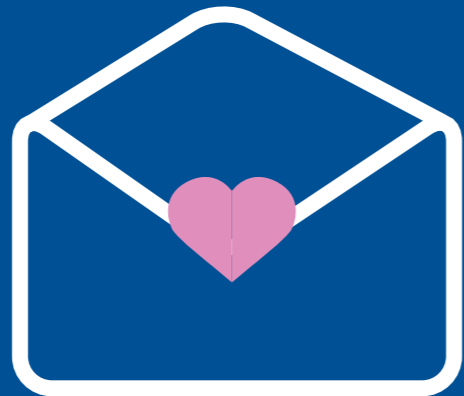
We had one thing in our favour from the start – we had local people in our corner. Thousands of local people who have always been part of The Kirkwood movement and were prepared to play their part.

PROTECT OUR MOVEMENT

Throughout 2020–21, thousands of local people – each a vital part of The Kirkwood movement – stepped up to help patients and families in their local community. Here are just a few of the ways they helped...

1,631

members of The Kirkwood movement gave to our Coronavirus Appeal



They helped to raise over **£150,000** to support us in a time of great need



This was the first time our drivers have picked up donations in this way!

2,824



bags of donations were collected from our supporters through our Covid-19 safe collections

That's **15%** higher than the previous five year average



1,418

took part in our Light up a Life celebrations in December 2020



11,697

items were snapped up on our eBay stores over the past year





ELAINE'S STORY

Long time supporter, Elaine Holroyd, from Roberttown, believes she and her family wouldn't have been able to manage without The Kirkwood's support over the years. After twice being diagnosed with cancer, Elaine may be terminally ill, but she is determined to enjoy life to the fullest.

Elaine vividly remembers the day back in 2014 when she was diagnosed with cancer for the first time. Having gone to her doctor about a different issue all together, she received a shocking diagnosis.

Elaine said: "I had started to struggle exercising, and then even doing basic things like getting out of bed I found hard. I thought I was in a menopause, and I was sweating a lot.

"I went to the doctor's because I was producing milk and bleeding in-between my periods. I thought that it must be a problem with my menopause. There's a history of cancer in my family, so the doctor sent me for tests, but they couldn't find anything wrong with me. They then scanned my kidneys as a routine check. That's how they found my tumour. The tumour was that big that they wanted me in surgery straight away. I was shocked."

Elaine has sadly understood the effect cancer can have on people's lives since being a child. Her auntie, Rosemary Spencer, was cared for by The Kirkwood in the 1990s before her death at the age of just 42. Elaine's mum also lived with cancer for many years.

Reflecting on those painful memories, Elaine is grateful for The Kirkwood and the care they offered for her family.

"My relationship with The Kirkwood started when I was just a child. We had cancer in our family; my auntie died in The Kirkwood, and my mum suffered with cancer from when I was just five years old until she died in 2016.

"The Kirkwood were so good with my auntie. They made sure her pain was under control and made her comfortable which she wouldn't have had at home.

Having witnessed the care and support offered by The Kirkwood from a young age, Elaine had a good



understanding of how they could help her following her own diagnosis.

She said: "I didn't let my diagnosis get me down at first because I expected to get cancer at some point with our family history. But it was hard.

"I struggled after surgery. I couldn't do the things I loved doing, like cycling, swimming and walking up mountains. I struggled to walk to the toilet.

I was offered some emotional help by The Kirkwood, I did get really down at one point. That's when I rang The Kirkwood. It was really comforting to speak to someone who listened to what I was saying, I could say anything.

"I was living on my own at the time and didn't have any support. Ringing The Kirkwood when I needed to was great. It got me back fighting and being positive."

Elaine's treatment went well, and she was able to get back to living the active life she loved. Having met future husband, Chris, life was looking up. Elaine and Chris were looking forward to the future together.

But in 2019, Elaine was hit with yet more life changing news. She was told she had terminal cancer in her spine, shoulder and uterus.

Elaine said: "I was always told there was a chance the cancer could return, but by 2018 I wasn't thinking about events in 2014, I was enjoying life. I'd met my partner, Chris. I'd got a new job and we'd just bought a house. Life was going swimmingly. I even got a scan back showing no signs of any cancer reappearing.

"Then, in 2019, I was diagnosed with secondary cancer. This time it was in my spine. I was in so much pain and it turned out the cancer had broken my back. The doctor told me I could've been paralysed at any moment."

Having fought so hard to get through kidney cancer just a few years earlier, Elaine was emotionally and physically

drained. She was worried about her family and what the future might hold.

"I was refusing to take time off work because I'd just got a new job driving a truck, but I was in so much pain in a morning that Chris had to strap me into a back brace. I couldn't take strong pain killers because I was driving a lorry.

"Chris knew I wasn't right. He was crying all the time worrying about me. I was worrying about what we were going to do financially. We'd just bought a house and outlaid a lot of money on our wedding."

The Kirkwood team have supported Elaine throughout her diagnosis, offering both emotional and physical support. The Kirkwood Nurses have worked with her to manage her pain and she has spoken to counsellors whenever she's needed a listening ear.

"Whilst in hospital in 2019 I kept asking for some emotional support. It was mostly for Chris because he was in bits. I was suffering from cancer, but I couldn't emotionally hold Chris up as well as myself. My daughter and I contacted The Kirkwood, who were brilliant. They sent counsellor Tracey Addy to speak with us.

"The Kirkwood Nurse helped me get a balance between managing the pain relief and living a normal life. She rings me up often to just check in with me which is amazing."

“At one point I was really struggling with the pain. However, The Kirkwood were there straight away and sent a nurse to help me. The Kirkwood Nurse helped me get a balance between managing the pain relief and living a normal life. She rings me up often to just check in with me which is amazing.”

Whilst Elaine continues to stay positive, one of the things that upsets her the most is thinking about her family and their future.

“The thing that gets to me more than anything is that when it gets to the end I’ll be leaving my family. I worry what will they do? Will they have the support they need?”

“Throughout everything, we couldn’t have managed without The Kirkwood. They’ve helped us emotionally and helped us sort out our finances. That was the biggest thing, The Kirkwood looked after my family, they supported them. Yes, I’m suffering with cancer but it’s the family members that also need support.”

Over the years, Elaine has been determined to raise money for The Kirkwood to show appreciation for all the support that has been offered to her and her family. In September 2021, she will join hundreds of others across Kirklees in hosting a Get Together for The Kirkwood. She hopes to raise as much as possible to ensure that, in the future, more people are able to access the care and support provided to her throughout her journey.



Elaine and Chris on their wedding day – they were given a special licence to get married at home by the Archbishop of Canterbury



“I love you Grandad. I think of you every day. I miss you. You are my hero. You keep me going. I wish you could see me grow up. Life is weird without you because I only know life with you.”

One of hundreds of messages left on our Light up a Life dedication page.

UNITING OUR COMMUNITY

2020 was an incredibly tough year for everyone in our local community. With lockdowns, local restrictions and a pandemic which showed no sign of letting up, we all had to face difficult, often heart-breaking decisions. Many of us were affected by personal loss, and we all felt a sense of collective loss as part of a community connected by where we live, and the values we share.

As the festive period drew closer and we began to reflect on the challenges and hardships we had endured throughout the year, we invited our community to join with us, and with thousands of others across Kirklees, for Light up a Life. It was a chance to focus on better times ahead, to share our fondest memories of those we love and celebrate their lives.

Our community came together as one. United by the shared experience of a year like no other. Brought together to remember those who live on in our hearts.

Hundreds left messages to loved ones on our Light up a Life dedication page. Messages of hope, of love, of loss. In celebration of lives well lived and in remembrance of lives cut tragically short.

And thousands joined our Light up a Life celebration event, live streamed on YouTube for the very first time.

Light up a Life 2020 was an event like no other. A chance for our community to come together. Not physically, but emotionally and spiritually. As part of a shared community and in support of a local charity which is there for all those in need. Whenever and wherever they are needed.

Each year, we illuminate the beautiful tree in our gardens in honour of those we love



1,280

dedications were made in memory of a loved one

2,200

people joined us on YouTube for our live Light up a Life event.

£54,280

was raised by our community as part of our Light up a Life appeal



Singer Georgia Harrup performing at Light up a Life

DID YOU SEE THE KIRKWOOD ON THE HUDDERSFIELD TOWN AWAY SHIRT?



Back in November 2020, Huddersfield Town announced they would be supporting three local charities throughout the remaining away fixtures of the 2020–21 Sky Bet Championship campaign. We were delighted to be chosen as one of those charities.

The Terriers proudly wore The Kirkwood Support Life wordmark on the front of their red away shirt six times throughout the season, debuting it against Cardiff City on Tuesday 1st December 2020.

Huddersfield Town's generosity offered us a huge opportunity to gain valuable exposure about the many ways The Kirkwood Support Life across Kirklees – and inspire new supporters to help us make a positive difference locally.

Our Chief Executive, Michael Crowther, was understandably delighted to feature on the 2020–21 kit. He said: “To be asked to feature on the front of Huddersfield Town's away shirt was a huge honour. It's been fantastic exposure for us.

“As a local charity, many of the people we care for are huge Town fans and, over the years, we have developed a fantastic relationship with the club. Our collaboration gave us a chance to reach out to Town fans and show them how The Kirkwood help patients and families across Kirklees.

“Huddersfield Town share our passion for the local community and our desire to help, so it's been a brilliant partnership. We would like to say a massive thank you to everyone at the club, and to the fans, for all their support and generosity.”

The Terriers' away shirt featured our new wordmark, The Kirkwood Support Life, which forms part of our refreshed identity.

NO GOING BACK

**innovating
in a global
pandemic**

INNOVATING IN A GLOBAL PANDEMIC

The Covid-19 pandemic affected every aspect of our lives in the past year. From the way we commute to work (or don't anymore) to our ability to share a meal with friends and family. And it's had a drastic impact on The Kirkwood's ability to provide our core services (and raise the funds we need to ensure they continue) too.

As the scale of the crisis became apparent, we acted decisively, under extreme pressure and without a map to guide us through the uncharted waters of a worldwide pandemic. We made bold decisions to help us protect our patients, protect our workforce and safeguard the future of The Kirkwood movement.

Under heavy strain, our dedicated teams got creative, spurred on by an urgent need to change if we were to continue helping those in need. At every stage, we tried things we had never done before. We trained our teams in new technologies, created new behaviours and embraced opportunities to uncover fresh solutions.

This is the story of how The Kirkwood innovated in the face of the biggest global crisis in living memory.



Our Support & Therapy team moved online, creating a

Virtual Wellbeing

programme to help patients and carers manage their condition or support them in a caring role.

Our Support & Therapy team also launched our first ever

Online Choir

bringing patients, carers and The Kirkwood workforce together to spread joy and create special memories.

We made use of

Technology

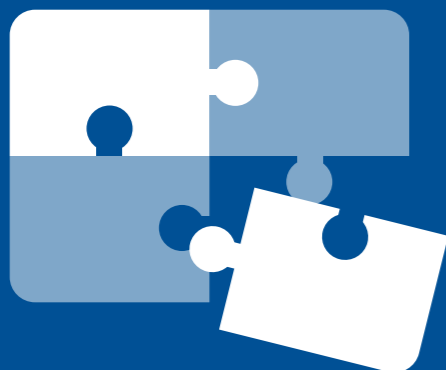
to make sure those in our care could keep in touch with their loved ones.



We doubled the size of our

Care Co-ordination team

to help us manage the increased need for this service during the Covid-19 pandemic.



We also bolstered the Care Co-ordination team by adding

Social Workers

into its skill mix, increasing the scope of support we offer to patients and families in need.

Our Medical team developed a

Palliative Care Toolkit

to support colleagues in the NHS managing patients with life limiting illness, including bespoke guidance specifically relating to Covid-19. Embraced by colleagues, the toolkit was utilised over 2,200 times.



A team of volunteers were trained to become

Telephone Befrienders

so they could keep in touch with patients (particularly those who were shielding), helping to reduce feelings of loneliness and isolation.

We introduced a

Telephone Counselling

service to ensure those in our care continued to have access to trained bereavement specialists. Our Counselling team also supported local partners to offer services to people bereaved through coronavirus in Kirklees.

Vulnerable members of our workforce were supported to

Work from home

making vital contributions to developing new models of care.



All of our teams were supported to get to grips with new technology, including

Microsoft Teams

making it easier to communicate and work productively from remote locations, despite the many restrictions in place.



The Incident Response Group

At the very start of the Covid-19 pandemic, we acted decisively to set up our Incident Response Group, bringing key colleagues from across The Kirkwood together to manage and co-ordinate our response to the crisis.



We made

Internal Communications

a priority, developing wellbeing content, video blogs and regular articles to make sure we kept our volunteers and employees connected and informed about the latest developments.



We increased communication with

Supporters & Stakeholders

throughout the year, highlighting our response to coronavirus and reassuring the community we were still there to support them, every step of the way.



We set up monthly

Zoom Meetings

for our entire workforce to make sure we stayed in touch and kept everyone up to date with all the latest developments.



We delivered

Light up a Life

as an online, live streamed event for the very first time, with over 2,000 supporters tuning in to our live YouTube broadcast.

Our

Midnight Memory Walk

couldn't take place, so we brought people together for a virtual event instead, creating a night of fun and fundraising to lift supporters spirits during the first national lockdown.



With our shops closed, our

eBay Store

saw a huge increase in sales, bolstered by support from the whole Retail team.

With events cancelled and our shops closed, we launched our

Coronavirus Appeal

in July 2020, with the general public helping us to raise over £150,000 during a time of great need.



In September 2020, we took the decision to

Refresh our identity

Despite the challenging circumstances, we believe that this latest evolution of our identity will help us raise awareness of our services, reach more people and challenge the myths associated with modern hospice care.







Moyra Wilson Grant,
Community Nurse with
The Kirkwood

“We’ve made adaptations and we’re continuing to do the job we love, which is supporting patients and their families at home.”



As the only charity in Kirklees whose nurses provide specialist palliative support for people in their own homes and care homes, The Kirkwood Nurses have played a vital part in our response to Covid-19.

Our Community team have adapted the way they work to keep our patients, and their families, as safe as possible. But they continue to visit patients at home when it really matters – because it's the right thing to do.

"It's been a really hard time over the past year with the pandemic." says Moyra Wilson Grant. "We've endeavoured to continue our support with all the patients who need us for symptom control, advice and support.

"Our Community team has continued working throughout the pandemic, trying to do things as safely as possible so we can keep our service going. We've tried to maintain our service so we don't let people down, and can continue to be a valuable support for people who need us.

"We've found different ways of doing things and we've become really good at video consultations, although we know it's not the same thing as touch.

"There have been times, regardless of Covid, when we have continued to visit patients at home. Due to a lack of technology or because someone in our care really needs to see one of us face-to-face – that has been so important to some people.

"We've made adaptations and we're continuing to do the job we love, which is supporting patients and their families at home."

CONSOLIDATED FINANCIAL STATEMENTS

Year Ended
31 March 2021

Trustees' Annual Report including Directors' Report & Strategic Report

Year Ended
31 March 2021



Objectives & Activities

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities” (FRS 102) in preparing the Annual Report and Financial Statements of the charity.

Kirkwood Hospice is a registered charity, number 512987 and a company limited by guarantee in England, number 1645888. The organisation was incorporated as a company limited by guarantee on 23 June 1982 and registered as a charity on 3 August 1982. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Objects

The objects for which Kirkwood Hospice (referred to as The Kirkwood in this report) is established are to promote the relief of sickness by such charitable means as are considered appropriate; the governing documents define those charitable means in furtherance of those aims. There have been no material changes to these objectives since the last Annual Report.

Mission Statement

The Kirkwood provides specialist care free of charge to adults in Kirklees with advanced progressive illnesses at any time from diagnosis to the end of life, respecting their individual needs and wishes.

Care and support is also provided to their family members, friends and carers, both during the illness and after death. Through education, training and partnership with others The Kirkwood improves care for everyone affected by a life limiting illness.

Public benefit and eligibility criteria

The Charity Commission’s general guidance on public benefit has been used for reference when compiling this report and in planning future developments and activities. The eligibility for our services is described below; in

addition, The Kirkwood has further developed eligibility criteria for accessing In-patient care at its facility in Huddersfield.

Common eligibility criteria were agreed in the year 2000 by all providers of specialist palliative care (SPC) working in Calderdale and Kirklees in order to ensure equity of access. These criteria reflect those adopted by other SPC services across Yorkshire.

The three elements of the eligibility criteria are:

That patients should have active, progressive and potentially life-threatening illness

That patients should have unresolved, complex needs that cannot be met by their current caring team, or it is anticipated that the patient will develop such needs in the near future. These needs may be psychological, social, spiritual or physical.

Patients must have been recently assessed by a member of a Specialist Palliative Care team

The Kirkwood helps local people, with an illness that cannot be cured, to live well and die with dignity and where possible in a place of their choice. We provide services, free of charge, to people in Kirklees affected by life limiting illnesses that focus on their quality of life. We provide care for people affected by any life limiting illness, including cancer, neurological conditions, advanced heart and lung diseases and dementia. We also provide services to patients' families, carers and anyone that is important to them.

Most patients use a combination of services as their illness progresses and draw on the specialist skills of The Kirkwood's multi-professional team, who work in collaboration with colleagues in all care settings to provide continuity of care. The Kirkwood also provide programmes of education to other professionals who are caring for people with life limiting illnesses. In this way we seek to improve the quality of care experienced by all

people who have palliative care needs.

Our services are continuously monitored, evaluated and reviewed to meet the changing needs of patients and their families. All our services are delivered taking into account all current national guidance and quality statements and standards.

The Kirkwood is regulated by the Care Quality Commission 'CQC'). An inspection was carried out in September 2016 and the rating awarded was 'Good' overall with an 'Outstanding' rating for Care.

More information is available on the CQC website (<http://www.cqc.org.uk/location/1-115011048>). During this reporting period the CQC completed a routine monitoring assessment with The Kirkwood and the rating has remained in place, underlining the standard of care that we provide.

The Kirkwood exist to support anyone affected by any life limiting illness, every step of the way. A total of 1,996 people benefited from the services that we deliver in the period reported. The total number of individuals who have been supported by the charity is slightly reduced on the prior accounting period.

The Kirkwood are here to offer the right advice and support for anyone affected by a life limiting illness at any point from diagnosis. Our Specialist Advice Line Service handled 19,271 calls in the last year and 1,623 patients accessed some form of care and support from one or more of our services, including The Kirkwood's Support & Therapy Centre and Community Specialist Palliative Care Team.

We place great importance on the experience of those people who use our services and value their feedback. This has been particularly challenging to obtain during the covid pandemic. Despite this we have still acted on feedback from our service users and their families, both formal and informal, and have collated regular feedback from cards and letters received. This has been shared

Services provided

Overview of impact for beneficiaries

primarily within the relevant clinical departments. In the coming twelve months we will be re-instating our approach to securing high levels of feedback from the people who use our services.

The Kirkwood help people to maintain and improve their quality of life so that they can focus on what is really important to them. We support patients, their families and those that care about them. A total of 2,035 people affected by a life limiting illness were supported to achieve the best possible quality of life possible.

In this twelve-month period The Kirkwood cared for a total of 908 local people that died. Our team of experienced professionals provide the best care for people at the very end of their lives, meeting their individual needs as far as possible and helping the vast majority (92%) to avoid dying in hospital.

Services are provided to support patients' family members and carers through illness and in bereavement. We help these people with their emotional and psychological needs and support them in finding ways to adjust to their bereavement and move forward in life. 412 individuals accessed this support through The Kirkwood's Family & Spiritual Care Team.

For many people, supporting The Kirkwood following the death of a loved one is an important way to pay tribute to their life and honour their memory. This support comes in many forms, and from all parts of our community. In this period, over 22,500 local people made a contribution to make sure that everyone affected by a life limiting condition has access to the very best care and support.

Individual services providing public benefit

2020-21 has been an exceptional year due to the coronavirus pandemic that affected all aspects of life and in turn the delivery of The Kirkwood's services. The services adapted quickly and innovated through the year to maximise the numbers of people who could be supported effectively in different ways, while at all times keeping patients, families, employees and volunteers safe. The Incident Response was successful in ensuring

that we continued to support the most vulnerable people in our local communities. Despite this relative success, our ability to generate income was significantly curtailed during the coronavirus pandemic and will take some time to recover.

The response to the pandemic has meant that we have changed the way that people have been supported by The Kirkwood this year and this has resulted in differences from activity in previous years. These are explained in the following section.

The Kirwood Advice Line

The Kirkwood provide a specialist palliative care advice line 24 hours a day all year round.

	2019 /2020	2020 /2021	Increase/ Decrease
Total calls responded to	13,813	19,271	+40%
Total calls outside normal hours	1,379	1,549	+12%

Health Care professionals, patients and their carers contact The Kirkwood for expert advice at any time of the day or night, seven days a week. The aim of this service is to enable more patients to be supported and, as their illness progresses, to have their needs met as soon and as fully as possible. During the pandemic our services have provided much more 'virtual' support to patients and those involved in their care, this has resulted in a significant increase in the numbers of people being supported by the advice line.

The Kirkwood Support and Therapy service – Drop In:

Patients and those that care for them can access support and advice from our team by accessing our Drop-In service at the Dalton site or at the Rosewood Centre in Dewsbury. During the reporting period it was not possible to provide a drop-in service due to the restrictions of the pandemic.

	2019 /2020	2020 /2021	Increase/ Decrease
The Kirkwood Support and Therapy service – Drop In			
Drop-in attendances to Support and Therapy	386	0	-100%
Follow up attendances	2,187	0	-100%

The Kirkwood Support and Therapy service – Scheduled attendances

Following assessment, patients and carers access a range of services that have been designed to meet their individual needs; from complimentary therapies to education programmes focussed on the needs of people living with different illnesses.

	2019 /2020	2020 /2021	Increase/ Decrease
Total Patients using The Kirkwood Support and Therapy	568	297	-47%
Scheduled attendances to Support and Therapy	657	0	-100%

As above the support and therapy service was delivered in a very different way through the pandemic and the data cannot be compared between years. The Kirkwood adapted the way it supported people through this time and were still able to support 297 people, we have experimented with virtual sessions, which some people have been able to access and this is something we will look to continue in future years as an option to improve access for some people.

The Kirkwood Community Palliative Care Team

The Kirkwood's team of fourteen community nurses provide care in every town and village across Kirklees. The Kirkwood Nurses are Clinical Nurse Specialists that provide advice on all aspects of pain and symptom control and provide emotional and psychological support for patients at home and in care homes. The Kirkwood Nurses also provide advice to health care professionals and deliver education and training on all aspects of palliative care.

	2019 /2020	2020 /2021	Increase/ Decrease
Total Patients supported by The Kirkwood's Nurses	1,149	1,231	+7%
Home visits carried out by The Kirkwood's Nurses	3,189	744	-77%
Phone calls to patients, families, or professionals	12,263	17,722	+45%

Again, this vital service was adapted to maximise the number of patients that were supported. Home visits were carried out only when necessary and safe to do so, supplemented by virtual visits (captured within the phone calls figure). The total number of patients accessing the service was 7% higher than the previous year.

The Kirkwood In-Patient care

For patients requiring care and support to address complex problems associated with life limiting illness, and sometimes care at the end of life.

	2019 /2020	2020 /2021	Increase/ Decrease
Patients per In-Patient bed	17.2	12	-30%
In-Patient Admissions	289	204	-29%
Discharges from In-Patient Unit	100	67	-33%
Patients cared for at the end of life	181	129	-29%
Out of hours admissions	68	59	-13%

Coronavirus has had an affect on admissions to the In-Patient Unit for two main reasons, the restrictions on patient visiting has reduced the inclination of patients to consent to admission, and in addition the infection prevention and control measures that were necessary reduced the beds available for admissions throughout the year from 16 to 12.

The Kirkwood Family & Spiritual Care Team

This team provides psychological support and counselling for patients and families during illness and in bereavement. The team's work includes support for children affected by the death or life limiting illness of a close family member.

	2019 /2020	2020 /2021	Increase/ Decrease
Total number of service users	574	412	-28%
Pre-bereavement support – contacts	878	881	-
Counselling sessions for bereaved people	1,892	751	-60%

Education and Training

The Kirkwood provide Palliative and End of Life Care training for other health and social care agencies – and also for visiting students. Specific programmes have been developed for professionals who work for Locala Community Partnerships CIC, Calderdale and Huddersfield NHS Foundation Trust, and a number of GP Practices. These programmes aim to improve the delivery of palliative and end of life care in all settings. A total of 179 professionals from other organisations accessed training and education provided by The Kirkwood during the period.

	2019 /2020	2020 /2021	Increase/ Decrease
External professionals accessing training	179	188	+5%

Volunteering

All aspects of The Kirkwood's services are underpinned by the various support service teams and volunteers who provide help at the main hospice site in Dalton, in the Fundraising Department and in The Kirkwood shops. Throughout the pandemic to date, it was necessary to ask many volunteers to step down their contribution to help maintain safe services and because many of the roles could not continue for periods of time. Nevertheless, The Kirkwood worked hard to maintain contact with all volunteers and keep them connected with the charity. In total 864 volunteers remained connected with The Kirkwood through this period. While it was not possible to continue with volunteer roles at the hospice site in Dalton due to pandemic restrictions, it is positive that when The Kirkwood shops re-opened they benefited from 23,182 hours of volunteer time.

	2019 /2020	2020 /2021	Increase/ Decrease
Total number of The Kirkwood Volunteers	853	864*	-
Hours of volunteering supporting services at Dalton	23,249	-	-100%
Hours of volunteering supporting The Kirkwood Shops	87,494	23,182	-74%

Strategic plan

The Kirkwood have an ambitious strategy to double the number of people we provide care and support to within this decade, and to become the 'go to' charity for anyone that is affected in any way by a life limiting illness in Kirklees.

Our strategy has been to work with our local communities and partners to highlight our work and improve the understanding of what The Kirkwood do. This will enable more people reach out for the care they need, and / or choose to support the work that we do in future.

We will continue to provide the best care for patients, carers and families while we try to increase the funds available to us to achieve our ambitions.

Despite coronavirus 2020-21 has been an important year in progressing towards these ambitions.

The Kirkwood's Strategy

The Kirkwood - Purpose

The Kirkwood support anyone that is affected by any life limiting illness every step of the way

The Kirkwood - Vision

We want to see a world where all people affected by life limiting illnesses have free access to the best possible care where and when they need it and everyone works together to ensure these people are supported to live the best quality life they can.

The Kirkwood Strategic Aims

Double the number of people supported by The Kirkwood at the very end of their lives

Become the 'Go To' charity that supports people as they approach the end of their lives

Increase giving from people and business to meet future demand

Increase funding from NHS to facilitate The Kirkwood future services



Changes, developments and achievements during the year

Strategic Plan – 2020-21 Achievements

How we are doing

The following is a high-level summary of some of the key achievements and considerations against the last three-year strategy objectives:

The Numbers of people cared for at the end of life

+25%

Increased to 908 from 730

The total number of patients supported by The Kirkwood

+8%

Increased to 1623 from 1500

The Kirkwood's spend on its charitable purpose

+10%

Increased to £5.3m from £4.8m

The Kirkwood's income generation contribution

+15%

Increased to £1.9m from £1.65m

2020-21 was a challenging year due to the coronavirus pandemic, however The Kirkwood have continued to progress their strategic priorities as follows:

The Kirkwood's Service Developments

Successful introduction of The Kirkwood Care Co-ordination service

Expansion of the Community Palliative Care Team

- Operating over 7 days
- Increased skill and skill mix (Including a new Consultant in Palliative Medicine)
- Introduced offer to Care Homes

Virtual and community Support and Therapy

Extension of the multidisciplinary team available to In-Patient Unit

The Kirkwood's Identity

Evolution of The Kirkwood Support Life identity with local agency – ‘free of charge’

- More people will get the support they need
 - More people will be motivated to support the services we provide
-

Launch of the identity with key audiences – already showing good signs of success

The Kirkwood's Income

Transformation of The Kirkwood's retail network

- Electronic Point of Sale
 - Identification of site and business case approved for second furniture shop
 - Increased use of eBay for high value items
-

Improved Fundraising methods delivering results

- Trust and Grants applications
- Events breaking records – in particular our annual Light Up A Life event.

The Kirkwood Lottery goes from strength to strength

The Kirkwood's Organisational Development

Huge transformation in Pay and Conditions successfully implemented

Detailed workforce plan developed that will help deliver the future aims of our charity

Investment in the personal and collective

development of The Kirkwood Management Group and Clinical Leads

Implementation of a comprehensive electronic patient record

The Kirkwood's Influence

Successful development of the commissioning partnership with the NHS

- The Kirkwood as lead commissioner
 - Future Service development plan agreed
 - End of Life Charter
-

The Kirkwood part of the key Kirklees decision making boards

The Kirkwood have led the development of a West Yorkshire Hospice Collaboration and have a seat within the regions Integrated Care System

The Kirkwood have built a partnership with the University of Huddersfield under a Memorandum of Understanding

- Joint appointment of Clinical Educator

Achievements through the Covid crisis

2020-21 will always be remembered for the Covid19 pandemic that had a significant impact on The Kirkwood as it did the rest of the world. The team was able to deliver notable achievements in this year of all years.

Incident response

We have tested and refined **The Kirkwood's Business Continuity Plan**

The ‘clearing out’ of the Dalton site and business continuity achieved through use of **mobile technology for colleagues to work remotely**

The **integration of the internal clinical workforce** to provide the most flexible response meet our patients and families’ needs

Responding to continuing changing guidance and lockdown restrictions and the implications for all operational services e.g., operating models, patient visiting etc.

The **management of stakeholder relationships** e.g., providing mutual aid to other organisations

The management of governance decisions and communications with the board

The development of **trackers for activity and financial performance** to maximise the income that was available to The Kirkwood from external sources

The Kirkwood has a seat at the table of the Kirklees Integrated Health and Care Leadership Board

The West Yorkshire Hospices Collaborative has been created and has a joint mission and a memorandum of understanding

Michael Crowther represents the West Yorkshire Hospices Collaborative at the West Yorkshire ICS System Leadership Executive Group (SLEG) and Partnership Board meetings

Key local business / commercial contacts were engaged in the activation of The Kirkwood's new identity

Clinical Services

The community team and doctors have provided online consultations for patients and professionals, which has included increasing the provision of The Kirkwood's specialist support into different settings:

- Acute hospital wards
- Care homes

Rapidly expanding the Care Co-ordination model, with the flexible deployment of employees and volunteers into

the service we have increased the numbers of people supported remotely

We have increased the provision of our specialist support direct into care homes in partnership with the Locala Care Home Support Team – this has resulted in additional funding to support this service development

Our Family Care Team have been supporting more people remotely and consequently we have been commissioned to provide a bereavement service in both Kirklees and West Yorkshire

Income Generation

180-degree change to the launch of The Kirkwood Support Life identity, a physical launch was planned and due to pandemic restrictions, this has to change to an entirely digital and virtual launch using media platforms

Developed and tested a number of hybrid digital models for fundraising, including a successful Light up a Life campaign

We have accelerated rationalisation of retail network so that we can focus our resources on new ventures and the most profitable stores

We have accelerated our online trading operations, which has allowed us to be far more confident in this income in future years

We have successfully run an emergency fundraising appeal to attract donations where other fundraising initiatives were not possible

As we enter the next phase of the pandemic, The Kirkwood will look to build on the progress made in recent years and stretch ourselves further in pursuit of our aims.

Last year we confirmed a new positive identity, underlining that The Kirkwood is a movement of people who are passionate about the same priorities, rather than

Stakeholder Relationships

Innovation

Future developments and changes

a place where people are cared for at the end of life. Our focus is on maximising what this identity can do to help us reach more people who need our services and to inspire more people to help us in our quest.

We have refreshed our strategy to take us through to 2025, and our focus is to build The Kirkwood Movement to ensure no one needs to face a life limiting illness alone.

We will build The Kirkwood movement so that:

We increase the support from across our community – increasing both income and time donated to support The Kirkwood through volunteering

We support more people affected by life limiting illness

We are also determined that The Kirkwood Movement becomes more diverse in every aspect of who we are and what we do. The way The Kirkwood Support Life will be more accessible, more flexible, more agile than ever before.

We will activate the new identity in tangible ways that will help us to achieve these aims, for example we will provide more services directly in the communities we are here for, supporting every part of our diverse community. Our expert team of Doctors, Nurses and other professionals will respond to the needs of our patients in more flexible and accessible ways. We will make use of digital technology where it helps us to support more people, more effectively. We will continue to shout loud and proud about what we stand for (the highest possible standards of care) and how we work (an absolute focus on the individual needs of our patients and their families).

We will make progress through the following objectives:

Ensuring everyone who uses our services knows that it is The Kirkwood delivering them (whatever the service)

Clinical Departments will ensure that patients and families are informed

A new accessible guide ‘The Kirkwood 101’ will be created and made available to referrers and all new referrals

Continue to produce high quality stories which support the brand message

We will check understanding through patient and service user feedback

Create partnerships with Primary Care Networks (PCNs) to increase referrals to The Kirkwood

Develop a formal partnership with at least 5 PCNs

Development of the role of Community Consultant in Partnership with PCNs

Introduce a referrals hub to improve referral processes and information flows

Use the new brand to deliver increases in income from corporate and community supporters

Successfully launch The Kirkwood Business Movement

Develop and deliver a community prospect plan

Significantly increase take up for Cuppa for Kirkwood and The Big Get Together

Maximise the impact of the workforce through new values, competency and Performance Development Review (PDR) frameworks

Implementation of the new PDR and Competency Frameworks

Ensure plans are in place to manage talent and succession within the charity

Strategic Priority A

-
Activate The Kirkwood Brand to Build The Kirkwood Movement

Strategic Priority B

- Become more diverse in every aspect of who we are and what we do

We will make progress through the following objectives:

Improve the diversity of The Kirkwood's workforce

Progress towards the Investors in Diversity Standard

Implement a new approach to recruitment

Development of The Kirkwood referrals hub to address health inequalities by increasing referrals from target groups

Develop the internal referrals pathways between The Kirkwood's services

Improve the referrals pathway for external partners / professionals

Implement The Kirkwood referrals hub

Strategic Priority C

- Become more flexible, agile and accessible than ever before

We will make progress through the following objectives:

Development of the flexible clinical workforce through second phase of care coordination

Revised Care Co-ordination service is developed and implemented

Develop digitally supported interactions with patients and professionals

Deliver 'The Kirkwood Virtual' in acute and community settings

Deliver virtual Support and Therapy Programme

IT & Telecoms equipment is upgraded to be capable of responding to service development demands

Future proof IT infrastructure to enable digital innovation in all service areas

Develop a digital strategy that aligns with the overall charity's vision and strategy

Significantly grow The Kirkwood's online turnover

Implement a larger online trading team

Improve support to the online team through better stock flow, better infrastructure

Introduce volunteers to support the team

Create flexible, accessible estates to meet the changing needs of The Kirkwood's services

Introduce flexible workspaces to support agile working on return from Covid pandemic

Wider estates strategy confirmed to meet The Kirkwood's future needs

Review of Financial Activities

The Consolidated Statement of Financial Activities for the accounting period is detailed on pages 150 to 151 of the financial statements. A summary of the financial results and the work of The Kirkwood is set out below.

Summary of financial performance

The Trustees continue to monitor financial performance against budget as the primary key performance indicator.

Income for the accounting period increased from £7,323,602 for the year to 31 March 2020 to £7,837,988 for the year to 31 March 2021.

Expenditure for the accounting period increased from £8,058,988 for the year to 31 March 2020 to £8,438,958 for the year to 31 March 2021.

The loss for the accounting period before taking into account gains and losses on investments amounted to

£600,971 compared to last year's deficit of £735,386.

After taking into account the movement in year of realised and unrealised gains on investments of £1,372,452 and the tax charge of £17,347, the surplus is £754,134, compared to last year's deficit, which included net losses on investments of £563,960, of £1,299,346. Further details are on pages 150 to 151.

The Kirkwood has come through the pandemic with an operating deficit position, but this is better than anticipated. This has been made possible by maximising the assistance available. The overall financial position as at the year ended 31 March 2021 was a surplus of £754,134. It should be noted that the charity had planned a deficit budget for the year against which the outturn position was favourable.

Income generation Total voluntary income was lower than budgeted expectations mainly due to adverse variances against targeted income for donated goods and legacy income. Donations and gifts represent a significant proportion of income, and the involvement of individual and corporate donors, charitable grant making trusts and supporters is greatly valued. Also, the generosity of those individuals who remembered The Kirkwood in their wills by leaving a legacy to the charity is recognised. In the year these legacies totalled £636,150.

Resources expended Expenditure on employee salaries and fees remained within budgeted limits. Resources expended in total increased by £379,971 (4.72%), the cost of the various services is shown at Note 6 to the Accounts.

Developments targeted through use of Designated Funds

-

Designated Funds Update

In previous years the Trustees have taken the decision to designate funds from the general reserve with the purpose of investing in projects and initiatives that serve the purpose of the charity and meet future strategic objectives.

The Trustees have identified a number of principles that would guide the use of these funds:

The designated 'project' fund should be spent in line with the organisation's strategic objectives

There is a balance between the delivery of clinical services and income generation to ensure sustainability

A schedule be created and maintained from consultation to project plan implementation, in order to ensure timeliness of allocation of the fund

Allocation made during 2020/21

Care Co-ordination

The development of a Care Co-ordination model is a key part of The Kirkwood's future strategy. The aim is that the service will:

Enhance the 24/7 Specialist Palliative Care Advice Line to ensure that we have the capacity to meet demand

Enable the Community Palliative Care Team to meet the needs of more people through proactively co-ordinating aspects of care that the team are involved with that do not require specialist resource

Support joint commissioning work by creating a focus through which The Kirkwood works more actively with other providers who are supporting people at the very end of their lives.

As part of the 2017 budget process, trustees agreed to allocate £440k from the Designated Project Fund towards a two-year pilot of the Care Co-ordination model. This new service commenced in the summer of 2019 and a total of £77,055 was used from the amount allocated

within the designated project fund for the accounting period 2019/20.

During 2020/21 the amount expended was £250,225 therefore when including the previous year's spend gives a total spend to the 31st March 2021 of £327,280. It is projected that the spend from April 2021 to the end of its pilot period in July 2021, will be £49,175 meaning a total projected spend of £376,455 against the budget of £440k.

The service was evaluated in quarter 4 2020/21. This new service evaluated well and trustees made the decision that the service will become part of the clinical services budget and expenditure after July 2021.

Premises and Accommodation

In 2018 the Board of Trustees approved the allocation of £125,000 to fund the following objectives:

Additional car parking - to alleviate current car parking issues, accommodate existing flow and activity on the The Kirkwood main hospice site at Dalton.

Premises and Accommodation – to address current accommodation issues and create a more flexible space to allow for further development in the future

This included £50,000 to fund the strategic resources to realise these aims.

During 2019/20 three opportunities related to the acquirement of property were funded by the designated project fund these were:

Empress Works (Set up costs for 12 months) – Accommodation for non-clinical teams to commence the remedial action needed to alleviate parking issues at the main Dalton Site.

Furniture Store (Set up costs only) – Investment in a furniture retail model located at premises on Wakefield Road, Moldgreen.

Kirkburton Shop – Purchase of property – The premises at Kirkburton also have additional accommodation on the 1st floor, once again to support the need for flexible working space. This opportunity was approved by the Trustees in August 2019.

In February 2020, further priorities and use of the fund to support our strategic objectives were confirmed by trustees. The decisions were made during the process for agreeing the future year budgets (2020/21) and determined as:

Evolving The Kirkwood Identity – this includes signage at our retail premises and satellite sites.

IT Development – E-rostering system

Workforce Planning – Pilot development roles within Clinical Services.

Retail Premises – future opportunities to own rather than lease retail units increasing our property portfolio where this demonstrates more effective value for money.

In addition, work would continue to scope and define developments needed to provide additional car parking and accommodation so that these can be progressed utilising the designated fund.

Due to the response needed to the coronavirus pandemic the e-rostering project was and remains on hold. However, during the accounting period, 2020/21 an opportunity to purchase The Kirkwood charity shop in Cleckheaton was presented and trustees made the decision to add this property to the charity's portfolio of properties. In addition, a second furniture store was secured and funds allocated for the set up costs and rent costs for the first twelve months.

Future allocation of the fund

During the budget setting process for 2021/22, the trustees approved investment in the development of IT to enable the organisation to move to a more flexible

and agile way of working. The response to the pandemic has provided opportunities to increase virtual ways of interacting with patients, supporters and the workforce. Further IT development opportunities had been scoped and evaluated during 2020/21 and it was agreed that more investment is required along with the costs of additional roles required to enable the smooth transition to more effective ways of working.

In quarter 4 of 2020/21, the charity received funding from the Clinical Commissioning Group (CCG) for future service development. At the Council meeting held in March 2021, Trustees approved that the £350,000 received from the CCG should be allocated to the Designated Project Fund.

As at the 31st March 2021 the balance of the fund was £1.9 million. A total of £429,727 was expended from the fund during the accounting period and £350,000 was added to fund. The plan is that a further £426k will be spent during 2021/22 leaving an anticipated balance of £1.5m as of 31st March 2022.

In considering the decision required to use the fund during 2021/22, the trustees agreed to continue to fund the Care Coordination to July 2021, plus undertake further work on brand identity, workforce planning transformation and premises investment as planned.

Planned use of the fund along with the depreciation costs means that the projected balance of the fund as at 31st March 2025 is £1,250,777, however further depreciation costs for the property purchases of Kirkburton and Cleckheaton to 2029 and 2070 respectively reduce the balance available for future development to £1,046,852. The balance of the fund along with the current development projects are demonstrated in the table on pages 118 to 119.

In-Patient Unit
Nurse, Lesley
Mallinson



	Financial Year										
	Opening Balance		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Total Funds Designated	2,450,000										
Project	Allocation	Annual Dep'n	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Total
S1 Project (incl. depreciation)	288,590	6,375	29,072	124,561	49,279	7,084	1,705	1,705			213,406
Market Research	50,000		20,163	3,500	10,777	0					34,440
Care Co-ordination - 2 years	440,000				77,055	250,225	49,175				376,455
Strategic Development RH -2019/20	50,000				50,000						50,000
Strategic Development - RH 2020/21	50,000					50,000					50,000
Empress House Rent (12 months only)	27,000				8,667	13,500					22,167
Empress House Running Costs (12 months only)	7,500					5,625					
Empress House Telecoms	5,000					0					
Removal Costs	6,000				18,500	0					24,125
Moldgreen Furniture Store - Setting up costs (1 off) & Capital	20,000				18,264						18,264
Kirkburton Shop Purchase	110,000	2,200			2,275	2,275	2,275	2,275	2,275	2,275	13,650
Rebrand of Kirkwood - Revenue	70,000					66,547	35,793	11,280			113,620
Rebrand of Kirkwood - Capital	200,000	40,000					40,000	40,000	40,000		120,000
Cleckheaton shop (was Birstall	120,000					2,485	2,485	2,485	2,485	2,485	12,425
Purchase Mirfield Furniture Shop - Set up & 12 Months Rent	80,000					31,986	67,563				99,549
CCG Grant - future service development	-350,000					-350,000					-350,000
Proposed Further Spend											
Drain Survey and Compliance (1 off) 2020/21	10,000						10,000				10,000
E Rostering System (IPU, Catering, Doms and Retail) 2020/21	20,000						20,000				20,000
Birstall Retail - Set up costs	22,000										
Roles to support Transformation	235,930						117,317	118,613			235,930
IT Transition costs - IT Proposal	110,192						55,096	55,096			110,192
Estates Transition Costs - Agile Working	25,000						25,000				25,000
Total	1,597,212		49,235	128,061	234,817	79,727	426,409	231,454	44,760	4,760	1,199,223
Remaining balance	852,788		2,400,765	2,272,704	2,037,887	1,958,160	1,531,751	1,300,297	1,255,537	1,250,777	
Starting Balance	2,450,000										
Projected Spend as at 31/03/25	1,199,223										
Balance remaining as at 31/03/25	1,250,777										
Future commitments beyond March 2025											
Kirkburton to 2069	96,350										
Cleckheaton to 2070	107,575										
Total Commitment	203,925										
Balance remaining plus future commitment	1,046,852										Please see note 22 on pages 176 to 180 for details of designated funds expenditure during 2020/21)

Reserves

The reserves increased in value by £754,134 as shown on pages 150 to 151 of the financial statements. The Executive Management Team actively monitors the level of reserves held on a monthly basis when reviewing the monthly management accounts. This information is subsequently reported into Finance and Resources Committee on a quarterly basis. Forecasts of income and expenditure are made annually, the aim being to balance expenditure and income, and the object being to ensure our services are sustainable into the future. Contingency plans exist in the event that reserves fall below, or exceed, the estimated reserve requirements.

The Finance and Resources Committee reviews the reserves policy each year. In conducting the review, they take into consideration best practice and the guidance issued by the Charity Commission. The review is reported to the Council of Management at its next meeting and recorded in the minutes.

In May 2018, the Finance and Resources Committee agreed that a review of the reserve's calculation should be undertaken. The aim being to establish a more 'scientific' calculation based upon a risk assessment of income and expenditure. The review would need to be carried out taking into consideration legal and statutory requirements along with the aims and objectives of The Kirkwood's Finance Strategy.

This review was conducted during quarters 2 and 3 of 2018/19. The findings of the review were presented to the Finance and Resources Committee in December 2018 and indicated that a calculation needed to be developed based upon a risk-based approach and adapted to The Kirkwood's Finance Strategy. This ultimately meant that in the future there would be a shift from a minimum level of reserves defined by months of expenditure to a target figure expressed in absolute terms. The new reserves calculation is made up of four elements as follows:

Risk

Covers the impact of the occurrence of risks identified in income and expenditure risk assessments. This will

mean identifying, quantifying and assigning likelihoods to potential decreases in performance against short term (Budget) and long-term financial plans (Long Range Forecast).

Contingency

Covers the impact of unquantifiable risks and unanticipated or unlikely events (events that cannot be predicted and therefore cannot be assessed as likely, but would have a major impact if they were to occur).

Service Development

Covers designated funds to support strategic development. This part of the calculation will include known future commitments and service development not yet approved but in the Long-Range Forecast pipeline (stated separately).

Capital

Covers liquidity, statutory payments and commitments. The liquidity calculation includes statutory costs that the charity would have to incur in the event of closure, such as employee costs. However, the costs associated with insolvency are not restricted to redundancy. For example, there might be contractual relationships that incur penalties such as leases upon which there are early exit charges and leased asset costs. The Kirkwood should also consider that the charity is morally obliged to complete all activities currently being undertaken. This would apply to patients and service users already known to the charity.

Taking the above factors into consideration the proposed new reserves target would be set at the time of budgeting, monitored quarterly and measured and confirmed at year end. The proposed calculation was agreed and recommended to the Council of Management for approval in January 2019. It should be noted that external advice was sought from The Kirkwood's Auditors Wheawill and Sudworth Limited to confirm its sustainability and compliance with FRS102.

To re-write the Reserves Policy is a major change in our approach to financial planning. The trustees

**Reserves
(continued)**

(as Financial Stewards) acknowledged that the transition from the current reserves policy to the revised proposed one required a careful and measured implementation. Therefore, a cautious approach has been adopted in which the charity has run both target levels simultaneously.

An evaluation was presented to Trustees of the Finance and Resources Committee in February 2021 using provisional yearend financial results to demonstrate the effectiveness of the new calculation. The new calculation was proving effective and the trustees approved the implementation of the new policy with immediate effect.

The table below is provided to demonstrate how the previous and new reserves calculations compare with actual year end results. It shows the target level which has been calculated using the long-range financial forecast to include the potential for service development. It also demonstrates the estimated statutory commitments.

	2018 /2019	2019 /2020	2020 /2021
Previous Reserves Policy			
Charitable Expenditure	14	11	12
Total Expenditure	10	7	8
	(Target 12 - 16 months)		
New Reserves Calculation			
Target Level	11,321,858	11,652,557	12,215,938
Actual	12,440,421	11,141,075	11,895,209
Variance	1,118,563	-511,482	-320,729
Target level of which would be statutory commitments	6,681,891	6,824,150	7,562,595
Actual	12,440,421	11,141,075	11,895,209
Variance	5,758,530	4,316,925	4,332,614

**Structure,
governance and
management**

The year-end results have demonstrated that the target figure (as opposed to months) is more effective in determining the level of reserves needed to fund future service development. This is because the target level includes the costs of service development plans over a three-year period using the Long-Range Financial Forecast (LRF). This assists with the decision-making process to inform the prioritisation of these strategic aims and objectives.

The governing body of The Kirkwood is the Council of Management whose members are elected by the Company's Members. As at 31 March 2021, the Council of Management comprised twelve Trustee members who meet 4 times per annum. There are committees dealing with Clinical Governance, Finance and Resources, Income Generation and Marketing, Nominations, Risk & Audit, Remuneration and other specific referrals from Council of Management. The salary of the Chief Executive is determined by the Trustees with advice from the Remuneration Committee on the Chief Executive appointment and by periodic reviews conducted by the Chair of Trustees.

The salaries of the other members of the Executive Management Team are determined by the Chief Executive.

**Structure,
governance and
management
(continued)**

The directors of the charitable company are its Trustees for the purposes of charity law. The Trustees who have served during the year were as follows:

Mr B F Ainsworth OBE

Mrs C Black

Miss L A Chapman

Mrs J Davies

Mrs K S Hinchliff

Mrs C M Quinn

Prof P W Roberts OBE

Mr P R Sands

Mr P L Scovell

Mrs E Armistead

Dr I R Wilson (Appointed 4 June 2021)

Members appointed in accordance with the Articles of Association are Dr I R Wilson is appointed under Article 25 of the Articles of Association.

The charity holds an indemnity insurance policy on behalf of its trustees, details of the cost is included in note 11 to the financial statements.

**Trustee
responsibilities**

The Council Members (who are also directors of The Kirkwood for the purposes of company law) are responsible for preparing the Trustees Annual Report, including the Strategic Report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial

statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

Select suitable accounting policies and then apply them consistently.

Observe the methods and principles in the Charities SORP 2015 (FRS 102)

Make judgements and estimates that are reasonable and prudent.

State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

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

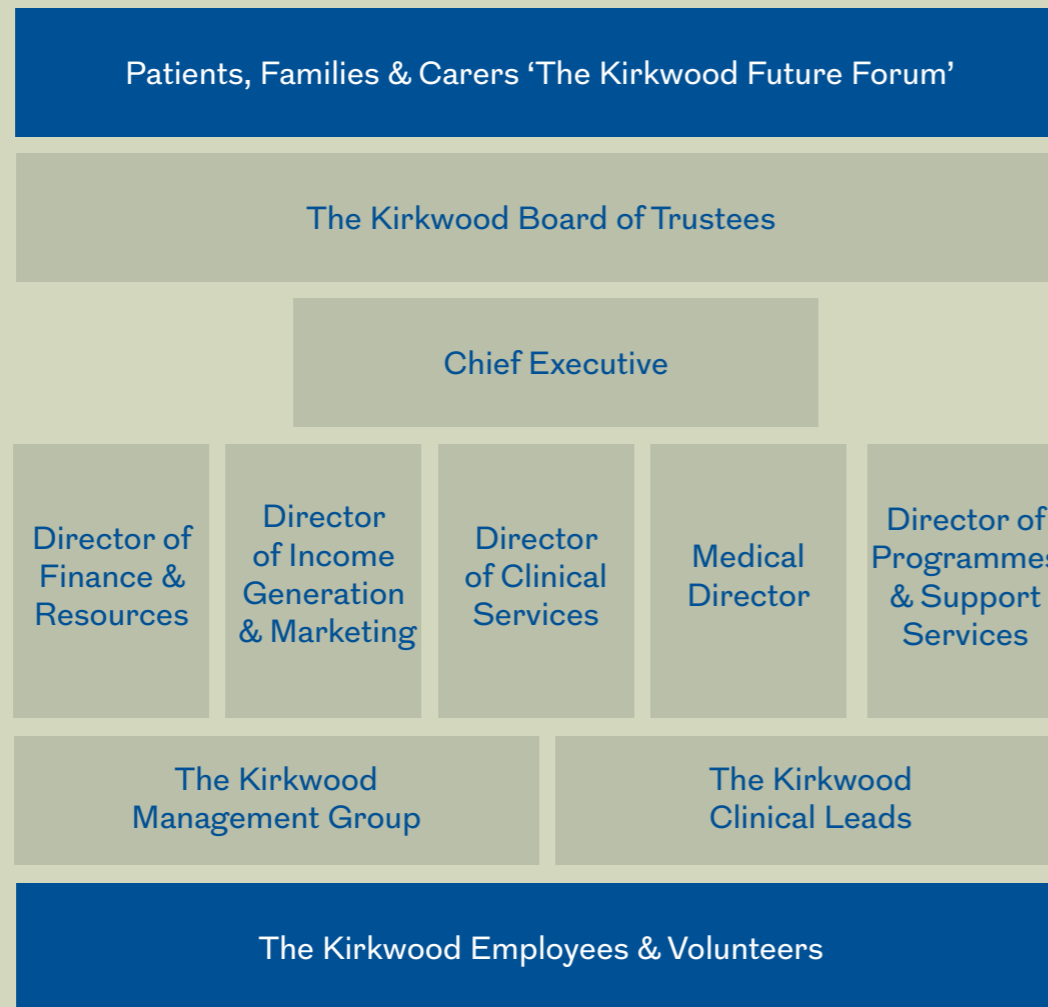
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

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

Equal opportunities

The Kirkwood is committed to ensuring equality of opportunity for its employees. The Kirkwood believes that selection and promotion should be based solely on ability to meet the requirements of the post. The aim is to provide equal access to jobs and training, and to ensure that all employees enjoy fully the benefits of working for the organisation. In particular, The Kirkwood does not discriminate on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sex, religion or belief.

Planning consultation and communication



The Executive Management Team comprises the Chief Executive, the Director of Finance and Resources, the Director of Clinical Services, the Medical Director, the Director of Income Generation and Marketing and the Director of Programmes and Support Services. The Executive Team meet weekly and work within overall strategic objectives and policy guidelines determined by the Trustees. The Chair of the Trustees meets regularly

with the Chief Executive and the Executive Management Team attend Council and Committee meetings.

All management initiatives involve employees and volunteers in forward planning and there are regular meetings involving The Kirkwood Management Group, Clinical Leads and all clinical and non-clinical teams. Employee views are sought when operational developments and changes to terms and conditions of employment are contemplated. Employees contribute to and regularly receive internal communications and other memoranda to inform them of developments and changes.

The service user forum ('The Kirkwood Future Forum') continues to meet four times a year. Any patient or carer who has accessed any service provided by The Kirkwood is welcome to attend. The aim of the forum is to gain the views of those who have used our services and to share ideas for future development. Those attending have provided valuable comments and feedback on a variety of initiatives and quality improvement plans.

The Kirkwood Governance Structure

Support groups are branches who undertake their own fundraising initiatives in support of The Kirkwood. They have their own committees, whose accounts are incorporated into The Kirkwood's annual accounts. The Kirkwood volunteers are co-ordinated by an employee responsible to the Director of Finance and Resources, who ensures a framework of support and training similar to that for employees.

Fundraising Standards

The Kirkwood works hard to meet the requirements of the Fundraising Regulator (of which it is a paid-up member), and to follow these standards when planning or undertaking fundraising initiatives. This includes supporting donors who are planning or undertaking their own fundraising initiatives to ensure that these are conducted ethically, and within the law. In addition, donations received are processed following the charity's comprehensive Internal Financial Control Procedures in line with Charity Commission guidance.

All income generation activities are undertaken within charity law, Charity Commission guidelines, the Fundraising Regulator’s Codes of Practice, HMRC rules, The Gambling Act, local licensing laws, Advertising Standards Authority rules and Data Protection legislation (this list is not exhaustive). The Kirkwood never sells donor data to a third party, or engages in data swapping, and a statement to this effect is included in our fundraising literature.


However, The Kirkwood sees compliance with legislation and codes of practice as a minimum standard, not an aspiration, and we strive to ensure our supporter care is of the same high standard as the care we offer our beneficiaries. We hope our supporters enjoy and value their interactions with the charity, look forward to receiving information from us, and know we view them as partners in the care we can offer. We work towards these goals throughout all of our income generating activity.

There was a very low level of complaints received with regards to our fundraising activities. During this accounting period there was 1 complaint in relation to income generation activities. Employees and volunteers are empowered to deal positively and respectfully with any complaint. The charity has an effective, open and accessible Complaints Policy. We have systems and procedures which promote learning within the organisation and aim to maintain the excellent reputation of the charity. All complaints are audited on a quarterly basis.



The charity does not condone and never employs aggressive fundraising tactics. All contact with donors is always conducted in a caring and professional manner, in line with The Kirkwood’s values.

The Trustees and Executive Management Team have assessed and regularly review the major risks to which The Kirkwood is exposed, particularly those related to finances, operation and provision of The Kirkwood services. In addition, the Risk and Audit Committee has oversight of the risk management framework and meets on a quarterly basis.

The Executive Management Team has compiled a risk register, which is reviewed every month. The Trustees and Executive Management Team are satisfied that the systems are in place to mitigate exposure to these risks. The following table details the risks that were reported in the last annual report and how the risk rating has changed within the accounting period 2020-21.

Key Risk at the end of Accounting period 2019-20	Change in risk rating during 2020-21	Commentary
1. Reduction in Fundraising nonstatutory income		<p>The coronavirus crisis has significantly affected sources of income available to the charity. All traditional income streams, except for The Kirkwood’s Lottery have been hit hard during the year.</p> <p>The Kirkwood have worked hard during the year to mitigate significant losses in income and have been able to benefit from a number of funding sources through government schemes, such as the furlough scheme as well as specific funding ringfenced for Hospice services and distributed via Hospice UK.</p> <p>The Kirkwood still require growth in Income to realise our future aims. The outlook for fundraising and charity retail is uncertain moving into the next phase of the pandemic and we hope that areas of civil society return in a way that generates income as prior to the pandemic.</p>
2. External influences on strategic direction		<p>The Kirkwood continue to develop strong partnerships with key local Health and Social Care organisations to build security regarding local decisions that might affect our aims and objectives.</p> <p>The Kirkwood has played a full and active role during the pandemic alongside other partners in the health and social care sector. The Kirkwood has a seat within the Kirklees Integrated Health and Care Board and is the lead for the Kirklees Palliative and End of Life Programme.</p>

Risk management

Key Risk at the end of Accounting period 2019-20	Change in risk rating during 2020-21	Commentary
		<p>In addition, The Kirkwood have led the development of collaboration between Hospices across West Yorkshire. That has resulted in a seat within the West Yorkshire Health and Care Partnership (a strategic health and social care body across the region) The Kirkwood represents other Hospices within this partnership.</p> <p>While the strategy and policy of other organisations can have a big impact on the environment in which The Kirkwood operates. The Kirkwood are well placed to influence the importance of Palliative and End of Life Care at different levels.</p>
3. Unauthorised access to electronic confidential information - including Cyber Attack		<p>The Kirkwood have an Information Governance meeting that is held quarterly that oversees the development and implementation of the Information Governance framework. Progress has been made during the year and while this is still a significant risk for the charity we have worked hard to improve our accreditation with 'Cyber Essentials'.</p> <p>Cyber Essentials is a government-backed certification scheme. It covers the essential actions businesses should take to protect from cyberattacks.</p>
4. Internal Management Resources not sufficient to meet strategic objectives		<p>We have taken steps to increase the capacity and capability of management within The Kirkwood to ensure we successfully achieve our priorities. We have added to the Executive Management Team in the last year to improve the resources available to drive forwards programmes and projects that make a difference to our ability to care for more people.</p> <p>This additional resource will strengthen our approach to project and change management.</p> <p>The last twelve months has seen some changes in the management team, and while contingency plans are in place, more work is required to optimise the resources available in all functions.</p>

Key Risk at the end of Accounting period 2019-20	Change in risk rating during 2020-21	Commentary
5. Failure to deliver the actions required to improve our future financial model		<p>The Kirkwood have delivered projects and actions during the financial year to ensure that income is sufficient to cover the organisations costs sustainably in future years, which are detailed in our long range financial forecast.</p> <p>The implementation of revised pay and conditions has given greater certainty to the impact of pay on The Kirkwood's costs in future years. In addition, the Kirkwood Management Group have delivered a cost reduction programme, which has secured improvements in key areas of expenditure which deliver a benefit in the coming years.</p> <p>The Kirkwood have adopted a risk based approach to the calculation of reserves required by the charity.</p>
6. General Infectious outbreak affecting staff and patients.		<p>While the coronavirus pandemic brought significant challenges for The Kirkwood, the response to the incident has largely been effective. We responded to the incident keeping three key objectives in view. The safety of our patients and those important to them, the safety of our workforce and the safety of our charity.</p> <p>We are pleased that we have responded to the pandemic successfully and so far we have avoided outbreaks of the virus. Therefore, we have been able to maintain our care and support to patients throughout including our in-patient services, which we have not had to close at any point.</p> <p>We have introduced different working practices to ensure that the workforce could continue to operate safely and created a flexible model to maximise what could be achieved through the period.</p> <p>Finally, we have worked hard to make sure that The Kirkwood mitigated the significant reduction in income that resulted from the pandemic.</p>

The key risks for the organisation at present are as follows:

Key Risk at the end of Accounting period 2019-20	Commentary
1. Reduction in Fundraising non-statutory income	<p>Whilst the most severe restrictions on our income generation activity caused by Covid19 impacted in 2020-21, residual impacts remain in 2021-22. Various levels of lockdown and of social distancing are present in the coming year until at least July 2021, and it is unclear what – if any – the longer-term impact on peoples’ behaviour and willingness to attend group events will be going forward.</p> <p>This is coupled with a reduction in the sense of ‘emergency’ felt by supporters which compelled them to give in 2020 and a withdrawal of various government initiatives aimed at reducing the impact on charities and on retailing activity.</p> <p>However, there is still significant evidence that people want to give and that several demographic groups will have come through the pandemic with increased resources. The highest priority for the charity remains to ensure we maximise the goodwill income relating to the whole range of services we offer, and the strategic priority of ‘everybody knows it’s The Kirkwood delivering services’ will see us increase the amount of income we attract from those who value our non-Inpatient Unit services.</p> <p>Brand activity more widely will establish The Kirkwood as delivering community activity in minds of the public, a sharper message around Macmillan will redirect funds from those who currently believe they are delivering community nursing, and innovative future activities will begin to attract more community and corporate support at launch in September 2022.</p>
2, There is inadequate workforce numbers, skills or behaviour to deliver The Kirkwood’s objectives	<p>Effective Clinical Leadership is fundamental to the success of The Kirkwood. We have a strong reputation which is built on the quality of care that is provided to patients and families across Kirklees. This reputation has been built on the hard work and commitment of all colleagues over the lifetime of the charity.</p> <p>2021-22 will see some changes in key clinical leadership roles and because of the timing of these changes may result in a gap between existing arrangements and putting the new clinical leadership structure in place.</p> <p>However, this current situation also presents The Kirkwood with the opportunity to review the existing clinical leadership structure to ensure that it is optimised in terms of delivering our priorities and future aims.</p> <p>Ensuring the correct calibre of Clinical Leadership is one of the most important challenges The Kirkwood have faced in recent years. We will need to attract the right individuals to the organisation and at the same time review the clinical leadership structure to ensure that it is optimised to help The Kirkwood retain its reputation and build on this to realise our future ambitions.</p>

Key Risk at the end of Accounting period 2019-20	Commentary
3. Unauthorised access to electronic confidential information - including Cyber Attack	<p>The Information Governance framework remains a priority across the charity, including the policies and training that support these aims.</p> <p>During the pandemic The Kirkwood has transformed the way it works and has moved to a more agile operating model with many colleagues working remotely and / or from home. A programme of work is underway to ensure that this new way of working is safe and effective including the assessment of additional risks to information management.</p> <p>We continue to focus on data security and compliance and invest in the hardware and software to improve the way that we deliver our services and protect our information assets. Nevertheless, the threat of unauthorised access remains.</p> <p>In 2021-22 The Kirkwood will pursue ‘Cyber Essentials Plus’ accreditation which is a government backed scheme that helps organisations introduce protection against a wide variety of the most common cyber-attacks.</p>
4. Impact of changes of government / structure of government impacting on policy related to Palliative and or End of Life care	<p>In 2021 a white paper has been developed by the current government proposing legislative changes to health and social care, these changes will affect the environment in which The Kirkwood operate. ‘Integration and Innovation: working together to improve health and social care for all’ proposes changes to the NHS infrastructure which will change the way that services are commissioned and contracted at a regional level, and also the way that services are designed and developed at a local population level (for us this planning footprint will be Kirklees).</p> <p>The Kirkwood have worked hard to ensure a good level of presence and engagement at all levels of planning and interface with Health and social care partners and at the end of 2020-21 is well placed to ensure that we can influence the changes and retain key connections throughout the change. At present there is a risk that the changes could change local and regional policy decisions supporting the delivery of The Kirkwood’s services.</p>
5. Internal Management Resources not sufficient to meet strategic objectives	<p>The Kirkwood’s strategic programme remains ambitious, seeking to radically increase support from partners, local people and companies in order to double the number of people we care for and become the ‘go to’ charity for people affected by life limiting illness. In the last year we have made great progress in building our capability to deliver these ambitions, at the same time the coronavirus crisis has helped us to understand the resources you need to have in place to deliver change quickly.</p> <p>Our clinical management resources need strengthening, particularly in the area of service development and clinical services vision. We will invest in the coming year in ensuring we have the appropriate resources in place to achieve our future ambitions by adding to the capacity of the Team. We are certain that this investment will help us to care for more people, more effectively in the future.</p>

Special acknowledgement

The Trustees wish to record their sincere appreciation of The Kirkwood's highly committed employees and thank the large number of volunteers who generously give their time, skills and expertise.

We are grateful to Her Majesty's government for the additional funding that has been accessed by Hospices across the country during the coronavirus pandemic. The additional funding was significant and fitting acknowledgement of the role that Hospices play providing vital care and support to the most vulnerable in our communities at a time when our income was reduced to an extent we have never seen.

The Trustees would also like to express their gratitude to The Kirkwood's many supporters, who have helped the charity through donations, fundraising and bequests during the year. The Kirkwood movement is made up of tens of thousands of people, we thank them for responding to our requests and appeals throughout what has been a very challenging year.

All new employees and volunteers who have joined the team are warmly welcomed. Our sincere thanks go to those who have left in the past year for the contribution they have made to improve care for all those who rely on The Kirkwood's services. In particular, we acknowledge the contribution made by Ann Morgan who retired in 2020 after working with The Kirkwood for over 21 years, Ann worked within our domestic team who contribute hugely to keeping a safe environment for our patients, families and colleagues. We thank her for her commitment to the charity.

Our thoughts writing this report are with the families and friends of volunteers that have died in the last 12 months as a result of the coronavirus pandemic. We thank them for their vital contribution to the success of The Kirkwood. These individuals were a valued part of our community (our movement) and will be missed by everyone connected with The Kirkwood.

It is important to recognise the efforts of our Hospice Support Vehicle Volunteers who have been active throughout the pandemic supporting key services. John Davis, Debbie Keenan and Richard Slater have continued to support the activities of The Kirkwood's In-Patient Unit, Fundraising, Retail and Finance throughout this difficult period.

The Kirkwood benefited from help received from various organisations during the last year, including Local GPs and Primary Care Networks, our Local Clinical Commissioning Groups (CCGs), Kirklees Council, Locala Community Partnerships CIC, Local Care Direct, Calderdale and Huddersfield NHS Foundation Trust, The Mid Yorkshire Hospitals NHS Trust, Age UK Calderdale and Kirklees, Carers Count, Yorkshire Ambulance Service NHS Trust and South West Yorkshire Partnership NHS Foundation Trust.

The Trustees are very grateful for the continuing Relationship with the University of Huddersfield. Our thanks are also due to all of the local businesses and Charitable Trusts who have generously helped to fund a whole range of facilities and services for patients and their families. The Trustees are also grateful for the generous treatment received from many of their professional advisers.

The Kirkwood are grateful to two local charitable Trusts for significant support during the last twelve months. The Haley Family Charitable Trust and The Thornton Family Fund have stood alongside The Kirkwood in these difficult times and made significant donations that will be used to continue the development of The Kirkwood Nurses who provide specialist care and support into peoples' homes across Kirklees.

Finally, the Board of Trustees would like to thank Glenn Paxman, Founder and Chairman of Paxman Coolers Ltd for his continued support and guidance. In the last twelve months The Kirkwood have activated their bold new identity and have tried to find new ways of connecting with the local business community. Glenn has continued to support these developments and provide advice at critical times throughout the process.

Financial Instruments

The Kirkwood's principal financial instruments comprise bank balances, an investment portfolio, trade creditors and trade debtors. The main purpose of these instruments is to raise funds for the operations of the charity and to finance The Kirkwood's Services.

Due to the nature of the financial instruments used by the charity, there is no exposure to price risk other than that which relates to the investment portfolio. To manage this risk, the Finance and Resources Committee (Investment Sub-Committee) meet at six monthly intervals with the investment managers to review performance in the light of the investment management policy. The Kirkwood's approach to managing other risks applicable to the financial instruments concerned is shown below.

In respect of bank balances, the liquidity risk is managed by maintaining credit balances. The Kirkwood makes use of money market facilities when funds are available.

Trade debtors are managed by the regular monitoring of amounts outstanding for both time and credit limits.

Trade creditors liquidity risk is managed by ensuring sufficient funds are available to meet amounts falling due.



Richard Smith from
Taylor's of Mirfield
- proud to be part of
The Kirkwood Movement

Charity References and Administrative Details

Charity Registration No.
512987

Company Registration No.
1645888

The Trustees

Mr B F Ainsworth OBE
Mrs C Black
Miss L A Chapman
Mrs J Davies
Ms E Armistead
Mrs K S Hinchliff
Mrs C M Quinn
Prof. P W Roberts OBE
Mr P R Sands
Mr P L Scovell
Dr I R Wilson

Life President

Mr D N Stocks

Chairman

Mr B F Ainsworth OBE

Company Secretary and Registered Office

Mrs P E Wade DChA FMAAT
21 Albany Road
Dalton
Huddersfield
HD5 9UY

Chief Executive

Mr M Crowther BA(Hons)
PgDip

Director of Finance and Resources

Mrs P E Wade DChA FMAAT

Director of Clinical Services

Mrs S Shaw RNDip Adult
Nursing BSc(Hons) MSc

Medical Director

Dr S Oxberry MBChB
BSc(Hons) FRCP PhD

Director of Income Generation and Marketing

Mr D H Batty BA(Hons),
MInstF

Director of Programme & Support Services

Mr R Hitchcock

Auditor

Wheawill & Sudworth Limited
Chartered Accountants
35 Westgate
Huddersfield
HD1 1PA

Solicitors

Schofield Sweeney
30 Market Street
Huddersfield
HD1 2HG

Honorary Chartered Surveyors

Bramleys
14 St George's Square
Huddersfield
HD1 1JF

Principal Bankers

Lloyds TSB Bank plc
1 Westgate
Huddersfield
HD1 2DN

Investment Managers

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

Disclosure of information to the auditors

We, the Trustees, being directors of the company, who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware, that:

There is no relevant audit information of which the company's auditors are unaware; and

We have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

In approving the Trustees' Annual Report, we also approve the Strategic Report included therein, in our capacity as company directors.

On behalf of the board

Mr B F Ainsworth OBE
Chair of Trustees
September 2021



Independent Auditor's Report to the members of The Kirkwood

Year Ended
31 March 2021

Independent Auditor's Report to the members of Kirkwood Hospice

We have audited the financial statements of Kirkwood Hospice (the parent charitable company) and its subsidiary (the group) for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and the Parent Charitable Company Balance Sheet, the Consolidated and the Parent Charitable Company Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

Give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

The information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

The strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 strategic report and the directors' 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 directors' 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 set out on page 16, 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.

We have been appointed auditor under the Companies Act 2006 and report in accordance within this Act.

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.

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

We gained an understanding of the legal and regulatory framework applicable to the group and parent charitable company considered the risk of acts by Management and the Trustees which were contrary to applicable laws and regulations, including fraud. We made enquiries of the

Auditor's responsibilities for the audit of the financial statements

Trustees to obtain further understanding of risks of non-compliance.

We focused on laws and regulations that could give rise to a material misstatement in the financial statements. Our tests included, but were not limited to:

Agreement of the financial statement disclosures to underlying supporting documentation;

Enquiries of management regarding known or suspected instances of non-compliance with laws and regulations;

Review of minutes of the Trustees' Board meetings throughout the year; and

Obtaining an understanding of the control environment in place to prevent and detect irregularities.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as

fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the groups or charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (i.e., gives a true and fair view).

Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit.

Use of our report

We remain solely responsible for our audit opinion. We communicate with those charged with governance regarding, among other matters, the planned scope and


timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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.

35 Westgate
Huddersfield
HD1 1PA

September 2021

Helen Solomons (Senior Statutory Auditor)
For and on behalf of Wheawill & Sudworth Limited,
Statutory Auditor



Supporter Lesley
Heppinstall, whose
husband, Andrew,
was cared for by
The Kirkwood

**Consolidated Statement
of Financial Activities**
(including income and
expenditure account)

**Year Ended
31 March 2021**

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

The notes on pages 158 to 183 form part of these financial statements.

	Note	2021					2020	
		Unrestricted funds	Designated Fixed Asset fund	Designated Project fund	Restricted funds	Endowment funds	Total	Total
		£	£	£	£	£	£	£
Income and endowments from								
Donations and legacies	2	1,246,969	—	—	139,089	—	1,386,058	1,351,013
Charitable activities	3	2,276,868	—	350,000	1,167,653	—	3,794,521	2,068,735
Other trading activities	4	2,242,946	—	—	—	—	2,242,946	3,736,806
Other income	4	297,283	—	—	—	—	297,283	—
Investments	5	117,180	—	—	—	—	117,180	167,048
Total		6,181,246	—	350,000	1,306,742	—	7,837,988	7,323,602
Expenditure on								
Raising funds	6	(2,327,079)	—	—	—	—	(2,327,079)	(2,733,357)
Charitable activities	6	(4,013,457)	—	(429,727)	(1,224,692)	—	(5,667,876)	(5,325,631)
Other	6	(444,004)	—	—	—	—	(444,004)	—
Total expenditure		(6,784,540)	—	(429,727)	(1,224,692)	—	(8,438,959)	(8,058,988)
Net gains/(losses) on investments		1,371,692	—	—	—	760	1,372,452	(563,960)
Net income/(expenditure)		768,398	—	(79,727)	82,050	760	771,481	(1,299,346)
Tax payable	8	(17,347)	—	—	—	—	(17,347)	—
Net income/(expenditure) for the financial year		751,051	—	(79,727)	82,050	760	754,134	(1,299,346)
Transfers between funds	22	76,517	34,569	—	(111,086)	—	—	—
Net movement in funds		827,568	34,569	(79,727)	(29,036)	760	754,134	(1,299,346)
Reconciliation of funds								
Total funds brought forward	22	4,740,200	4,265,206	2,037,887	91,979	5,803	11,141,075	12,440,421
Total funds carried forward	22	5,567,768	4,299,775	1,958,160	62,943	6,563	11,895,209	11,141,075

**THE
KIRKWOOD
SUPPORT
LIFE.**

**SUPPORT
LIFE**

**Consolidated Statement
of Financial Activities**
(including income and
expenditure account)
(continued)

**Year Ended
31 March 2021**

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

The notes on pages 158 to 183 form part of these financial statements.

2020

	Note	Unrestricted funds £	Designated Fixed Asset fund £	Designated Project fund £	Restricted funds £	Endowment funds £	Total £
Income and endowments from							
Donations and legacies	2	1,199,658	—	—	151,355	—	1,351,013
Charitable activities	3	1,993,051	—	—	75,684	—	2,068,735
Other trading activities	4	3,736,806	—	—	—	—	3,736,806
Investments	5	167,048	—	—	—	—	167,048
Total		7,096,563	—	—	227,039	—	7,323,602
Expenditure on							
Raising funds	6	(2,733,357)	—	—	—	—	(2,733,357)
Charitable activities	6	(4,943,235)	—	(234,817)	(147,579)	—	(5,325,631)
Total expenditure		(7,676,592)	—	(234,817)	(147,579)	—	(8,058,988)
Net (losses)/gains on investments		(563,915)	—	—	—	(45)	(563,960)
Net (expenditure)/income		(1,143,944)	—	(234,817)	79,460	(45)	(1,299,346)
Transfers between funds		(11,929)	11,929	—	—	—	—
Net movement in funds		(1,155,873)	11,929	(234,817)	79,460	(45)	(1,299,346)
Reconciliation of funds							
Total funds brought forward	22	5,896,073	4,253,277	2,272,704	12,519	5,848	12,440,421
Total funds carried forward	22	4,740,200	4,265,206	2,037,887	91,979	5,803	11,141,075



**Consolidated
Balance Sheet
Year Ended 31
March 2021**

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	14	4,299,775	4,265,206
Investments	15	6,020,239	5,457,364
Total		10,320,014	9,722,570
Current assets			
Stocks	16	72,552	70,375
Debtors	17	1,168,292	861,360
Cash at bank and in hand		1,262,202	1,204,842
Total		2,503,046	2,136,577
Creditors: amounts falling due within one year	18	(877,851)	(718,072)
Net current assets		1,625,195	1,418,505
Total assets less current liabilities		11,945,209	11,141,075
Creditors: amounts due after more than one year	19	(50,000)	—
Net assets		11,895,209	11,141,075
Charity Funds			
Endowment funds - Permanent endowment	22	6,563	5,803
Restricted funds	22	62,943	91,979
Unrestricted funds	22	11,825,703	11,043,293
Total charity funds		11,895,209	11,141,075

The financial statements were approved and authorised for issue by the Board on September 2021.

Signed on behalf of the board of Trustees

Mr B F Ainsworth **Miss L A Chapman**
Chairman Trustee

Company registration number: 1645888

The notes on pages 158 to 183 form part of these financial statements.

**Charity
Balance Sheet
Year Ended 31
March 2021**

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	14	4,299,775	4,265,206
Investments	15	6,020,339	5,457,464
Total		10,320,114	9,722,670
Current assets			
Stocks	16	9,294	13,553
Debtors	17	1,164,124	926,150
Cash at bank and in hand		1,184,332	1,178,674
Total		2,357,750	2,118,377
Creditors: amounts falling due within one year	18	(856,608)	(699,972)
Net current assets		1,501,142	1,418,405
Total assets less current liabilities		11,821,256	11,141,075
Charity Funds			
Endowment funds - Permanent endowment	22	6,563	5,803
Restricted funds	22	62,943	91,979
Unrestricted funds	22	11,751,750	11,043,293
Total charity funds		11,821,256	11,141,075

The financial statements were approved and authorised for issue by the Board on September 2021.

Signed on behalf of the board of Trustees

Mr B F Ainsworth **Miss L A Chapman**
Chairman Trustee

Company registration number: 1645888

The notes on pages 158 to 183 form part of these financial statements.

**Consolidated
Statement of
Cash Flows
Year Ended
31 March 2021**

	Note	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
Cash flow from operating activities	24	(663,023)	58,016	(664,725)	60,678
Net cash flow from operating activities		(663,023)	58,016	(664,725)	60,678
Cash flow from investing activities					
Payments to acquire tangible fixed assets		(256,374)	(230,023)	(256,374)	(230,023)
Payments to acquire investments		(751,373)	(636,129)	(751,373)	(636,129)
Receipts from sales of investments		1,560,950	653,616	1,560,950	653,616
Interest received		144	5,381	144	5,381
Dividends received		117,036	161,667	117,036	161,667
Net cash flow from investing activities		670,383	(45,488)	670,383	(45,488)
Cash flow from financing activities					
Receipts from bank loan		50,000	—	—	—
Net cash flow from financing activities		50,000	—	—	—
Net increase in cash and cash equivalents		57,360	12,528	5,658	15,190
Cash and cash equivalents at 1 April 2020		1,204,842	1,192,314	1,178,674	1,163,484
Cash and cash equivalents at 31 March 2021		1,262,202	1,204,842	1,184,332	1,178,674
Cash and cash equivalents consists of					
Cash at bank and in hand		1,060,071	895,955	982,201	869,787
Short term deposits		202,131	308,887	202,131	308,887
Cash and cash equivalents at 31 March 2021		1,262,202	1,204,842	1,184,332	1,178,674

The notes on pages 158 to 183 form part of these financial statements.



Notes to the Consolidated Financial Statements

Year Ended
31 March 2021

Notes to the Consolidated Financial Statements

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1. Summary of significant accounting policies

(a) General information and basis of preparation Kirkwood Hospice is a registered charitable company limited by guarantee in the United Kingdom. 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 24 of these financial statements. The nature of the charity's operations and principal activities are detailed in the Trustees report.

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 United Kingdom and Republic of Ireland 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.

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, the functional currency of the charity, and rounded to the nearest £. The consolidated statement of financial activities includes the results of the wholly owned subsidiary which operates trading activities in support of the charity.

The statement of financial activities and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis as the subsidiary and parent have identical purpose. No separate statement of financial activities has been presented for the charity as permitted by Section 408 of the Companies Act 2006 and Section 24 of the SORP (FRS102).

The charity has availed itself of Paragraph 4 (1) of Schedule 1 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and adapted the Companies Act formats to reflect the special nature of the charity's activities.

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.

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors 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 fixed asset 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. Investment management charges and legal advice relating to the fund are charged against the fund.

(c) Income recognition

All incoming resources are 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.

The SORP (FRS102) requires gifts in kind donated for resale to be 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 and the income

recognised within 'Income from other trading activities'. The Trustees believe that it is impractical to recognise the goods at fair value upon receipt and have therefore continued to include the income when the goods are sold.

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.

Legacy income is recognised when the charity is entitled to the income. Under SORP (FRS 102) it is the earlier of the charity being notified of an impending distribution or the legacy being received or if, before receipt, there is sufficient evidence that it is probable that the legacy will be received and the value of the incoming resources can be measured with sufficient reliability. When the charity has received notification of a legacy but it is not possible to measure the amount expected the legacy is treated as a contingent asset and disclosed.

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.

The charity receives grants in respect of its charitable activities. Income from grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest when the amount can be measured reliably.

Interest income is recognised using the effective interest method and dividend income is recognised as the charity's right to receive payment is established.

(d) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. 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 cost of commercial trading and their associated support costs;
- Expenditure on charitable activities includes the cost of running and maintaining the hospice along with other costs undertaken to further the purpose of the charity and their associated support costs; and
- 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.

(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, and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. 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. Premises overheads and other overheads have been allocated pro rata to staff cost basis.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of promoting the charitable activities of the charity. The analysis of these costs is included in note 7.

(f) Tangible fixed assets

Tangible fixed assets costing £1,000 or more are capitalised at cost (or deemed cost). 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	No depreciation provided
Freehold buildings	2% Straight line
Shop fittings	
Furniture, furnishings and equipment	The lower of the life of the lease or 5 year
Computer equipment	20% Straight line
Motor vehicles	33⅓% Straight line
	20% Straight line

(g) 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 Statement of Financial Activities 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 are measured at cost less impairment.

(h) Stocks

Stocks are stated at the lower of cost and net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing stock to its present location and condition. Cost is calculated using the first-in, first-out formula. Provision is made for damaged, obsolete and slow-moving stock where appropriate.

(i) 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.

(j) 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.

(k) Leases

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

(l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. The charity also contributes towards a defined benefit plan for the benefit of its qualifying employees. The scheme is held separately from the charity and administered by the National Health Service Pension Scheme. The charge to the Statement of Financial Activities represents the contributions payable by the charity to the two schemes in accordance with the Charity SORP (FRS102). Further details are provided in note 23.

(m) 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.

(n) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The charity's business activities together with the factors likely to effect its future performance and development are detailed in the Strategic Report. It is the view of the Trustees that the charity is well placed to manage its business risks successfully. This is evidenced in the financial statements, cash flow and liquidity position as stated in this annual report. In addition the charity has robust policies and procedures for managing its reserves and its financial risk management objectives. The trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees therefore believe that the preparation of the financial statements on the going concern basis is appropriate.

2. Income from donations and legacies

	2021 £	2020 £
Donation	749,908	737,183
Legacies	636,150	613,830
Total	1,386,058	1,351,013

Income from donations and legacies was £1,386,058 (2020: £1,351,013) of which £1,246,969 (2020: £1,199,658) was attributable to unrestricted funds and £139,089 (2020: £151,355) to restricted funds.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of these are in the annual report. In accordance with FRS 102 and the charity SORP (FRS 102) the economic contribution of general volunteers is not recognised in the accounts.

3. Income from charitable activities

	2021 £	2020 £
Donation	3,775,241	2,016,194
Legacies	19,280	52,541
Total	3,794,521	2,068,735

Income from charitable activities was £3,794,521 (2020: £2,068,735) of which £2,626,868 (2020: £1,993,051) was attributable to unrestricted funds and £1,167,653 (2020: £75,684) was attributable to restricted funds.

4. Income from other trading activities and other income

	2021 £	2020 £
Income from other trading activities		
Fundraising events	460,590	797,598
Lottery	733,264	725,479
Shop income	1,049,092	2,213,729
Total	2,242,946	3,736,806

Income from other trading activities was £2,242,946 (2020: £3,736,806) all of which was attributable to unrestricted funds.

Other income

	2021 £	2020 £
Income from other trading activities		
Coronavirus Job Retention Scheme	297,283	–
Total	297,283	–

Other income of £297,283 (2020: £nil) was all attributable to unrestricted funds

5 Income from investments

	2021 £	2020 £
Income from investments		
Investment Income	117,036	161,667
Interest	144	5,381
Total	117,180	167,048

Income from investments was £117,180 (2020: £167,048) all of which was attributable to unrestricted funds.

6. Analysis of expenditure

	Staff Costs 2021 £	Other Costs 2021 £	Depreciation 2021 £	Support Costs 2021 £	Total 2021 £
Raising Funds					
Merchandising	812,651	584,244	9,861	4,757	1,411,513
Lottery	47,721	191,070	–	2,993	241,784
Fundraising	361,733	89,440	–	197,521	648,694
Investment	–	–	–	25,088	25,088
Total	1,222,105	864,754	9,861	230,359	2,327,079
Charitable activities					
In-Patient care	2,536,658	131,985	31,668	1,083,461	3,783,772
Support & Therapy Centre	233,400	1,487	–	103,879	338,766
Community Palliative Care	641,862	20,994	–	273,445	936,301
Family Care Team	229,833	3,879	–	100,536	334,248
Information & education	179,154	11,483	–	84,152	274,789
Total	3,820,907	169,827	31,668	1,645,474	5,667,876
Other expenditure					
	444,004	–	–	–	444,004
Total	444,004	–	–	–	444,004
Support costs					
Personnel & volunteers	201,017	65,957	–	(266,975)	–
Finance & information	168,701	27,419	–	(196,120)	–
Projects & administration	747,325	390,499	176,577	(1,314,400)	–
Total Support Costs	1,117,043	483,875	176,577	(1,777,495)	–
Total Resources Expended	6,604,059	1,518,456	218,105	98,338	8,438,958

Expenditure on raising funds was £2,327,079 (2020: £2,733,357) all of which was attributable to unrestricted funds. Expenditure on charitable activities was £5,667,876 (2020: £5,325,631) of which £1,224,692 (2020: £147,579) was attributable to restricted funds and £4,443,184 (2020: £5,178,052) was attributable to unrestricted funds. Other expenditure of £444,004 (2020: £nil) was staffing costs relating to employees furloughed under the Job Retention Scheme.

6. Analysis of expenditure (continued)

	Staff Costs 2020	Other Costs 2020	Depreciation 2020	Support Costs 2020	Total 2020
	£	£	£	£	£
Raising Funds					
Merchandising	1,124,712	654,690	17,536	10,010	1,806,948
Lottery	44,892	187,476	–	2,565	234,933
Fundraising	343,182	173,547	–	146,268	662,997
Investment	–	–	–	28,479	28,479
Total	1,512,786	1,015,713	17,536	187,322	2,733,357
Charitable activities					
In-Patient care	2,365,856	180,734	29,532	936,959	3,513,081
Support & Therapy Centre	320,901	13,307	–	123,853	458,061
Community Palliative Care	585,679	18,840	–	237,552	842,071
Family Care Team	207,425	5,116	–	80,609	293,150
Information & education	154,332	4,637	–	60,299	219,268
Total	3,634,193	222,634	29,532	1,439,272	5,325,631
Support costs					
Personnel & volunteers	193,705	66,880	–	(260,587)	–
Finance & information	149,805	31,300	–	(181,105)	–
Projects & administration	432,726	440,785	168,976	(1,042,485)	–
Total Support Costs	776,236	538,965	168,976	(1,484,177)	–
Total Resources Expended	5,923,215	1,777,312	216,044	142,417	8,058,988

7. Allocation of support costs

	Personnel & Volunteers 2021	Finance & information 2021	Projects & Administration 2021	Total 2021
	£	£	£	£
Raising funds	23,342	17,145	114,912	155,399
In-Patient care	161,746	118,819	796,327	1,076,892
Support & Therapy Centre	14,882	10,933	73,271	99,086
Community Palliative Care Team	40,927	30,065	201,498	272,490
Family Care Team	14,655	10,766	72,151	97,572
Information and education	11,423	8,392	56,241	76,056
Total	266,975	196,120	1,314,400	1,777,495

7. Allocation of support costs (cont.)

	Personnel & Volunteers 2020	Finance & information 2020	Projects & Administration 2020	Total 2020
	£	£	£	£
Raising funds	22,484	15,626	89,949	128,059
In-Patient care	155,004	107,727	620,100	882,831
Support & Therapy Centre	21,024	14,612	84,109	119,745
Community Palliative Care Team	38,372	26,668	153,509	218,549
Family Care Team	13,590	9,445	54,367	77,402
Information and education	10,111	7,027	40,453	57,591
Total	260,585	181,105	1,042,487	1,484,177

8. Tax charge

	2021	2020
	£	£
On activities of subsidiary company	17,347	–

All of the above charge is attributable to unrestricted funds.

9. Investment management costs

	2021	2020
	£	£
Investment manager fees	23,219	23,637

All of the above costs are attributable to unrestricted funds and included within raising funds costs.

10. Audit Fees

	2021	2020
	£	£
Fees payable to the charity's auditor for audit	12,500	12,500
Fees payable to the charity's auditor for other services	1,000	1,000

All of the above costs are attributable to unrestricted funds and included within support costs. Included within the audit fee is £2,000 (2020: £2,000) for the audit of the subsidiary.

11. Net income/ (expenditure) for the year

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

	2021 £	2020 £
Depreciation of tangible fixed assets	221,804	218,094
Operating lease rentals	294,708	264,387
Trustees indemnity insurance	891	891
Net (gains)/losses on fair value movement of investments	(1,072,402)	692,092

12. Trustees' & key management personnel remuneration & expenses

The Trustees neither received nor waived any remuneration during the year (2020: £Nil).

The Trustees did not have any expenses reimbursed during the year (2020: £Nil).

The total amount of employee benefits received by key management personnel is £429,971 (2020: £484,544). The Trust considers its key management personnel comprises the Chief Executive, the Director of Finance and Resources, the Director of Clinical Services, the Medical Director and the Director of Income Generation & Marketing.

13. Staff costs and employee benefits

The average monthly number of employees and the full time equivalent (FTE) during the year was as follows:

	2021		2020	
	Average	FTE	Average	FTE
Nursing & medical	115	78	116	74
Education	6	4	4	3
Catering & domestic	23	16	24	15
Administration	23	16	28	18
Fundraising & marketing	87	59	97	55
Total	254	173	269	165

The total staff costs and employee benefits were as follows:

	2021 £	2020 £
Wages and salaries	5,485,848	4,908,674
Social security	464,169	390,363
Defined contribution pension costs	413,730	368,860
Consultancy and temporary staff fees	240,312	255,318
Total	6,604,059	5,923,215

13. Staff costs and employee benefits (cont.)

The number of employees who received total employee benefits (excluding employer pension costs) of more than £60,000 is as follows:

	2021 Number	2020 Number
£60,001 - £70,000	3	3
£70,001 - £80,000	—	—
£80,001 - £90,000	1	2
£90,001 - £100,000	1	—
Total	5	5

14. Tangible fixed assets – Group and Charity

	Freehold land and buildings £	Furniture, furnishings, vehicles & equipment £	Total £
Cost			
At April 1 2020	5,526,178	2,118,175	7,644,353
Additions	124,268	132,106	256,374
Disposals	—	(7,564)	(7,564)
At 31 March 2021	5,650,446	2,242,717	7,893,163
Depreciation			
At 1 April 2020	1,445,263	1,933,884	3,379,147
Charge for the year	112,592	109,212	221,804
Eliminated on disposals	—	(7,563)	(7,563)
At 31 March 2021	1,557,855	2,035,533	3,593,388
Net book value			
At 31 March 2021	4,092,591	207,184	4,299,775
At 31 March 2020	4,080,915	184,291	4,265,206

Included within freehold land & buildings is non-depreciable freehold land amounting to £21,000 (2020: £21,000). The Trustees believe that it is not practical to quantify any difference between the cost of freehold land and buildings and the fair value.

15. Fixed asset investments

Group	Unrestricted funds	Endowment funds	Total
	£	£	£
Valuation			
At 1 April 2020	5,451,561	5,803	5,457,364
Additions	751,373	—	751,373
Disposals	(1,260,900)	—	(1,260,900)
Revaluation	1,071,642	760	1,072,402
At 31 March 2021	6,013,676	6,563	6,020,239
Cost			
At 31 March 2021	4,326,025	3,361	4,329,386
At 31 March 2020	4,835,550	3,361	4,838,911

Investments at fair value comprise	2021	2020
	Number	Number
Equities	4,051,248	3,499,855
Securities	1,968,991	1,957,509
At 31 March 2020	6,020,239	5,457,364



15. Fixed asset investments (cont.)

Charity	Listed investments		Equity investment in subsidiary undertaking	Total
	Unrestricted funds	Endowment funds	£	£
	£	£	£	£
Valuation				
At 1 April 2020	5,451,561	5,803	100	5,457,464
Additions	751,373	—	—	751,373
Disposals	(1,260,900)	—	—	(1,260,900)
Revaluation	1,071,642	760	—	1,072,402
At 31 March 2021	6,013,676	6,563	100	6,020,339
Cost				
At 31 March 2021	4,326,025	3,361	100	4,329,486
At 31 March 2020	4,835,550	3,361	100	4,839,011

Investments at fair value comprise	2021	2020
	Number	Number
Equities	4,051,248	3,499,855
Securities	1,968,991	1,957,509
Group undertakings	100	100
At 31 March 2020	6,020,339	5,457,464

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

Investments in group undertakings are measured at cost less impairment on the basis that they represent shares in entities that are not publicly traded and the fair value cannot otherwise be measured reliably. The charity's equity investment in subsidiary undertaking is a 100% holding in the ordinary share capital of Kirkwood Hospice Enterprises Limited, a company incorporated in England & Wales (company number 7368034). The charity holds 100 shares of £1 each, these are the only shares allotted, called up and fully paid.

15. Fixed asset investments (continued)

	2021 £	2020 £
Turnover	172,684	230,694
Cost of sales and administration costs	(114,207)	(189,855)
Other operating income	32,823	33,868
Profit before tax	91,300	74,707
Tax on profit	(17,347)	–
Profit after tax	73,953	74,707
Amount gift aided to the charity	–	(74,707)
Retained in the subsidiary	73,953	–

The assets and liabilities of the subsidiary were:

Current assets	187,711	87,774
Current liabilities	(63,658)	(87,674)
Creditors: amounts falling due after more than one year	(50,000)	–
Total net assets	74,053	100
Aggregate share capital and reserves	74,053	100

16. Stocks

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Catering & housekeeping	3,010	2,982	3,010	2,928
Medical supplies	6,284	10,625	6,284	10,625
Shop and fundraising goods	63,258	56,822	–	–
Total	72,552	70,375	9,294	13,553

Stock held is for use to further the charity's activities or for sale in the charity and gift shops.

17. Debtors

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	20,818	49,010	20,818	44,126
Amounts owed by group undertakings	–	–	42,399	69,674
Prepayments and accrued income	760,099	517,872	713,532	517,872
Legacies notified in advance	387,375	294,478	387,375	294,478
Total	1,168,292	861,360	1,164,124	926,150

18. Creditors: amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	242,439	141,181	240,505	124,831
Other tax and social security	118,847	98,514	118,869	98,514
Corporation tax	17,347	–	–	–
Accruals	340,427	278,324	338,443	276,574
Deferred income (note 19)	158,791	200,053	158,791	200,053
Total	877,851	718,072	856,608	699,972

19. Creditors: amounts falling due after more than one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Bank Loan	50,000	–	–	–
Total	50,000	–	–	–

The bank loan is due to be repaid by monthly instalments starting in June 2022 and will be repaid in full over 10 years. The amount repayable in instalments which falls due after more than 5 years from the balance sheet date is £29,410 (2020 : £nil). Interest at 2.5% is due on the amount outstanding.

20. Leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Not later than one year	273,665	256,470	266,607	249,470
Later than one and not later than five years	566,196	706,739	561,348	678,739
Later than five years	182,333	102,583	182,333	97,333
Total	1,022,194	1,065,792	1,010,288	1,025,542

21. Deferred Income – Group and Charity

	Under 1 year £	Over 1 year £	Total
At 1 April 2020	200,053	–	200,053
Additions during the year	158,791	–	158,791
Amounts released to income	(200,053)	–	(200,053)
Total	158,791	–	158,791

	Under 1 year £	Over 1 year £	Total
At 1 April 2019	69,454	–	69,454
Additions during the year	200,053	–	200,053
Amounts released to income	(69,454)	–	(69,454)
Total	200,053	–	200,053

Income has been deferred which has been received in advance for future lottery draws of £68,664 (2020: £68,120) and for funding relating to future periods of £90,127 (2020: £131,933).

22. Fund reconciliation

Unrestricted funds – group	Balance at 1 April 2020 £	Income £	Expenditure £	Investment gains £	Tax Charge 2021 £	Transfers £	Balance at 31 March 2021 £
Unrestricted	4,740,200	6,181,246	(6,784,539)	1,371,692	(17,347)	76,517	5,567,768
Designated Fixed Asset fund	4,265,206	–	–	–	–	34,569	4,299,775
Designated Project fund	2,037,887	350,000	(429,728)	–	–	–	1,958,160
Total	11,043,293	6,531,246	(7,214,267)	1,371,692	(17,347)	111,086	11,825,703

Unrestricted funds – group	Balance at 1 April 2019 £	Income £	Expenditure £	Investment gains £	Tax Charge 2020 £	Transfers £	Balance at 31 March 2020 £
Unrestricted	5,896,073	7,096,563	(7,676,592)	(563,915)	–	(11,929)	4,740,200
Designated Fixed Asset fund	4,253,277	–	–	–	–	11,929	4,265,206
Designated Project fund	2,272,704	–	(234,817)	–	–	–	2,037,887
Total	12,422,054	7,096,563	(7,911,409)	(563,915)	–	–	11,043,293

Unrestricted funds – charity	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Investment gains £	Balance at 31 March 2021 £
Unrestricted	4,740,200	6,089,946	(6,784,539)	76,517	1,371,692	5,493,815
Designated Fixed Asset fund	4,265,206	–	–	34,569	–	4,299,775
Designated Project fund	2,037,887	350,000	(429,728)	–	–	1,958,160
Total	11,043,293	6,439,946	(7,214,267)	111,086	1,371,692	11,751,750

Unrestricted funds – charity	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Investment gains £	Balance at 31 March 2020 £
Unrestricted	5,896,073	7,096,563	(7,676,592)	(11,929)	(563,915)	4,740,200
Designated Fixed Asset fund	4,253,277	–	–	11,929	–	4,265,206
Designated Project fund	2,272,704	–	(234,817)	–	–	2,037,887
Total	12,422,054	7,096,563	(7,911,409)	–	(563,915)	11,043,293

Restricted Funds – Group and Charity	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Investment gains £	Balance at 31 March 2021 £
Restricted fixed asset fund	54,839	15,560	(2,469)	(61,947)	–	5,983
Hospice UK/NHSE	–	1,159,348	(1,159,348)	–	–	–
Share and Care fund	–	–	(448)	448	–	–
Breathe Better fund	–	8,304	(8,304)	–	–	–
CNS Development	–	32,040	(32,040)	–	–	–
Covid-19 restricted fixed asset fund	37,140	12,000	–	(49,140)	–	–
Care Co-ordination	–	25,000	(25,000)	–	–	–
S&T Refurb	–	21,000	–	–	–	21,000
CNS Development 2	–	16,500	–	–	–	16,500
Other	–	16,990	2,917	(447)	–	19,460
	91,979	1,306,742	(1,224,692)	(111,086)	–	62,943
Endowment	5,803	–	–	–	760	6,563
Total	97,782	1,306,742	(1,224,692)	(111,086)	760	69,506

22. Fund reconciliation (cont.)

Restricted Funds – Group and Charity	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Investment gains £	Balance at 31 March 2020 £
Restricted fixed asset fund	7,519	66,101	(18,781)	–	–	54,839
Share and Care fund	–	15,500	(15,500)	–	–	–
Breathe Better fund	–	15,088	(15,088)	–	–	–
CNS Care Hm	5,000	49,395	(54,395)	–	–	–
Covid-19	–	37,140	–	–	–	37,140
Mayor's App	–	14,500	(14,500)	–	–	–
IPU Refurbishment	–	10,000	(10,000)	–	–	–
Other	–	19,315	(19,315)	–	–	–
	12,519	227,039	(147,579)	–	–	91,979
Endowment	5,848	–	–	–	(45)	5,803
Total	18,367	227,039	(147,579)	–	(45)	97,782

Fund descriptions

a) Unrestricted funds

The general funds are available for the use at the discretion of the charity in furtherance of the general objectives as detailed in the Trustees report.

b) Designated funds

Kirkwood Hospice has clear policy and procedures to guide its management of reserves. The policy clarifies in more detail that the charity will hold designated funds to provide for specific future projects that are unlikely to be met by future income alone.

A review of the financial position as at 31 March 2017 confirmed that the general reserve was 20 months of charitable expenditure, which equated to the charity holding £1.5million in excess of their reserves policy. As a result of this position the £1.5 million was transferred to the designated project fund. It should be noted that £950,000 was transferred to this fund during 2016. During the year £350,000 of income was allocated to the Designated Project Fund.

During the financial year ended 31 March 2021 £429,727 was expended from the Designated Project Fund to continue our Care Co-ordination Service pilot project, the purchase of the Cleckheaton Charity Shop premises, additional office space at Empress Works and costs in relation to rebrand of Kirkwood. In addition, the charity has been developing plans to allocate the fund to ensure that it maximises the benefit towards its strategic aims and ultimately facilitates the furtherance of the charity's objectives.

Further details of these proposed plans can be viewed on pages 115 to 121 (Developments targeted through use of Designated Fund).

The fixed asset designated fund comprises assets which were purchased to further the aims of the charity and are not considered to be restricted assets.

c) Restricted funds

The restricted fixed asset fund includes restricted income which has been received for equipment for the charity.

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. £1,159,348 was received from the Hospice UK during the year ended 31 March 2021.

Share and Care is an initiative comprising of a three-week course, offering help and support to individuals who are caring for someone who has a life-limiting illness. The share and care fund is made up of a grant received to fund the share and care project, a project which has partially funded the salary cost of a nurse.

Breathe Better is a course for patients with a diagnosis of Chronic Respiratory Disease and their Carers. The course provides advice, information and support to help manage their condition. £8,304 was received in relation to this during the year ended 31 March 2021.

The Care Home CNS project received £32,040 from the Haley Family Trust in the year towards the costs of Clinical Nurse Specialists, specifically for the upskilling of the palliative community nursing team.

£12,000 was received in the year ended 31 March 2021 which related specifically to fixed asset expenses incurred due to the COVID-19 pandemic. Of the £12,000 received; £9,100 was received from the One Community Trust, £1,000 was received from the Phoenix Trust, £1,000 was received from the West Riding Masonic Fund, £500 was received from Groundwork UK and £400 was received from Neighbourly Community fund.

£25,000 was received from the Rank Foundation during the year ended 31 March 2021 This grant is restricted against the salary costs of Care Co-ordination during February and March 2021.

£21,000 was received from the Morrisons Foundation in the year ended 31 March 2021 to help towards the costs of refurbishment of the Support and Therapy (S&T) area to ensure that we can continue to provide the best possible environment for patients and their families.

The Care Home CNS project 2 received £16,500 in the year towards the costs of Clinical Nurse Specialists, specifically for the upskilling of the palliative community nursing team. Of the £16,500 received; £10,000 was received from the Burdett Trust, £2,500 was received from the SJP Foundation, £2,000 was received from the Hutton

Foundation, £1,000 was received from the Sylvia and Colin Shepherd Trust and £1,000 was received from One 17.

Other restricted income consists of various amounts assigned to specified activities.

d) Endowment funds

The endowment fund is made up of investments transferred to the charity on condition that the capital should be retained and the income generated either retained or used to support the charities general activities, income generated by the endowment fund is considered to be unrestricted income.

23. Analysis of net assets between funds

Group	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total 2021 £
Fixed assets	6,013,676	4,299,775	—	6,563	10,320,014
Cash & current investments	-	1,199,259	62,943	—	1,262,202
Other current assets	481,943	758,901	—	—	1,240,844
Liabilities	(927,851)	-	—	—	(927,851)
Total	5,567,768	6,257,935	62,943	6,563	11,895,209

Group	Unrestricted funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Endowment funds 2020 £	Total 2020 £
Fixed assets	5,451,561	4,265,206	—	5,803	9,722,570
Cash & current investments	-	1,112,863	91,979	—	1,204,842
Other current assets	6,711	925,024	—	—	931,735
Liabilities	(718,072)	-	—	—	(718,072)
Total	4,740,200	6,303,093	91,979	5,803	11,141,075

Charity	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total 2021 £
Fixed assets	6,013,776	4,299,775	—	6,563	10,320,114
Cash & current investments	-	1,121,389	62,943	—	1,184,332
Other current assets	336,647	836,771	—	—	1,173,418
Liabilities	(856,608)	-	—	—	(856,608)
Total	5,493,815	6,257,935	62,943	6,563	11,821,256

Charity	Unrestricted funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Endowment funds 2020 £	Total 2020 £
Fixed assets	5,451,661	4,265,206	—	5,803	9,722,670
Cash & current investments	-	1,086,695	91,979	—	1,178,674
Other current assets	(11,489)	951,192	—	—	939,703
Liabilities	(699,972)	-	—	—	(699,972)
Total	4,740,200	6,303,093	91,979	5,803	11,141,075

General reserves - Group	2020 £	2020 £
Unrestricted funds	11,825,703	11,043,293
Invested in tangible fixed assets	(4,229,775)	(4,265,206)
Designated project fund	(1,958,160)	(2,037,887)
Total	5,637,768	4,740,200

24. Reconciliation of net income/(expenditure) to net cash flow from operating activities and analysis of changes in net debt

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Net income/(expenditure) for year	754,134	(1,299,346)	680,181	(1,299,346)
Interest receivable	(144)	(5,381)	(144)	(5,381)
Dividends receivable	(117,036)	(161,667)	(117,036)	(161,667)
Depreciation of tangible fixed assets	221,094	218,094	221,094	218,094
Tax on profit	17,347	—	—	—
(Gains) / losses on investments	(1,072,402)	692,092	(1,072,402)	692,092
(Profit) on disposal of fixed asset investments	(300,050)	(128,131)	(299,338)	(128,131)
(Increase) / decrease in stock	(2,177)	(2,833)	4,259	2,733
(Increase) / decrease in debtors	(306,932)	709,190	(237,975)	697,447
Increase in creditors	143,143	35,998	156,636	44,837
Net cash flow from operating activities	(663,023)	58,016	(664,725)	60,678

Net debt reconciliation – group only

	1 April 2020 £	Cash flows £	31 March 2021 £
Bank loan	–	(50,000)	(50,000)
Total liabilities	–	(50,000)	(50,000)
Cash and cash equivalents (pages 150 to 151)	1,204,842	57,360	1,262,202
Total	1,204,842	7,360	1,212,202

No net debt reconciliation has been provided for the year ended 31 March 2020 nor for the charitable company as there was no net debt in that year nor in the charitable company.

25. Pensions and other post-retirement benefits

Employees of the charity are entitled to join either the NHS Pensions Scheme (eligible employees only), or the Kirkwood Hospice Stakeholder Pension Plan.

NHS Pension Scheme

Eligible employees are able to remain in the NHS Pensions Scheme as if they were still in the employment of an employing authority. The NHS Pension Scheme is an unfunded occupational pension scheme backed by the Exchequer, which is open to all NHS employees and employees of approved organisations. The scheme provides pensions, in varying circumstances for employees of participating employers. The scheme receives contributions from employers and employees to defray the costs of pensions and other benefits. The scheme is subject to a full actuarial valuation every four years and an accounting valuation every year. Details of benefits payable, and the basis for valuations under these provisions can be found on the NHS Pensions website at www.nhsbsa.nhs/pensions. The scheme is accounted for as a multi-employer scheme under the Charity SORP (FRS102) and, as no surplus or deficit is able to be identified and allocated to the separate employer, the contributions have been accounted for as a defined contribution scheme and no share of the surplus or deficit included in these financial statements.

In the year ended 31 March 2021, the charity made contributions to the NHS Pension Scheme totalling £266,812 (2020: £235,396). Employer contributions were 14.38% and employee contributions were in the range of 5% to 13.5% of pensionable pay.

Other Pension Schemes

Other employees are entitled to join the AEGON - Kirkwood Hospice Stakeholder Pension Plan, which is a defined contribution scheme. The contribution rates for this scheme are 7.5% of pensionable pay for the employer and 6% of pensionable pay for the employee. New employees are auto-enrolled if eligible into this scheme, the contribution rates

being 3% for the employer and 5% for the employee. The employee then has the option to increase their contributions to 6% if they so wish. In the year ending 31 March 2021, the charity paid contributions to the schemes totalling £146,918 (2020: £133,464).

The contributions are allocated to unrestricted funds.

26 Contingent asset

At the year end the charity had 3 legacies (2020 : nil) confirmed which the Trustees believe are unable to be measured reliably as the solicitors at present are unable to quantify the value of the proposed estate.

27. Financial commitments

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £Nil (2020 - £nil).

28. Related party transactions

During the year donations totalling £3,227 (2020 - £1,548), excluding the value of donated goods, were received from Trustees, none of these had conditions attached. There were no other related party transactions.

The charity is controlled by the Trustees. No one Trustee has ultimate control.



Getting in touch

24/7 Specialist Advice Line

01484 557 910

The Kirkwood Main Reception

01484 557 900

Fundraising

01484 557 911

Website

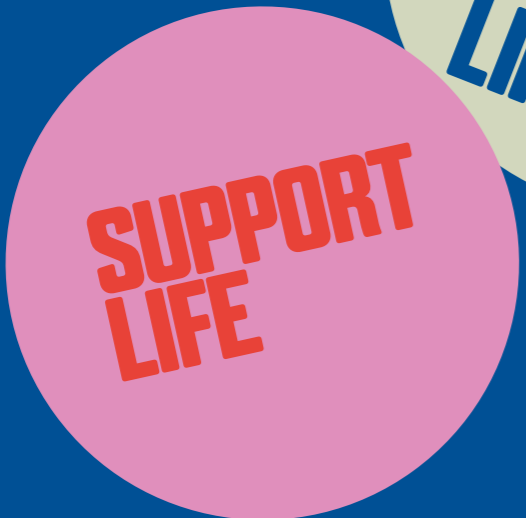
thekirkwood.org.uk

Email

info@thekirkwood.org.uk

Address

The Kirkwood
21 Albany Road
Dalton, Huddersfield
HD5 9UY





Our support began as a hospice, but today it is a promise: to support the life and legacy of all of those affected by a life limiting illness.

We help those in our care to live well and to make the most of every single day. We make the complex simple by focussing on what's important. And we support families and loved ones to live on - and live well.

We're here for local people across our community whenever and wherever they need us, helping to improve their quality of life - in the ways that matter most to them.

Through thick and thin, giant hugs and bottomless mugs, we support life for anyone affected by a life limiting illness here in Kirklees.



FINDING MY PLACE IN THE TEAM

When The Kirkwood Nurse, Sue Bowe, was forced to isolate to reduce her risk of contracting coronavirus, she was determined to play her part in our response. Over the last year, she has found valuable new ways to support those in need. And she's been supported by The Kirkwood team, every step of the way.

As Covid-19 swept across the globe in the early part of 2020, thousands of local people were forced to make difficult, often heart-breaking decisions in order to protect themselves and those they cared most about from the dangers posed by the virus.

We knew as early as March 2020 that coronavirus would present a huge challenge for The Kirkwood. But we also knew that we would face into that challenge together, as one community, determined to do all in our power to protect those in our care and keep one another safe.

Throughout the pandemic, our teams have risen to each and every challenge. Together, we found innovative new ways to support patients and discovered new ways to raise the funds we needed to provide our services. We created solutions which allowed many of our colleagues to work from home – practically overnight – and we did everything in our power to keep the most vulnerable in our care as safe as possible from the risks posed by Covid-19.

And despite being asked to shield during the coronavirus crisis, many of our colleagues were determined to play their part in our response to the pandemic.

One such example is The Kirkwood Nurse, Sue Bowe. Suffering with Parkinson's, Sue was forced to isolate as the first lockdown was announced.



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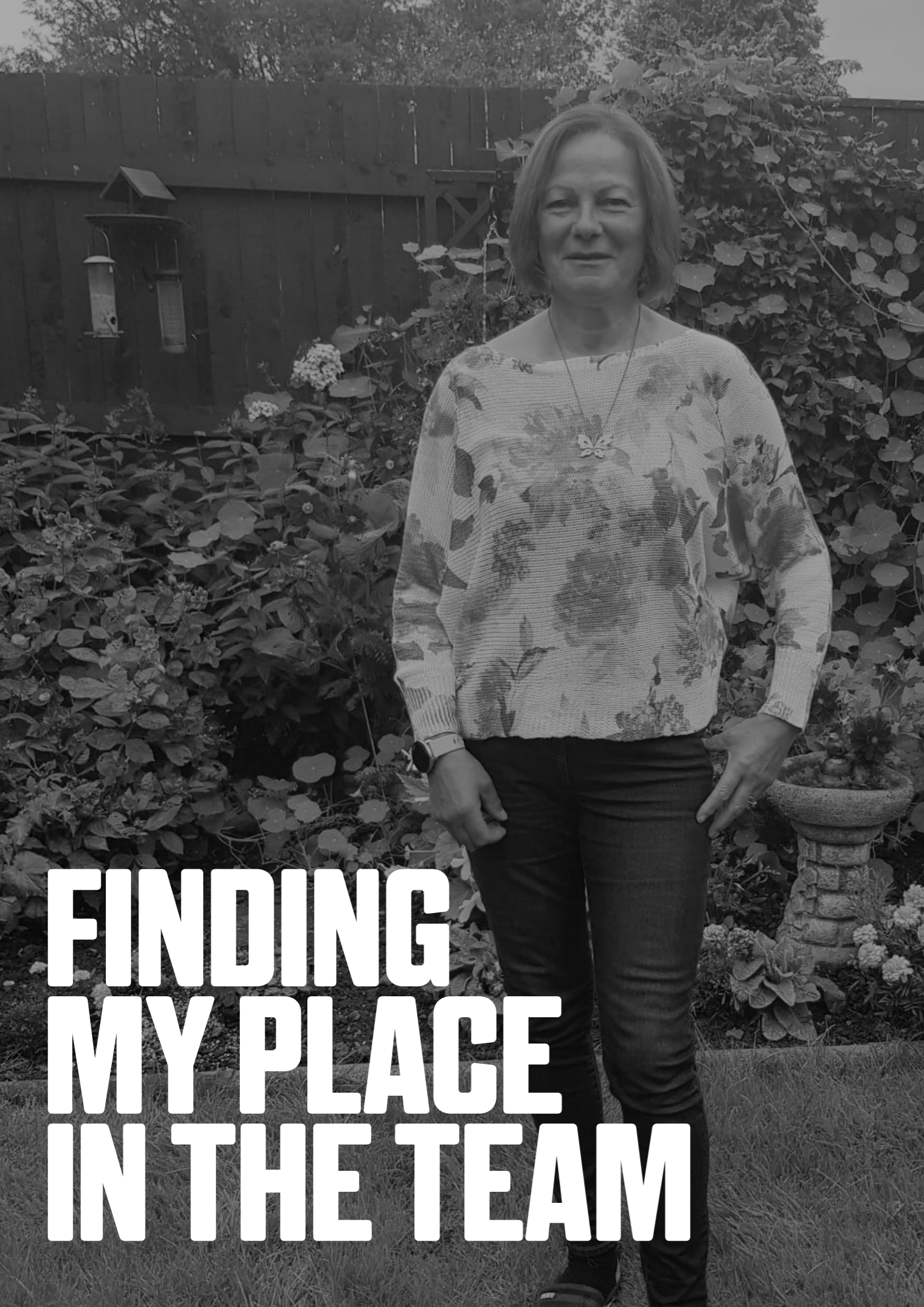
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