

The Kirkwood

Annual Report
2023–24

**THE
KIRKWOOD
SUPPORT
LIFE[®]**

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**SUPPORT
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**THE
KIRKWOOD
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Trustees' Annual Report for the year ended 31 March 2024

Objectives and Activities

The Trustees who are the directors of Kirkwood Hospice for the purpose of company law, present the trustees annual report (including strategic report) and the audited financial statements of the charity for the year ended 31 March 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Kirkwood Hospice is a registered charity, number 512987 and a company limited by guarantee in England, number 01645888. 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 are 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:

1. That patients should have active, progressive and potentially life-threatening illness.
2. 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.
3. Patients must have been recently assessed by a member of a Specialist Palliative Care team.

The trustees can confirm they have referred to the guidance contained in the Charity Commissions general guidance on public benefit when reviewing the Charity's aim and objectives and in planning future activities.

Services provided

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, such as 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'. The CQC suspended their routine inspection programme in March 2020 in response to Covid-19 and do not intend to resume it for the immediate future. They continued to use a mix of onsite and off-site monitoring to ensure the public have assurance as to the safety and quality of the care they receive. At the time of writing this report the CQC have not found evidence that we need to carry out an inspection or reassess our The Kirkwood's rating.

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>).

Overview of impact for beneficiaries

The Kirkwood exist to support anyone affected by any life limiting illness, every step of the way. We 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 2,607 people affected by a life limiting illness were supported to achieve the best possible quality of life possible. The Kirkwood provides a wide range of services that benefit more people in our

community than many other hospices across the country.

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 15,361 calls in the last year and 1,950 patients accessed some form of care and support from one or more of our services, which is 4% higher than the previous year.

We place great importance on the experience of those people who use our services and value their feedback. Obtaining service user feedback has been more challenging in recent years, however we continue to act on feedback from our service users and their families, both formal and informal. Work is underway to increase the feedback that is received and we made a start during this reporting period.

There were 241 surveys completed by people who had experienced The Kirkwood's services and in 97% of these surveys the overall quality of our services was rated 'outstanding' or 'excellent'.

The Kirkwood Support Life until the very end of life, helping people to have as good a death as possible, where their symptoms are managed so they are able to focus on what matters most to them. In this reporting period, The Kirkwood cared for a total of 998 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 (87%) to avoid dying in hospital.

Services are provided to support patients' family members and carers through their loved one's illness and in bereavement. We help these people with their emotional and psychological needs and support them in finding ways to cope more effectively following bereavement and move forward in life. 691 individuals accessed this support through The Kirkwood Counselling Team, which is a 3% increase on 2022-23.

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 31,400 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. This is 4% higher than reported last year, in some part because we have improved our ability to identify everyone in the movement.

Individual services providing public benefit

The way that people are supported by The Kirkwood has changed significantly in recent years, our strategy is that our services will be more agile, accessible and flexible than they have been in the past. In 2023-24 The Kirkwood continued to support the most vulnerable people in our local communities, meeting the needs of as many patients and families as possible through the most comprehensive range of services available in West Yorkshire.

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.

	5 Year Average	2022/2023	2023/2024	Increase/Decrease
Patients per In-Patient bed	17	17.5	19.7	+12.6%
In-Patient Admissions	271	294	325	+10.5%
Discharges from In-Patient Unit	87	98	87	-11.2%
Patients cared for at the end of life	175	182	228	+25.3%
Out of hours admissions	62	64	49	-20.9%

The capacity of the In-Patient Unit was reinstated following the infection prevention and control measures that were necessary to maintain safety of our patients and colleagues during the pandemic, the number of beds available for admissions was nearly back to normal. The numbers of patients supported is well above the five-year average.

The Kirkwood Counselling 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.

	2022/2023	2023/2024	Increase/Decrease
Total number of service users	668	691	+3.4%
Pre-bereavement support – contacts	1,243	1,894	+52%
Counselling sessions for bereaved people	795	1,281	+61%

The Kirkwood's counselling activity has returned to usual levels as we have been able to reintroduce group work and our accessible service model. The team has experienced increased demands as the caseload that is being managed continues to be more complex in nature than prior to the pandemic.

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.

The team includes Dementia Specialist Nurses and Nurses that are focussed on the needs of people who are living in care homes.

	5 Year Average	2022/2023	2023/2024	Increase/Decrease
Total Patients supported by The Kirkwood Nurses	1,331	1,410	1,455	+3.2%
Home visits carried out by The Kirkwood Nurses	2,257	2,286	3,179	+39%
'Virtual consultations' carried out by The Kirkwood Nurses	428	149	74	-50%
Phone calls to patients, families, or professionals	14,907	14,051	15,361	9.3%

The service continues to operate a mix of face-to-face visits and virtual consultations, although the virtual support is much reduced since the pandemic. Significantly more home visits were possible this year, and virtual consultations were still used to support some patients and families. The total number of patients accessing the service was higher than the previous year and above the five-year average.

The Kirkwood Advice Line

The Kirkwood provide a specialist palliative care advice line 24 hours a day every day of the year.

	5 Year Average	2022/2023	2023/2024	Increase/Decrease
Total calls responded to	15,951	15,254	16,314	+6.9%
Total calls outside normal hours	1,275	1,203	953	-20.8%

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.

The Kirkwood Support and Therapy service

Patients and those that care for them traditionally accessed support and advice from our team by attending our Drop-In service, scheduled appointments or group activities at the Dalton site or at the Rosewood Centre in Dewsbury. During the reporting period The Kirkwood did not provide the traditional service model due to the residual impact of the coronavirus pandemic. The Kirkwood Support and Therapy service is in a period of transformation as we look to provide access in different locations across our local area. A series of sessions were delivered within GP practices and other community locations to target patients that otherwise may not have accessed services. The Kirkwood has built a reliable data process to capture the number of individuals benefiting. We continue to deliver virtual sessions as a way to improve access for a range of service users.

	5 Year Average	2022/2023	2023/2024	Increase/Decrease
New to service: patient and carers	135	66	145	+120%
Existing: patient and carers	135	49	96	+96%
Attendances: face to face/video	772	138	203	+47%

The Kirkwood Care Co-ordination

To support patients and families to access packages of care and support, including care home placements, equipment in the home, express their choices for them and their loved ones, benefits, ongoing support and guidance, carer support networks.

	5 Year Average	2022/2023	2023/2024	Increase/Decrease
Total number of service users	1,089	1,272	1,083	-14.6%

The numbers of patients and families supported in this way has stabilised at just over 1,000. Our care co-ordinators have ensured that we continue to support more patients until the end of their life working with them to support their care wishes wherever possible. The total number of people we care for at the end of life has increased over recent years as a result.

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 Local Community Partnerships CIC, Calderdale and Huddersfield NHS Foundation Trust, local Care Homes and GP Practices. These programmes aim to improve the delivery of palliative and end of life care in all settings. A total of 311 professionals from other organisations accessed training and education provided by The Kirkwood during the period.

	2022/2023	2023/2024	Increase/Decrease
External professionals accessing training	311	377	+21%

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. During the year there were 1,002 volunteers connected with The Kirkwood, which is an increase on pre-pandemic levels. Volunteers contributed 17,680 hours in roles at The Kirkwood's Hospice in Dalton. The Kirkwood shops benefited from 70,751 hours of volunteer time, which although less than pre pandemic levels, was 8.2% up from previous year.

	2022/2023	2023/2024	Increase/Decrease
Total number of The Kirkwood Volunteers	998	1,002	+0.5%
Hours of volunteering supporting services at Dalton	8,507*	17,680	+108%
Hours of volunteering supporting The Kirkwood Shops	65,389	70,751	+8.2%

*Volunteer Hours at The Kirkwood's Hospice in Dalton are pro rata based on July 2022 to March 2023

Activities and Performance

The Kirkwood will stop at nothing to ensure that everyone affected by terminal illness receives the support they need to live life to the fullest. Our ambition is bold: to double the number of people who benefit from The Kirkwood's care by 2030 and become the go-to charity for anyone impacted by a life-limiting illness in Kirklees.

Strategic plan

We are committed to providing the highest quality end-of-life care to our local community. The Kirkwood offers a wider range of services than any other hospice in West Yorkshire, delivering expert care to every corner of Kirklees. Our 'Connect with The Kirkwood' and Care coordination services make our support accessible to all.

Our top priority is to build a strong and supportive community around The Kirkwood. By growing The Kirkwood Movement, we aim to increase both financial support and volunteer contributions while helping more people affected by life-limiting illnesses.

To achieve this, we must ensure that everyone in our community feels welcome and valued at The Kirkwood, regardless of their background. We are determined to address any inequalities in access to our services.

Our greatest opportunity lies in raising awareness of who we are and what we do across our entire community. Many people are unaware of the support we offer, and we believe that a deeper understanding of the difference The Kirkwood makes will inspire more people to support our work.

We are continually developing our brand to increase our visibility and reach within the community. Our goal is to make The Kirkwood's support more accessible, flexible, and responsive than ever before.

By succeeding in these efforts, we will help more people receive the care they need and inspire others to join us in our mission to ensure no one faces a life-limiting illness alone.

The info-graphic below sets out The Kirkwood's Strategic Framework and identified our current strategic priorities as follows:

We will activate The Kirkwood brand to build our Movement.

We will become more diverse in every aspect of who we are and what we do.

The Kirkwood will be more accessible, more flexible and more agile than ever before.

The Kirkwood – Mission

To support anyone affected by any life limiting illness, **every step of the way.**

The Kirkwood – Vision

A world where no one needs to face a life limiting illness alone and where everyone has access to the support they need to **live the best quality of life they can.**

The Kirkwood Strategic Aims

To **double** the number of people we support

Provide the **best possible care** to patients, their families and those who care for them

Work with communities and partners to **improve the understanding** of The Kirkwood

Become **the 'go-to' charity** for anyone affected by life limiting illness

The Kirkwood Strategic Objectives

Activate the Brand to Build The Kirkwood Movement

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

Be more accessible, more flexible and more agile than ever before

Strategic Plan 2023-24 Review

How we are doing

The table below is a summary of our progress against key measures since the end of the last decade (2019- 20), these measures at a high-level track the achievement of our strategic aims:

The size of The Kirkwood Movement	↑ +39%
Increased to 31,315 people from 22,500	
The Numbers of people cared for at the end of life	↑ +46%
Increased to 998 from 686	
The total number of patients supported by The Kirkwood	↑ +30%
Increased to 1,950 from 1,505	
The Kirkwood's spend on its charitable purpose	↑ +30%
Increased to £6.9m from £5.3m	
The Kirkwood's income generation contribution	↓ -1%
Decrease to £1.73m from £1.75m	
NHS funding contribution to The Kirkwood services	↑ +81%
Increased to £2.59m from £1.43m	

Fig. 1 – Summary of The Kirkwood's Strategic Indicators

Growth in impact on patients and families

We've made significant strides in our mission since the start of the decade. The number of patients and families in Kirklees receiving our support has grown substantially.

We've increased the overall reach of our care by 30% and patients supported at the very end of life by 46%.

Patients Benefiting

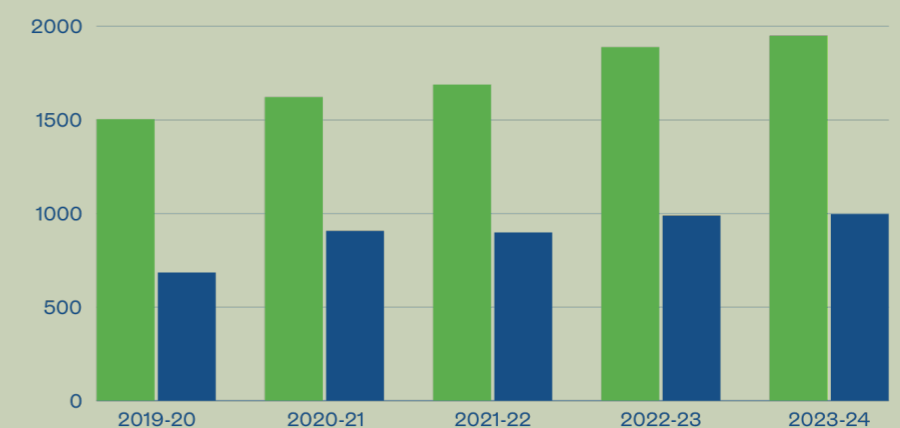


Fig. 2 – Patients benefiting from The Kirkwood's services.

We've achieved this growth through several new services funded by designating funds. 'Connect with The Kirkwood' is a prime example. This enhanced advice line connects callers with a team of experts, including doctors, nurses, and healthcare professionals, offering guidance, support, and information about our services.

By expanding our community-based services and introducing new support options for patients with less complex needs, we've been able to reach more people in their own homes.

Our investment in patient care has grown significantly to support our expanding services. The economic climate has accelerated costs in recent years, creating a financial challenge.

Growth of expenditure on charitable services

The Kirkwood's Charitable Expenditure



Fig. 3 – Growing expenditure on The Kirkwood's clinical services

Despite our efforts to increase income from fundraising and partnerships, our income generation has stalled at pre-pandemic levels. The overall trend in charitable giving is shifting, with fewer people donating larger amounts, and a decreasing share allocated to health charities. This year's fundraising income of £1.74 million mirrors our 2019-20 figures.

We face the challenge of growing our share of a shrinking charitable market in Kirklees. Our strategy focuses on building a strong community around The Kirkwood, fostering deeper connections with supporters to increase both financial contributions and volunteer hours.

Contribution from The Kirkwood Income Generation Activities

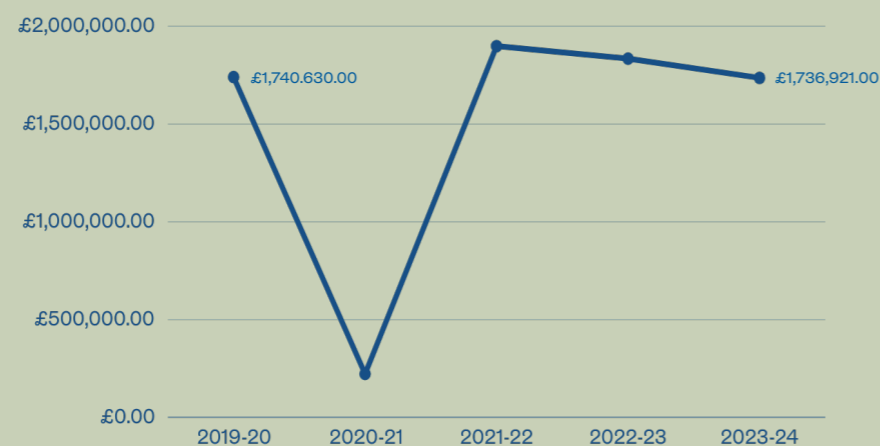


Fig. 4 – The Kirkwood's Income Generation contribution stalling

Statutory Funding increase over 10 years

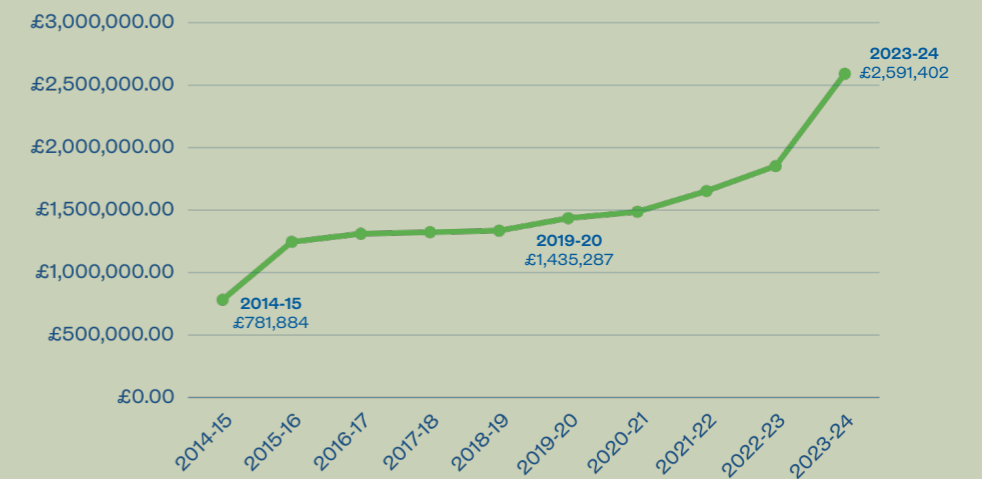


Fig. 5 – NHS Contribution to The Kirkwood's charitable services

We've successfully increased NHS funding by 81% since 2019-20 through strong partnerships and demonstrating our impact on the wider health system. However, funding per patient that benefits remains below the average, both in West Yorkshire and England.

While income growth has not matched expenditure, we've made progress. The ongoing uncertainty highlights the urgency of securing our future, and we'll continue working with stakeholders to find sustainable solutions.

Income not keeping pace

Income does not cover expenditure

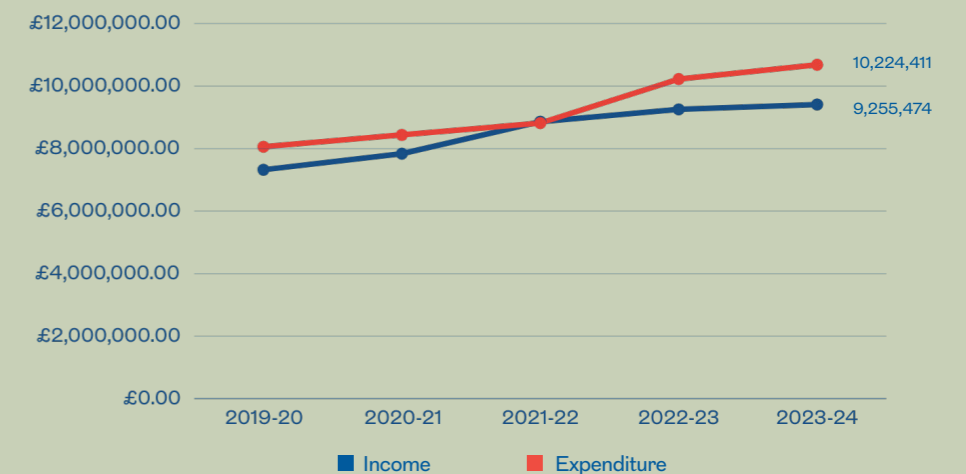


Fig 6. – Income not keeping pace with expenditure

Our current situation is challenging and requires careful consideration. We must work closely with all stakeholders to explore potential solutions.

Within our existing strategic framework, we will focus on maximising our impact while managing financial constraints. We cannot afford to reduce our investment in income generation activity; instead, we must increase our fundraising efforts and continue strategic investments.

Despite challenging circumstances, we have continued to make significant progress towards our strategic goals. The following highlights our achievements:

Achievements

Priority A: Build the movement

Further significant increase in recurrent funding that is available to The Kirkwood from the NHS following dedicated time engaging and influencing key stakeholders in Kirklees and West Yorkshire.

The Kirkwood Impact event grew again, attracting over 100 important members of The Kirkwood Movement

100 'Support Life Champions' have been created as the result of attending a bespoke education programme

A partnership between The Kirkwood and the University of Huddersfield is in development focussed on the creation of a Palliative Care Centre of Excellence in Huddersfield within the new Health Innovation Campus.

Our relationship with Kirklees College has developed delivering work placements for eBay and supporting the refurbishment of Mirfield Furniture store

Refreshed approach to gathering the experience of the people who benefit from our services; commissioning of support from 'Picker'

External reviews of HR and recruitment processes and The Kirkwood's pension offer to employees

Priority B: Become more Diverse

We have advanced The Kirkwood's Diversity Journey; the purpose of which is to ensure that The Kirkwood's services reach everyone they are intended to and meet the needs of everyone that could benefit. We have established the Equity Diversity and Inclusion committee; key pieces of work have been delivered to inform strategy and preparedness; affirmative statements and action plan have been agreed.

Key developments delivered to begin to integrate Clinical Services and Income Generation; Place based working in Denby Dale and foundations laid in Batley; developments of patient and family engagement through feedback; Supporter hub on Dalton site

10 local Care Homes have successfully been awarded the status of 'End of life champions' by The Kirkwood following engagement with and completion of a programme developed in partnership with Kirklees Care Association

First Ramadan Campaign for The Kirkwood and our first Iftar, plus £40k secured from St James' Place for our work to improve access to The Kirkwood's care, in Batley.

The development of a 'Memory book' offer that has involved volunteers and collaboration across departments and the launch of The Kirkwood's first charity single!

Priority C: Support Life in a more flexible, accessible and agile way than ever before

Production of a refreshed Clinical Services Strategy, which has involved all colleagues and a variety of stakeholders, restating the ethos of care and how and where

Agile and integrated working enabled through significant development of the Dalton site, visibility and connection of different teams already starting to bear fruit

We have advanced the agenda of Palliative and End of Life Care in Kirklees and West Yorkshire:

- New 'Dying well' board launched in Kirklees involving all partners
- Director of Public Health report on Quality of Dying in Kirklees
- Health Needs Assessment commissioned from Kirklees Public Health
- 'Dying in Kirklees – What matters' - Healthwatch report delivered

We have retained status of GOOD with the Care Quality Commission following a regular monitoring call. This followed effective preparation, including mock inspections involving partners

Continued development of The Kirkwood's financial models, long range forecast, reserves policy and calculation including plan to achieve financial balance.

Successful introduction of Finance Business Partner into the finance team providing further support to the managers across the organisation to assist in financial management and planning.

Despite challenges including high staff turnover, rising costs, and income uncertainty, we've made substantial progress. However, some priorities have been delayed:

Work to develop a place based working model for Holmfirth is delayed due to the depth of work required in Batley. We took the decision to concentrate on securing connections in a strategically important area before moving on

Progress in developing our Target operating models was slower than anticipated due to the work required to develop our plans for financial balance, and the need to establish the new post of finance business partner. Refreshed balanced scorecards required to track future changes were not available before the end of the year

Delays in some aspects of the retail strategy have slowed the planned growth in contribution from the retail network.

As we plan for 2024-25, there are several key factors that have shaped our focus and specific objectives. The following opportunities and risks were considered in the development of the plan:

Opportunity: Paradigm shift in the economic environment in which The Kirkwood operates

As noted earlier in this report, The Kirkwood's financial model is challenged more than in recent times, with both escalating costs and pressures on voluntary income following the cost of living crisis. We must continue to work with stakeholders to develop a more sustainable model.

Opportunity: Fully activate The Kirkwood Brand with patients and families

The Kirkwood is reaching more patients and families than ever, but our income still primarily comes from the smaller subset who have benefited from inpatient care. To address this, we must fully activate our new brand identity across all our services, maximising trust, value, and effective engagement with all who benefit from our services.

Opportunity: Inspire patients and families to support The Kirkwood

By deepening connections with patients and families, we can enhance their experience, secure long-term support, and create a powerful advocacy within our movement. The ongoing connection with patients and families and their motivations to support our work is crucial for our financial sustainability and broader impact.

Opportunity: Prioritise Service User Feedback

Reinvigorating our feedback mechanisms will improve our understanding of the experience of the patients and families that use our services, inform our service enhancements, and strengthen our evidence as a quality care provider. In addition, it will be instrumental in providing further opportunities to engage with people who want to remain connected with The Kirkwood in different ways.

Risk: Workforce Retention

Our workforce is key to our sustainability, reputation and success. High staff turnover threatens our organisational knowledge, relationships, and service quality. We must invest in strategies to retain talent and build a resilient workforce for the future.

Opportunity: Embrace Equity, Diversity and Inclusion

Our mission aligns perfectly with equity, diversity and inclusion. By focusing on individual needs and addressing inequalities, we will expand our reach and impact, and ensure that our services are accessible by all those that could benefit.

Opportunity: Lead in Palliative and End-of-Life Care

The Kirkwood's growth and expertise position us as a leader in the field. We have an opportunity to partner with the University of Huddersfield to create a Centre of Excellence for Palliative and End of Life Care and this could solidify our reputation and drive our innovation.

**Objectives for
2024-25**

1. Achieving Financial Balance: Keep more patients and families in The Kirkwood Movement

Delivery of the 'Inspiring more support from patients and families' project plan

Expansion of patient feedback to be part of every service

Increased numbers of patients and families engaged in connection with non-clinical aspects of The Kirkwood Movement

2. Achieving Financial Balance: Implementation of changes to income generation model to deliver increased contribution

An additional contribution, over and above the long range financial forecast expectations.

This will be delivered by:

— A second shift operations in eBay

— Development of our pop-up model to generate income from low value stock.

— Introduction of a new Superstore

3. Achieving Financial Balance: Implement changes in clinical services to optimise reach and ensure quality of care within reduced resources.

Ensure all resources in Specialist palliative care are utilised to achieve quality of care and increased support in a responsive way.

'Support life' integrated teams created delivering support, care, and intervention into our communities in a 'place based' agile and flexible way.

Development of community asset-based approach – increased number of people in the movement

4. Diversity Journey: Deliver the place-based model of The Kirkwood in Batley to measurably increase the movement within underserved communities.

Baseline data established for support, volunteering, and patient numbers.

Secure a bi-lingual Care Co-ordinator to lead continued community consultation and develop culturally sensitive services, leading to:

- Increased referrals in Batley & Spen
- Increased use of The Kirkwood's services delivered from The Rosewood Centre from baseline.
- Increased supporter numbers against baseline
- Increased volunteer numbers against baseline

5. Deliver an increase in patient experience feedback

Revise the survey ensuring questions are clear and concise and enable narrative.

Develop dashboard to identify patient feedback levels and analysis.

Objectives for 2024-25 (cont.)

Improve feedback culture and importance of asking as part of clinical conversations.

Build a team of volunteers who can support patient and family to provide feedback on their experience.

Build into Connect with The Kirkwood consent to keep contact details re opportunity to get involved when the time is right for them.

Implement text response from Connect with the Kirkwood to gain feedback on calls and initial contact.

Involve young people wanting to volunteer as work experience prior to becoming a clinician.

Build benchmarking and literature review into research approach and EDI (Equity, Diversity, and Inclusion) work

6. Personalised approach to employee journey, improving the quality of life for employees and volunteers – to include confirmation of employer brand.

Reconfirm The Kirkwood Values and Ethos (progress through The Kirkwood’s New Conversation)

Develop and activate The Kirkwood’s Brand as an employer; across employee and volunteer journey (Personalised)

Inclusive approach to employee journey developed. (linked to the actions in the EDI Plan)

7. Complete the work to support new operating models, confirming balanced scorecards to match quality with resources in line with Strategic aims and financial strategy.

Confirm performance reporting measures for intended service outcomes through the use of balanced scorecards.

New operating models are fit for purpose.

The long-range financial forecast confirms the long-term sustainability of The Kirkwood, matching resources with objectives.

8. Review The Kirkwood’s Strategic Delivery and Workforce Engagement

Strategic delivery improvements and action plan.

3-5 strategic delivery focus groups identified and defined.

Organisation KPI Dashboard identified and established.

Areas for improvement / focus and action plan for leadership effectiveness

Additional leadership role(s) recommended to enable recruitment.

Objectives for 2024-25 (cont.)

Refreshed Leadership competency framework and action plan including associated training to deliver.

Action plan to improve workforce retention in key areas, including manager training and materials.

‘Employee Voice’ Group established, terms of reference developed, governance and initial areas of focus.

Recommendations & action plan to improve employee communications and engagement

9. Development of the partnership with the University of Huddersfield

Develop and enter into a partnership agreement.

Agree initial programme of work including:

- Data analysis
- Joint research bids
- Joint Education initiatives
- Joint service delivery aspirations
- Commence Executive to Executive Meetings to assign resources and monitor progress.

Identify internal capacity to engage effectively in joint objectives including recruitment of a research nurse, and clinical education capacity

10. Build back clinical education capacity and capability - to be the primary delivery provider of palliative and end of life education across Kirklees

Clinical education strategy developed and shared widely.

Workforce capacity identified – each CNS to deliver training as part of role.

Medical team to determine clinical capacity for educational development and delivery as part of job planning.

Plans are agreed and costed by team and team leads responsible for releasing staff to reduce cancellations affecting reputation.

Build into development of new web site.

Care home charter and dementia programme development and costed not run until funding in place.

Strong presence at clinical education groups

Explore new market opportunities i.e. home care teams, primary care, community champions.

Objectives for 2024-25 (cont.)

Seek joint delivery for high-cost courses i.e. BLS jointly with university students and access to simulation suites.

Review of Financial Activities

The Consolidated Statement of Financial Activities for the accounting period is detailed on page 38 of the financial statements. A summary of the financial results and the work of The Kirkwood is set out below.

Summary of financial performance

Income for the accounting period increased from £9,255,475 for the year to 31 March 2023 to £9,411,103 for the year to 31 March 2024.

Expenditure for the accounting period increased from £10,224,410 for the year to 31 March 2023 to £10,682,549 for the year to 31 March 2024.

The operating deficit for the accounting period before considering gains and losses on investments amounted to £1,271,446 compared to last year's deficit of £968,935.

The Kirkwood has faced another challenging year due to continuing to be impacted by the cost-of-living crisis. This has meant that the charity has ended the year with an operating deficit position of £1,271,446. It should be noted that the charity had planned an operating deficit budget for the year of £926,389 therefore the outturn position was adverse by £345,057.

After considering the gains on realised investments of £282,343 and the movement in year of unrealised investment of £65,298 the total deficit is £923,805. This is in comparison to last year's deficit of £1,387,578 which included losses on investments of £418,643. Further details are on page 39.

	Outturn (£)	Budget (£)	Variance (£)
Income	9,411,103	9,835,818	-424,715
Expenditure	10,682,549	10,762,207	79,658
Operating Deficit	-1,271,446	-926,389	-345,057
Investments	347,641	405,000	-57,359
Total Deficit	-923,805	-521,389	-402,416

Income generation

Total voluntary income was below budgeted expectations mainly due to adverse variances against targeted income for donations, fundraising events and donated goods. 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 £983,853.

Resources expended

Total expenditure was £10,682,549 against a budget of £10,762,207. Thus, expenditure on employee salaries and fees was within budgeted limits by £79,658 (0.74%).

This compares favourably with the previous year ending 31st March 2023, which ended with an overspend of £1,400,189 (15.88%). The 2022/23 reporting period was an outlier due to the unusually high incremental costs of providing services. This was mainly due to the rise in national living wage, high inflation and energy costs. It is important to note that during the budget setting process for 2023/24, the trustees decided to un-designate the Designated Project Fund. This decision was made in anticipation of another challenging year due to the cost-of-living crisis. In the latter part of 2023/24, the charity saw its expenditure growth return to previously known trends. The costs for various services are detailed in Note 6 of the accounts.

In 2023/24, we reassessed our operating models to confirm the resources required to fulfil The Kirkwood's charitable mission. Our goal was to reduce the operating deficit for 2024/25 and align with our Finance Strategy's primary objective of achieving surplus budgets in the future.

Reserves

The Executive Management Team monitors the level of reserves held monthly when reviewing the 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, the object being to ensure our services are sustainable into the future.

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 (CC19 Charities and Reserves). The review is reported to the Council of Management at its next meeting and recorded in the minutes.

The charity determines its reserve requirements through a risk assessment of income and expenditure, rather than setting a minimum reserve level based on months of expenditure. This calculation considers legal and statutory obligations, as well as the aims and objectives outlined in The Kirkwood's Finance Strategy.

The reserves calculation consists of four components:

Risk – This element addresses the impact of identified risks in income and expenditure assessments. It involves identifying, quantifying and assigning probabilities to potential performance declines in both short- term (budget) and long-term financial plans (Long Range Forecast).

Contingency – This covers the impact of unquantifiable risks and unforeseen or unlikely events. These are events that cannot be predicted or assessed as likely but would have a significant impact if they occurred.

Service Development – This accounts for known future commitments to service development.

Capital – This covers liquidity, statutory payments and commitments. The liquidity calculation includes statutory costs the charity would incur in the event of closure. The Kirkwood considers its moral obligation to complete all ongoing services,

which applies to patients and service users already known to the charity. The Charity's reserves have been built up over the years when income exceeded expenditure.

The reserves are made up of fixed assets and general funds, these general funds are invested and are available to bridge years when income does not cover costs, or to fund service developments and short- term service needs.

The total funds held by the charity as of 31st March 2024 were £9,766,911, (2022/23: £10,690,716) and included restricted funds of £61,090 and Endowment Funds of £7,242. After deducting restricted funds and endowment funds and funds held as functional assets (£4,166,454), the charity had free reserves of £5,532,125 (2022/23: £6,380,396). Free reserves are held to provide The Kirkwood with a contingency to endure unexpected events that significantly impact its financial position, at the end of the accounting period, they represented seven months future expenditure.

It is important to highlight that out of the £5,532,125, a contingency amount of £4,588,649 is held to cover statutory and legal obligations. This allocation is based on the reserves calculation for the accounting period commencing April 2024/25, leaving a discretionary fund of £943,476. The table below demonstrates the total funds and 'free reserves' held as at 31st March 2024, less the contingency.

	Variance (£)
Total Funds	9,766,911
Less Restricted Funds	-61,090
Less Endowment Funds	-7,242
Total Unrestricted Funds	9,698,579
Less Invested in Tangible Fixed Assets	-4,166,454
Free Reserve as of 31st March 2024	5,532,125
Contingency as per reserves calculation 2024/25	-4,588,649
Free Reserves less contingency	943,476

The statement of funds can be viewed at Note 23 pages 54 and 55 of this document.

The governing body of The Kirkwood is the Council of Management whose members are elected by the Company's Members. As of 31 March 2024, the Council of Management comprised eleven Trustee members who meet four times per annum. There are committees dealing with Clinical Governance, Finance and Resources, Income Generation and Marketing, Nominations, Risk & Audit, Remuneration, Equity, Diversity and Inclusion (EDI) 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.

The Trustees are dedicated volunteers who bring a diverse range of skills, experiences and background. Individuals can join the board either by expressing their interest in serving as trustees or through The Kirkwood's open trustee recruitment process. This process begins when a skills gap is identified, specifying the knowledge and skills the charity needs. After a successful interview and satisfactory due diligence checks, new trustees are appointed at the next scheduled Council of Management meeting.

Each new Trustee undergoes a formal induction programme to become familiar with all aspects of The Kirkwood's governance, strategy and operations. Additionally, Trustees must complete relevant mandatory training and participate in formal annual review meetings with the Chair of Trustees. Trustees do not receive any benefits from the charity and are required to complete an annual declaration of interests.

Trustees serve a three-year term from their appointment, after which they are eligible for re-appointment for one or more additional three-year terms. The maximum term of office is nine years (or twelve years if a trustee is appointed Chair of Trustees). In exceptional circumstances, terms of office can be extended. Trustee tenure is monitored by the Nominations Committee, which makes re-appointment recommendations (including extensions to terms of office), to the Council of Management.

Kirkwood Hospice Enterprises is a registered company limited by guarantee in England, number 07368034. This is a trading subsidiary of the charity and was incorporated as a company limited by guarantee on 7th September 2010. The company was established under a Memorandum and Articles of Association. The principal activity of the company is to generate income for the parent company Kirkwood Hospice from trading activities for commercial and income generating purposes.

The trading subsidiary is a separate legal entity from the charity and therefore needs its own board of directors. This is because it has a different purpose from the charity (to carry out for profit trading), therefore it requires individuals with different skills and backgrounds from the charity trustees. The trading company operates at 'arm's length' from the charity but a small overlap between the two boards is required to ensure that opportunities and risks are managed from a governance perspective.

Kirkwood Hospice Enterprises board is made up of the following:

2 Trustees of the charity (one being the Chair of the Finance and Resources Committee, the other the Chair of the Income Generation and Marketing Committee)

2 Employees of the charity (Director of Income Generation & Marketing and the Director of Finances and Resources)

Independent Individuals (minimum of 2)

Structure, governance and management

The Chief Executive and the Chair of Trustees are permitted to occasionally attend trading company board meetings, but this is for observation only – they cannot be part of the decision making and do not have any voting rights at these meetings.

As a separate legal entity, the trading company is required to have separate board meetings, which are separately minuted. Systems must be established to ensure that the charity monitors the performance of the trading subsidiary. Therefore, copies of the minutes of the trading company board meetings and management accounts are made available and considered at the board meetings of the charity. A director of the trading subsidiary who is a charity trustee or employee has responsibility for reporting on the activities of the trading company at each board meeting.

Trustee responsibilities

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:

Mrs C Black

Miss LA Chapman

Prof J Davies

Mr E Johnson Appointed 10th January 2024

Mrs P McSorley Appointed 11th June 2024

Mrs C M Quinn

Prof P W Roberts OBE

Mr P R Sands

Mr P L Scovell

Dr I R Wilson

Mrs C Green

Mrs S Burchell

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.

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.

Equity, diversity and Inclusion

Becoming more diverse is completely aligned with why The Kirkwood exists, that is 'to support anyone with any life limiting illness every step of the way'. The Kirkwood's services are available to people based on need and not individual identity. Our ethos is to meet individual needs, through personalised care and the promotion of dignity for all our patients and those important to them. We cannot achieve this unless we connect with people on a human level to understand what matters to them most.

The people we exist to serve are individuals with their own unique identities. We must develop our services to meet their needs in ways that are more accessible so that people feel they belong within our movement. The time is right to address inequalities in the care that we provide and communities are more keen now to engage than ever before.

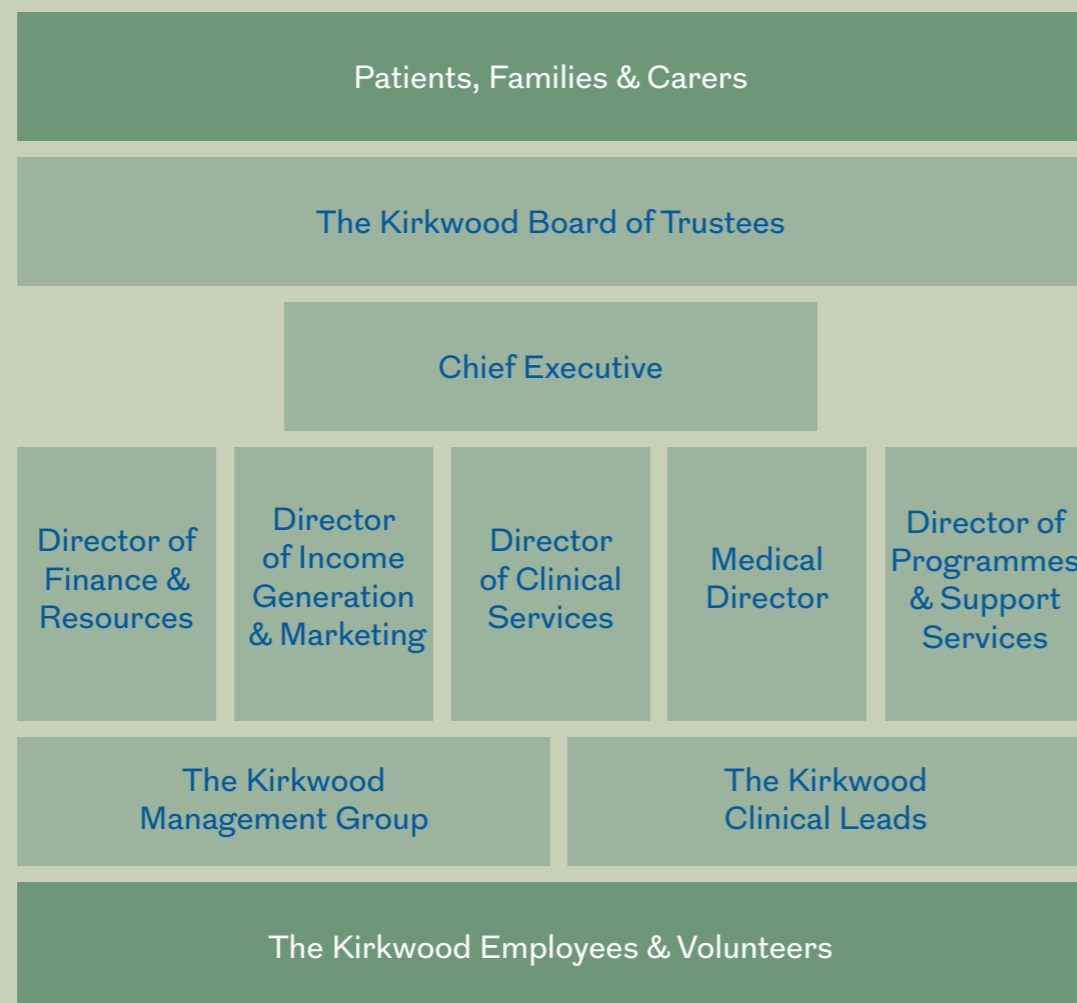
In terms of employment, The Kirkwood is committed to ensuring equality of opportunity for its employees. The Kirkwood believes that selection and promotion should be based solely on ability to meet the requirements of the post. The aim is to provide equal access to jobs and training, and to ensure that all employees enjoy fully the benefits of working for the charity. 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 (this post has been vacant during this financial year). 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.



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.

The Kirkwood ensures our colleagues and volunteers are fully briefed about the protection of vulnerable people. We brief staff and volunteers about best practice before they undertake any fundraising, making them aware of the need to identify, respect, support and protect vulnerable people. We have safeguarding policies in place and all of our fundraising staff have undertaken safeguarding adults and children training.

Colleagues employed by The Kirkwood carry out most of our fundraising activities. For some activities, we work with other organisations or individuals to assist with our fundraising. For example, we work with lottery canvasses for lottery sign ups. All arrangements are governed by written agreements that cover the responsibilities of both parties and ensure that anyone working on our behalf adheres to our strict ethical standards, and we take all recent steps to protect vulnerable people.

When seeking to raise money from the public, we only send marketing material to those who have previously said they are happy to be contacted by us (and individuals are free to change their minds at any time). We take great care to ensure that our level of communication with our supporters is proportional and appropriate.

There was a low number 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.

Protecting Vulnerable People

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.

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.

Risk management

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 2023-24.

Key Risk at the end of accounting period 2022-23	Change in risk rating during 2023-24	Commentary
1. Failure to achieve required Fundraising / non-statutory income		Income generation contribution has regressed to pre-pandemic levels, falling short of the current year's target. While the challenging economic climate has presented significant obstacles, internal delays in executing fundraising plans have also contributed to this shortfall. Furthermore, increased costs associated with income generation activities have negatively impacted the overall contribution.
2. Cost inflation consistently outstrips income growth		As in previous years our workforce numbers were well within what we had budgeted for the year. The Kirkwood continues to experience higher than usual attrition rates; 23.83% of the workforce left the charity within the year. In particular we have seen turnover in nursing roles across the organisation in what is a turbulent employment marketplace.
3. There is inadequate workforce numbers, skills or behaviour to ensure the success of The Kirkwood		A considerable amount of work has been completed to address vacancy rates, levels of workforce engagement are positive and we continue to look for further improvements in this area and to our recruitment and retention practices.
4. Failure to develop the culture required to adapt to a rapidly changing environment		<p>Alongside the levels of employee turnover, since the pandemic there has been significant change delivered within the organisation, which have been delivered with varying degrees of success.</p> <p>While The Kirkwood has an innovative ethos, commitment to change has been affected by levels of turnover and the perceived level of activity that exists in the organisation.</p> <p>In addition, a gap in the Executive Management Team has meant that the capacity and capability to deliver change has been restricted.</p>
5. Internal Management Resources not sufficient to meet strategic objectives		<p>We have made progress in underpinning clinical leadership within the charity, and a revised structure is in place. The Executive Management Team has been operating with a vacancy and this has meant that existing resources are spread across a broad portfolio. Work was commissioned to develop an optimised leadership structure for the charity and to ensure that we have processes that are effective to help deliver our strategic objectives.</p> <p>Further organisational development is required to improve strategic delivery, including succession planning and talent management.</p>

Key Risk at the end of accounting period 2022-23	Commentary
1. Failure to achieve required Fundraising / non-statutory income	<p>The economic climate continues to present challenges, with cost-of-living pressures and increased competition for charitable donations impacting our traditional income streams. While large participation events remain difficult, we've observed a shift in supporter behaviour towards community activity and online engagement.</p> <p>The Kirkwood is proactively adapting to this evolving landscape. We're fostering stronger relationships with existing and potential supporters by inspiring the people who use our services to support our work where they can and engaging with parts of our community where our connections have been less prevalent in the past. We're continuing to invest in the activities where we have been successful in recent years, such as on-line trading and our programme to attract grants.</p> <p>Despite the challenges, we've seen positive developments in recent years. For example, community fundraising continues to buck the trend seen in other charities, and in memory giving has been increasing in line with services delivered. We remain committed to effective communication, strong donor stewardship, and innovative fundraising approaches to contribute to future financial sustainability.</p>
2. Cost inflation consistently outstrips income growth. Resources not sufficient to meet strategic objectives	<p>Rising costs, particularly relating to pay and utilities continue to outpace income growth, impacting our financial sustainability. The Kirkwood is committed to efficient financial management while maintaining the highest quality of care for our patients.</p> <p>This year we have introduced a Finance Business Partner into the team which has helped us to continue to implement initiatives to optimise our spending without compromising patient care. This year we have refined our operating models for clinical services, income generation and our corporate and support services. Our robust financial modelling allows us to monitor cost trends and make informed decisions. We leverage internal financial controls and provide cost-management information to all relevant staff, fostering a culture of responsible spending. The Kirkwood continues to develop financial modelling so that we are able to understand the impact of rising costs and develop a considered response</p>
3. There is inadequate workforce numbers, skills or behaviour to ensure the success of The Kirkwood.	<p>Due to the turbulence in our employment market places, The Kirkwood continues to experience high levels of attrition in its paid workforce. We have experienced vacancies right across the charity and levels of recruitment have been much higher than usual as we have addressed gaps in critical areas during the year. We have also carried a vacancy at the most senior level within the organisation, which now needs to be addressed following a review of strategic delivery.</p> <p>We continue to prioritise work that will improve our employee journey and The Kirkwood's employer brand so that we can attract good candidates to the charity and develop and retain high quality colleagues into the future.</p> <p>We are implementing a series of actions following recent reviews of our recruitment and workforce engagement processes.</p>

4. The Kirkwood's structure, processes and / or culture cannot adapt to a rapidly changing environment

We need to continue to develop our organisational effectiveness if we are to continue to be successful in delivering our strategic goals.

We have completed a review of our strategic delivery and workforce engagement over the last 6 months as we identified opportunities to improve our structures and processes which will lead to greater organisational effectiveness.

We have agreed a programme of actions for the coming year that are intended to create a more balanced leadership team, provide greater business continuity and workforce retention to deliver against strategic goals; create greater attachment to our objectives overall within the workforce; increase innovation, ownership, and engagement of strategic initiatives throughout the charity; reduced silo working, more ideas for innovation / improvement coming from front line services

5. The Kirkwood's reputation is affected by bad publicity

The Kirkwood has recently experienced some publicity that has led to critical comments from members of the public and a limited number of supporters and volunteers. Local media ran a story about The Kirkwood's investment in an Equity, Diversity and Inclusion role, which questioned the level of investment in this area.

The consequences of negative coverage could be a reduction in public trust, which could affect donations, volunteering, people applying for open positions or patients seeking care.

The role is central to The Kirkwood's strategy to ensure everyone has access to the best care. We are in the process of refining our communications plan to ensure that we have clarified and strengthened our messages as follows:

- The Kirkwood is dedicated to serving all members of our community with dignity and respect.
- Increased diversity and inclusion allows us to better understand and meet the individual needs of all patients and families.
- Our core services remain unchanged, and we will continue to provide high-quality care to everyone.
- We value feedback and will keep stakeholders informed throughout the programme's development and implementation.

In addition we will focus on building strong relationships with all key stakeholders and regularly communicate these messages.

We will continue to monitor supporter feedback both online and in person and address negative feedback promptly and professionally. We will also strengthen our patient and family feedback and publish positive testimonials and success stories to showcase the continued impact of our work.

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.

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 and we thank them for responding to our requests and appeals throughout what has been another challenging year.

We would like to thank The Haley Family Charitable Trust for continuing to support the development of our services in Cleckheaton and the Spen Valley, The Wolfson Foundation for their help reinstating essential infrastructure in our patient and family gardens. The Albert Hunt Trust and Mrs Marieke Haigh for their generous donations. The Kirkby Foundation for supporting work to help create agile working spaces so that we could bring all teams back to our Hospice in Dalton. Team Serenity Support Group for the purchase of a 'cuddle bed' to ensure partners can still share a bed while one of them is being cared for at our Hospice. The Holmfirth Art Week for continuing to support The Kirkwood Community Nurses and Cumberworth Junior Football Club for their amazing fundraising efforts.

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 colleagues to the care of our patients and families; Helen Benn who cared as a Healthcare Assistant for nearly 25 years, Fiona Marshall who nursed our Patients within the In-Patient Unit and provided specialist advice and support to patient and families in their own homes for nearly 15 years, and Angela Lloyd Martin for over 10 years dedication as a Complimentary Therapist.

We are incredibly grateful for the service of volunteers Lorraine Bentley and Margaret Wood who both ended their volunteering after many years service. Lorraine helped our Fundraising Team for over 10 years and Margaret supported numerous shops for 15 and a half years.

The Kirkwood benefited from help received from many organisations during the last year, including local GPs and Primary Care Networks, our local Integrated Care Board, 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, The Kirklees Care Association, 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 expert support received from their professional advisers.

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 quarterly 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.

Charity References and Administrative Details

Charity Registration Number
512987

Company Registration Number
1645888

Trustees as of 31st March 2024

Mrs C Black
Miss L A Chapman
Prof J Davies
Mr E Johnson (App. 10 Jan 2024)
Mrs P McSorley (App. 11 June 2024)
Mrs C M Quinn
Prof P W Roberts OBE
Mr P R Sands
Mr P L Scovell
Dr I R Wilson
Mrs C Green
Mrs S Burchell

Life President

Mr D N Stocks

Chair of Trustees

Miss L A Chapman

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 L Hall-Bentley RGN/RSCN

Medical Director

Dr S Oxberry MBChB BSc (Hons)
FRCP PhD

Director of Income Generation and Marketing (resigned July 2024)

Mr D H Batty BA(Hons), MInstF

Auditor

Azets Audit Services Limited
12 King Street
Leeds
LS1 2HL

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

Auditors

Azets Audit Services Limited were appointed as auditor to the company and are deemed to be reappointed under section 487(2) of the Companies Act 2006.

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

Miss L A Chapman
Chair of Trustees

..... 2024



Statement of Trustees' Responsibilities in Respect of the Trustees' Report and the Financial Statements

**SUPPORT
LIFE**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 (FRS 102);

Make judgments and estimates that are reasonable and prudent;

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

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

The Trustees are responsible for keeping proper 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

There is no relevant audit information of which the charitable company's auditor is unaware; and

The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Independent Auditor's Report to the Members of The Kirkwood



Opinion

We have audited the financial statements of Kirkwood Hospice (the “parent charity”) and its subsidiary (the “group”) for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the company and consolidated balance sheets, the consolidated cash flow statement 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 the parent charitable company’s affairs as at 31 March 2024 and of 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 both the group’s and the parent charitable company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is

materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of 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 Trustees’ report (incorporating the strategic report and the directors’ report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

Adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;

The financial statements are not in agreement with the accounting records and returns;

Certain disclosures of Trustees’ remuneration specified by law are not made; or

We have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the Trustees for the financial statements

As explained more fully in the Trustees’ responsibilities statement, the Trustees 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 they 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 the parent charitable company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we 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. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

Reviewing minutes of meetings of those charged with governance;

Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the charity through enquiry and inspection;

Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias; and

Performing audit work over the timing and recognition of revenue and in particular whether it has been recorded in the correct accounting period.

Use of our report

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

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's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jessica Lawrence (Senior Statutory Auditor)
For and on behalf of Azets Audit Services Limited

Chartered Accountants
Statutory Auditor

Date:

12 King Street
Leeds
LS1 2HL



Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended
31 March 2024

**Consolidated Statement
of Financial Activities**
(incorporating an income
and expenditure account
for the year ended
31 March 2024)

The results for the year all relate to continuing operations.

A detailed statement of financial activities for the comparative year is shown in Note 30 to the financial statements.

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

The statement of financial activities includes all gains and losses recognised in the year.



		2024				2023	
	Note	Unrestricted Funds – General £	Designated Fixed Asset Fund £	Restricted Funds £	Endowment Fund £	Total Funds £	Total £
Income and endowments from							
Donations and legacies	2	1,500,038	–	157,380	–	1,657,418	1,797,646
Charitable activities	3	2,852,614	–	–	–	2,852,614	2,655,901
Other trading activities	4	4,777,032	–	–	–	4,777,032	4,668,399
Income from investments	5	124,039	–	–	–	124,039	133,529
Total income		9,253,723	–	157,380	–	9,411,103	9,255,475
Expenditure on							
Raising funds	6	(3,714,306)	–	–	–	(3,714,306)	(3,677,500)
Charitable activities	6	(6,589,130)	(293,045)	(86,068)	–	(6,968,243)	(6,546,910)
Total expenditure		(10,303,436)	(293,045)	(86,068)	–	(10,682,549)	(10,224,410)
Net gains/(losses) on investments		346,814	–	–	827	347,641	(418,643)
Net income/(expenditure)		(702,899)	(293,045)	71,312	827	(923,805)	(1,387,578)
Transfers between funds		(145,372)	292,173	(146,801)	–	–	–
Net movement between funds		(848,271)	(872)	(75,489)	827	(923,805)	(1,387,578)
Reconciliation of funds							
Total funds brought forward	23	6,380,396	4,167,326	136,579	6,415	10,690,716	12,078,294
Total funds carried forward		5,532,125	4,166,454	61,090	7,242	9,766,911	10,690,716

Balance Sheet

as at 31 March 2024

Balance Sheet as at 31 March 2024

	Note	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
Fixed assets					
Tangible assets	14	4,166,454	4,167,326	4,166,454	4,167,326
Investments	15	4,933,680	5,266,634	4,933,780	5,266,734
Total		9,100,134	9,433,960	9,100,234	9,434,060
Current assets					
Stocks	16	53,851	75,271	6,048	10,340
Debtors	17	760,218	1,452,133	780,243	1,563,212
Cash on deposit, at bank and in hand		761,703	785,753	669,164	613,171
Total		1,575,772	2,313,157	1,455,455	2,186,723
Creditors: amounts falling due within one year	18	(886,491)	(1,025,472)	(862,823)	(1,004,020)
Net current assets		689,281	1,287,685	592,632	1,182,703
Total assets less current liabilities		9,789,415	10,721,645	9,692,866	10,616,763
Creditors: amounts due after more than one year	19	(22,504)	(30,929)	–	–
Net assets		9,766,911	10,690,716	9,692,866	10,616,763
Charity Funds					
Endowment funds					
– Permanent endowment	23	7,242	6,415	7,242	6,415
Restricted funds	23	61,090	136,579	61,090	136,579
Unrestricted funds	23	9,698,579	10,547,722	9,624,534	10,473,769
Total charity funds		9,766,911	10,690,716	9,692,866	10,616,763

The financial statements were approved and authorised for issue by the Board on 8th September 2023.

Signed on behalf of the board of Trustees

Miss LA Chapman
Chair of Trustees

Company registration number: 1645888

The notes on pages 61 to 85 form part of these financial statements.

Consolidated Cash Flow Statement

for the year ended
31 March 2024

Consolidated Cash Flow Statement for the year ended 31 March 2024

	2024 £	£	2023 £	£
Net cash flow used by operating activities	–	(525,695)	–	(301,100)
Net cash flow from operating activities	–	(525,695)	–	(301,100)
Cash flows from investing activities				
Purchase of tangible fixed assets	(292,174)		(276,105)	
Payments to acquire investments	(1,376,922)		(1,095,605)	
Proceeds from the sale of investments	2,057,517		1,023,803	
Interest received	4,036		2	
Interest Paid	(2,179)		–	
Dividends received	120,003		133,529	
Proceeds on disposal of assets	1,364		–	
Net cash flow from investing activities	–	511,645	–	(214,376)
Cash flow from financing activities				
Payment of bank loan	(10,000)	–	(7,496)	–
Net cash flow from financing activities	–	(10,000)	–	(7,496)
Change in cash and cash equivalents in the year	–	(24,050)	–	(522,972)
Cash and cash equivalents at the beginning of the year	–	785,753	–	1,308,725
Cash and cash equivalents at the end of the year	–	761,703	–	785,753

	2024 £	2023 £
Reconciliation of net income to net cash flow from operating activities		
Net expenditure for the year	(923,805)	(1,387,578)
Depreciation charge	293,046	268,704
(Gain)/loss on investments	(65,028)	650,519
Dividends, interest and rents from investments	(120,003)	(133,529)
Interest receivable	(4,036)	(2)
Interest payable	2,179	-
Profit on sale of fixed assets	(283,979)	(234,532)
Decrease/(increase) in stock	21,420	(5,974)
Decrease in debtors	691,915	292,079
(Decrease)/Increase in creditors	(137,404)	249,213
Net cash outflow from operating activities	(525,695)	(301,100)

Notes to the Consolidated Financial Statements

Year Ended
31 March 2024

Notes to the Consolidated Financial Statements

– 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Charity Information

Kirkwood Hospice is a registered charity and a company limited by guarantee, the liability of the members is limited to one pound, and a charity registered in England and Wales. The registered office is 21 Albany Road, Dalton, Huddersfield, HD5 9UY.

Accounting Convention

The financial statements have been prepared on a going concern basis in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

Kirkwood Hospice meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £1.

The principal accounting policies adopted in the preparation of the financial statements have remained unchanged from previous years and are set out below.

Going Concern

The charitable group meets its daily working capital requirements through its bank account which had funds of £760K at 31 March 2024. The charity relies heavily upon funding from voluntary donations, legacies and grants, which all contain elements of uncertainty. Given the charitable company's favourable fundraising record and the level of free reserves available at the year end, the Trustees consider that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Kirkwood Hospice Enterprises Limited on a line-by-line basis. The summarised profit and loss account for the subsidiary is shown in note 15. A separate Statement of Financial Activities, including the income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions offered by the Companies Act 2006 and the SORP 2019. The gross income of the charity was £9,171,374 (2023: £8,537,527) and the net expenditure was £10,442,882 (2023: £8,569,571) (before gains/losses on investments in each year).

Fund accounting

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.

Income Recognition

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

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

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

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

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

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's 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 income 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.

Expenditure and irrecoverable VAT

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.

Support costs

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

1. Accounting Policies (continued)

on the objects of the charity. Where support costs cannot be directly attributed to particular headings, they have been allocated to the cost of raising funds and the 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.

Fundraising 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 6.

Pensions

Employees who have previously worked for the NHS are entitled to continue to contribute to the NHS Pension Scheme subject to certain conditions. The NHS Scheme is an unfunded final salary scheme operated by the National Health Service. The contributions are calculated so as to spread the cost of pensions over employees' working lives, whilst they remain in qualifying employment, in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of periodic valuations, and any deficit is underwritten by the Treasury.

The scheme is not designed to be run in a way that would enable employers of eligible employees to identify their share of the underlying scheme assets and liabilities, and the scheme is unfunded. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the amount charged against profits represents the contributions payable to the scheme.

Staff not entitled to join the NHS Scheme are automatically enrolled into a defined contribution scheme, in accordance with current pension legislation. In addition, the defined contribution scheme is offered on the same terms to staff not meeting the criteria for automatic enrolment. The amount charged against profits for the scheme represents the contributions payable to the scheme in respect of the accounting period.

Staff costs

The costs of short-term employee benefits are recognised as a liability and an expense where settlement of obligations does not fall within the same period.

Investments

Investments (other than investments in subsidiaries) are stated at market value at the balance sheet date.

The investment portfolio, see note 10, is held to generate returns and gains for the group and accordingly is designated as fair value through profit and loss ("FVTPL"). Under this designation the portfolio is revalued at each period end to its fair value, as determined by reference to quoted market prices and values determined by independent fund managers, with any gains or losses going through the statement of financial activity.

Investments in subsidiaries are stated at cost and the Trustees review the carrying value annually for indications of impairment.

Fixed assets and depreciation

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	The lower of the life of the lease or 5 years
Furniture, furnishings and equipment	20% Straight line
Computer equipment	33⅓% Straight line
Motor vehicles	20% Straight line

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.

Donated items of stock for resale are not included in the financial statements until they are sold. The Trustees consider it impractical to assess the amount of donated stock held as there is no system in place to record these items or value them until they are sold. The value of these goods to the charity is instead recognised when they are sold in the shops.

Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity held for working capital.

Debtors

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

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the income and expenditure account.

Creditors, loans and provisions

Creditors, loans and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors, loans and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial liabilities are only derecognised when, and only when, the group's obligations are discharged, cancelled or they expire.

1. Accounting Policies (continued)

Amounts recognised as provisions are best estimates of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

Tax

Kirkwood Hospice is a registered charity and as such is a charity within the meaning of schedule 6 of the Finance Act 2010. Accordingly, the Hospice is potentially entitled to tax exemption under part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 in respect of income and gains arising.

The trading subsidiary is liable to corporation tax on its chargeable profits. Current tax is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantially enacted at the balance sheet date. As all profits arising in the subsidiary were gift aided to the parent charitable company in both the current and prior financial year, no corporation tax has arisen.

Critical accounting estimates and judgements

In the application of the group's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

Depreciation of tangible assets

Depreciation policies have been set according to management's experience of the useful lives of the assets in each category, something which is reviewed annually.

The charity incurs expenditure on creating tangible fixed assets for use in the charity with costs being incurred over a number of months. The Trustees believe it is possible to segregate these costs into identifiable projects, and as such no depreciation is charged on that project until it is brought into use.

Legacies

Legacies are recognised as income when probate has been granted, the charity has established its entitlement to the funds and where sufficient information is available to allow it to measure its entitlement.

2. Income from donations and legacies

	2024 £	2023 £
Donations	673,566	843,893
Legacies	983,852	953,753
Total	1,657,418	1,797,646

Included in the above is restricted donations totalling £157,380 (2023: £196,010).

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

	2024 £	2023 £
Contractual payments	2,828,014	2,655,901
Performance related grants	24,600	–
Total	2,852,614	2,655,901

Included in the above is restricted donations totalling £nil (2023: £104,230).

4. Income from other trading activities

	2024 £	2023 £
Fundraising events	687,143	834,456
Lottery	844,131	862,083
Shop income	3,245,758	2,971,860
Total	4,777,032	4,668,399

All income was unrestricted in the current and prior year.

5. Income from investments

	2024 £	2023 £
Investment income	120,003	133,527
Interest	4,036	2
Total	124,039	133,529

All income was unrestricted in the current and prior year.

6. Analysis expenditure

For the year ended 31 March 2024					
	Staff Costs 2024 £	Other Costs 2024 £	Depreciation 2024 £	Support Costs 2024 £	Total 2024 £
Raising Funds					
Merchandising	1,638,777	1,013,839	58,721	28,234	2,739,571
Lottery	74,835	108,677	–	697	184,209
Fundraising	400,284	195,126	–	175,001	770,411
Investment	–	–	–	20,115	20,115
Total	2,113,896	1,317,642	58,721	224,047	3,714,306
Charitable activities					
In-Patient Care	3,019,395	206,096	29,696	1,188,982	4,444,169
Support & Therapy Centre	174,048	16,805	–	67,917	258,770
Community Palliative Care	1,072,125	17,282	–	419,132	1,508,539
Family Care Team	231,802	8,375	–	90,635	330,812
Information & Education	271,874	1,351	–	152,728	425,953
Total	4,769,244	249,909	29,696	1,919,394	6,968,243
Support costs					
Personnel & Volunteers	215,434	82,508	6,573	(304,515)	–
Finance & Information	258,754	75,805	–	(334,559)	–
Projects & Administration	564,004	609,271	183,959	(1,357,234)	–
Total	1,038,192	767,584	190,532	(1,996,308)	–
Total Resources Expended	7,921,332	2,335,135	278,949	147,133	10,682,549

All expenditure on raising funds was unrestricted in current and prior year. Included within charitable activities is restricted expenditure totalling £86,068 (2023: £214,833).

6. Analysis expenditure (continued)

For the year ended 31 March 2023					
	Staff Costs 2023 £	Other Costs 2023 £	Depreciation 2023 £	Support Costs 2023 £	Total 2023 £
Raising Funds					
Merchandising	1,416,174	959,903	47,013	17,356	2,440,446
Lottery	78,723	228,000	–	1,963	308,686
Fundraising	353,161	386,473	–	164,492	904,126
Investment	–	(44)	–	24,286	24,242
Total	1,848,058	1,574,332	47,013	208,097	3,677,500
Charitable activities					
In-Patient Care	2,741,838	145,617	34,705	1,170,397	4,092,557
Support & Therapy Centre	224,797	11,880	–	96,529	333,206
Community Palliative Care	1,019,297	21,281	–	429,614	1,470,192
Family Care Team	198,486	9,898	–	86,336	294,720
Information & Education	218,982	13,138	–	124,115	356,235
Total	4,403,400	201,814	34,705	1,906,991	6,546,910
Support costs					
Personnel & volunteers	196,817	73,624	–	(270,441)	–
Finance & information	173,016	50,653	–	(223,669)	–
Projects & administration	677,349	638,576	186,001	(1,501,926)	–
Total	1,047,182	762,853	186,001	(1,996,036)	–
Total Expenditure	7,298,640	2,538,999	267,719	119,052	10,224,410

7. Allocation of support costs

	Personnel & Volunteers 2024 £	Finance & information 2024 £	Projects & Administration 2024 £	Total 2024 £
Raising Funds	23,579	25,905	105,093	154,577
In-Patient Care	177,860	195,408	792,727	1,165,995
Support & Therapy Centre	10,252	11,264	45,696	67,212
Community Palliative Care Team	63,154	69,385	281,481	414,020
Family Care Team	13,655	15,002	60,858	89,515
Information and Education	16,015	17,595	71,379	104,989
Total	304,515	334,559	1,357,234	1,996,308

7. Allocation of support costs (continued)

	Personnel & Volunteers 2023	Finance & information 2023	Projects & Administration 2023	Total 2023
	£	£	£	£
Raising Funds	20,079	16,607	111,514	148,200
In-Patient Care	155,891	128,930	865,760	1,150,581
Support & Therapy Centre	12,781	10,571	70,982	94,334
Community Palliative Care Team	57,954	47,931	321,851	427,736
Family Care Team	11,285	9,333	62,674	83,292
Information and Education	12,451	10,297	69,145	91,893
Total	270,441	223,669	1,501,926	1,996,036

8. Tax Charge

The Trust has charitable status, and its investment income and gains are exempt from corporation tax by virtue of the provisions of section 488, Corporation Taxes Act 2010. Furthermore, it is considered that the trading activities of the Trust are carried out as the primary purpose of the charitable company and, accordingly, any element of the operating surplus attributable to such activities is also exempt from corporation tax under the provisions of that section.

9. Investment management costs

	2024	2023
	£	£
Investment manager fees	19,342	19,769
Total	19,342	19,769

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

10. Audit Fees

	2024	2023
	£	£
Fees payable to the charity's auditor for audit	15,000	12,500
Fees payable to the charity's auditor for other services	4,550	1,000
Total	19,550	13,500

Included within the audit fee is £4,000 (2023: £2,000) for the audit of the subsidiary.

11 Net income/ (expenditure) for the year

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

	2024	2023
	£	£
Depreciation of tangible fixed assets	293,046	268,704
Operating lease rentals	354,276	390,090
Trustees indemnity insurance	1,605	1,235
Net losses/(gains) on fair value movement of investments	(65,298)	653,518

12. Trustees' and key management personnel remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2023: £Nil).

The Trustees did not have any expenses reimbursed during the year (2023: £Nil).

The total amount of employee benefits received by key management personnel is £535,601 (2023: £530,406). The charity considers its key management personnel comprises the Chief Executive, the Director of Finance and Resources, the Director of Clinical Services, the Medical Director, the Director of Income Generation & Marketing and the Director of Programmes and Support Services.

13. Staff costs and employee benefits

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

	2024		2023	
	Average	FTE	Average	FTE
Nursing & Medical	114	81	115	80
Education	4	2	6	4
Catering & Domestic	20	16	23	16
Administration	34	30	26	18
Fundraising & Marketing	97	69	92	64
Total	269	198	262	182

The aggregate payroll costs of these persons were as follows:

	2024	2023
	£	£
Wages and salaries	6,527,098	5,960,146
Social security costs	576,277	529,403
Pension costs	505,051	471,389
Consultancy and temporary staff fees	312,906	337,702
Total	7,921,332	7,298,640

13. Staff costs and employee benefits (continued)

The number of higher paid employees is disclosed below.

	2024 Number	2023 Number
£60,001 – £70,000	–	2
£70,001 – £80,000	2	–
£80,001 – £90,000	–	3
£90,001 – £100,000	3	–
£100,001 – £110,000	1	1
Total	6	6

14. Tangible fixed assets

	Freehold land and buildings £	Furniture and fittings £	Total £
Cost			
At April 1 2023	5,650,446	2,531,309	8,181,755
Additions	–	292,174	292,174
Disposals	–	(9,925)	(9,925)
At 31 March 2024	5,650,446	2,813,558	8,464,004
Depreciation			
At 1 April 2023	1,783,039	2,231,390	4,014,429
Charge for the year	112,593	180,453	293,046
Eliminated on disposals	–	(9,925)	(9,925)
At 31 March 2024	1,895,632	2,401,918	4,297,550
Net book value			
At 31 March 2024	3,754,814	411,640	4,166,454
At 31 March 2023	3,867,407	299,919	4,167,326

The cost of freehold land and buildings includes £21,000 (2023: £21,000) of land which is not depreciated.



15. Fixed asset investments

	Unrestricted Investments £	Endowment funds £	Total 2024 £	Total 2023 £
Group				
Opening Balance	5,260,219	6,415	5,266,634	5,610,819
Additions	1,376,922	–	1,376,922	1,095,605
Disposals	(2,057,517)	–	(2,057,517)	(1,023,803)
Realised and unrealised gains/(losses)	346,814	827	347,641	(415,987)
	4,926,438	7,242	4,933,680	5,266,634

	Unrestricted Investments £	Endowment funds £	Equity investment in subsidiary undertaking £	Total 2024 £	Total 2023 £
Charity					
Opening Balance	5,260,219	6,415	100	5,266,734	5,610,919
Additions	1,376,922	–	–	1,376,922	1,095,605
Disposals	(2,057,517)	–	–	(2,057,517)	(1,023,803)
Revaluation	347,641	–	–	347,641	(415,987)
	4,927,265	6,415	100	4,933,780	5,266,734

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

The historical cost of financial assets measured at fair value through income and expenditure for both the group and charity is £3,885,613 (2023: £4,325,756).

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), with its registered office at the same address as its parent. The charity holds 100 shares of £1 each, these are only shares allotted, called up and fully paid.

It pays all of its profits to the charity under the gift aid scheme. Kirkwood Hospice Enterprises Limited operates all commercial trading activity as fundraising in support of the charity. The results and aggregate amount of capital and reserves are disclosed below:

15. Fixed asset investments (cont.)

	2024 £	2023 £
Turnover	261,685	285,461
Cost of sales and administration costs	(260,579)	(247,249)
Other operating income	—	38,880
Profit before tax	1,106	77,092
Tax on profit	—	—
Profit after tax	1,106	77,092
Amount gift aided to charity	(1,106)	(77,092)
Retained in subsidiary	—	—

The assets and liabilities of the subsidiary were:

Current assets	170,363	242,289
Current liabilities	(73,806)	(137,307)
Creditors: amounts falling due after more than one year	(22,504)	(30,929)
Total net assets	74,053	74,053
Aggregate share capital and reserves	74,053	74,053

16. Stock

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Catering & Housekeeping	2,981	4,259	2,981	4,259
Medical Supplies	3,067	6,081	3,067	6,081
Shop & Fundraising Goods	47,803	64,931	—	—
Total	53,851	75,271	6,048	10,340

17. Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	86,315	407,309	86,428	404,471
Other taxes and social security	43,695	53,759	39,519	59,826
Amounts owed by group undertakings	—	—	26,146	109,788
Prepayments and accrued income	368,471	553,864	366,485	551,926
Other Debtors	1,736	—	1,664	—
Legacies notified in advance	260,001	437,201	260,001	437,201
Total	760,218	1,452,133	780,243	1,563,212

18. Creditors: amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	263,103	326,463	254,991	318,746
Other taxes and social security costs	135,579	123,683	135,726	123,683
Accruals	301,624	302,190	296,426	300,030
Deferred income (note 21)	100,543	261,561	100,543	261,561
Bank Loan	10,000	11,575	—	—
Other creditors	75,642	—	75,137	—
Total	886,491	1,025,472	862,823	1,004,020

19. Creditors: amounts falling after more than one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Bank Loan	22,504	30,929	—	—
Total	22,504	30,929	—	—

The bank loan was taken out in July 2022 and will be repaid by monthly instalments over a term of 6 years. The amount repayable in instalments which falls due after more than 5 years from the balance sheet date is £nil (2023: £nil). Interest at 2.5% is due on the amount outstanding.

20. Loans

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Amounts due within one year	11,873	12,156	—	—
Amounts due in two to five years	21,790	32,455	—	—
	33,663	44,611	—	—
Less future finance changes	(1,159)	(2,107)	—	—
Total	32,504	42,504	—	—

21. Deferred income – Group and Charity

	Total 2024	Total 2023
At 1 April 2023	261,561	206,297
Deferred in the year	2,112,819	2,045,354
Amounts release to income	(2,273,837)	(1,990,090)
At 31 March 2024	100,543	261,561

Income has been deferred which has been received in advance for future lottery draws of £59,581 (2023: £61,128) and for funding relating to future periods of £40,926 (2023: £200,433).

22. Leases

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

	Group		Charity	
	2024 £	2023 As Restated £	2024 £	2023 As Restated £
Less than one year	350,911	385,429	343,161	378,429
Between one year and five years	650,952	967,202	645,139	954,952
Later than five years	3,083	40,083	3,083	40,083
Total	1,004,946	1,392,714	991,383	1,373,464

Disclosure of the comparative future minimum lease payments have been restated to ensure disclosure is in line with FRS 102. There is no impact on reserves as a result of this restatement.



23. Statement of funds

For the year ended 31 March 2024	Balance at 1 April 2023 As Restated £	Income £	Expenditure £	Gains of Investment £	Transfers £	As at 31 March 2024 £
Group						
Unrestricted funds						
General funds	6,380,396	9,253,723	(10,303,436)	346,814	(145,372)	5,532,125
Designated funds						
Fixed asset fund	4,167,326	–	(293,045)	–	292,173	4,166,454
Total designated funds	4,167,326	–	(293,045)	–	292,173	4,166,454
Total unrestricted funds	10,547,722	9,253,723	(10,596,481)	346,814	146,801	9,698,579
Charity						
Unrestricted funds						
General funds	6,306,443	9,012,888	(10,062,693)	346,814	(145,372)	5,458,080
Designated funds						
Fixed asset fund	4,167,326	–	(293,045)	–	292,173	4,166,454
Total designated funds	4,167,326	–	(293,045)	–	292,173	4,166,454
Total unrestricted funds	10,473,769	9,012,888	(10,355,738)	346,814	146,801	9,624,534
Group and Charity						
Restricted funds						
Fixed asset fund	6,228	2,900	(2,310)	–	(5,795)	1,023
Capital works	100,000	–	–	–	(54,838)	45,162
Estates move	–	20,025	(20,025)	–	–	–
Decking & planters	–	60,000	–	–	(60,000)	–
Music therapy	1,000	2,495	(3,495)	–	–	–
Wheelchair	–	13,938	–	–	(9,481)	4,457
Cuddle bed	–	21,004	–	–	(14,995)	6,009
CNS Development	25,583	31,974	(57,557)	–	–	–
Other	3,768	5,044	(2,681)	–	(1,692)	4,439
	136,579	157,380	(86,068)	–	(146,801)	61,090
Endowment	6,415	–	–	827	–	7,242
Total	142,994	157,380	(86,068)	827	(146,801)	68,332

23. Statement of funds (continued)

For the year ended 31 March 2023	Balance at 1 April 2022	Income	Expenditure	Gains of Investment	Transfers	As at 31 March 2023 As Restated
Group	£	£	£	£	£	£
Unrestricted funds						
General funds	6,238,968	8,955,235	(9,399,027)	(418,126)	1,003,346	6,380,396
Designated funds						
Fixed asset fund	4,159,925	–	(268,704)	–	276,105	4,167,326
Designated project fund	1,579,151	–	(341,846)	–	(1,237,305)	–
Total designated funds	5,739,076	–	(610,550)	–	(961,200)	4,167,326
Total unrestricted funds	11,978,044	8,955,235	(10,009,577)	(418,126)	42,146	10,547,722
Charity						
Unrestricted funds						
General funds	6,165,015	8,707,986	(9,151,778)	(418,126)	1,003,346	6,306,443
Designated funds						
Fixed asset fund	4,159,925	–	(268,704)	–	276,105	4,167,326
Designated project fund	1,579,151	–	(341,846)	–	(1,237,305)	–
Total designated funds	5,739,076	–	(610,550)	–	(961,200)	4,167,326
Total unrestricted funds	11,904,091	8,707,986	(9,762,328)	(418,126)	42,146	10,473,769
Group and Charity						
Restricted funds						
Fixed asset fund	5,983	16,259	–	–	(16,014)	6,228
Capital works	–	100,000	–	–	–	100,000
Music therapy	5,850	376	(6,226)	–	1,000	1,000
S&T Refurb	21,000	–	–	–	(21,000)	–
CNS Development	55,112	173,678	(203,207)	–	–	25,583
Other	6,902	9,927	(5,400)	–	(7,661)	3,768
	94,847	300,240	(214,833)	–	(43,675)	136,579
Endowment	5,403	–	–	(517)	1,529	6,415
Total	100,250	300,240	(214,833)	(517)	(42,146)	142,994

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 £1.5 million in excess of their reserves policy at the time. 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 and 350,000 was transferred to this fund during 2020/21. ahead. Once again, there has been increases to the national minimum wage from £9.50 to £10.42 (9.69%) and continued high inflation and energy costs.

During the budget setting process for 2023-24 budgets, it was clear that another challenging year financially was needed to be factored into expenditure budgets. Looking at how the potential 2023/24 outturn would impact reserves, the Trustees made the decision to un-designate the Designated Project Fund as at 31st March 2023. This transaction can be viewed on page 38. It means that the balance of the fund as at 31st March 2023 of £1,237,305 has been returned to un-restricted funds. 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, of which £2,900 was received from the Sir George Martin trust to purchase syringe drivers.

The capital works fund are grants received for large projects of a capital nature, such as the installation of the generator in the year.

The estate move fund relates to projects relating to the continued development of the property and estate of the hospice, in which £20,025 was received from the Kirby Foundation.

The decking and planters fund is a newly established fund in the year, relating to the large-scale project to install new decking around the in-patient care unit. £60,000 was donated in the year by the Wolfson Foundation to fund this project.

The music therapy fund relates to the continued funding of the Kirkwood Chorus and other musical events.

The wheelchair fund relates to specific funds allocated to acquire wheelchairs to continue to support patients of the hospice. In the year £7,640 was donated by the Francis Winham Foundation to fund two new tilt wheelchairs, alongside a further two donations of £3,149 respectively by the Grace Trust and Sovereign Health.

The cuddle bed is another newly established fund set up to fund cuddle beds, a recent innovation to provide further comfort and support for palliative care patients. In the year, £18,254 was donated by Team Serenity and £2,500 from St. James's Place for the funding of these beds.

23. Statement of funds (continued)

The Clinical Nurse Specialist (CNS) Development Programme received £31,974 from the Haley Family Trust, which contributes towards the training, development and education of healthcare professionals.

Other funds relate to smaller scale projects including funding and support for nursing education and prescription training.

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.

24. Analysis of net assets between funds

As at 31 March 2024	Tangible fixed assets £	Investments £	Cash £	Other current assets £	Liabilities £	Total £
Group						
Restricted funds						
Unrestricted funds			61,090			61,090
– Designated	4,166,454					4,166,454
– Unrestricted		4,926,438	700,613	814,069	(908,995)	5,532,125
Endowment		7,242				7,242
	4,166,454	4,933,680	761,703	814,069	(908,995)	9,766,911
Charity						
Restricted funds			61,090			61,090
Unrestricted funds						
– Designated	4,166,454					4,166,454
– Unrestricted		4,926,538	608,074	786,291	(862,823)	5,458,080
Endowment		7,242				7,242
	4,166,454	4,933,780	669,164	786,291	(862,823)	9,692,866

24. Analysis of net assets between funds (continued)

As at 31 March 2023	Tangible fixed assets £	Investments £	Cash £	Other current assets £	Liabilities £	Total £
Group						
Restricted funds			136,579			136,579
Unrestricted funds						
– Designated	4,167,326					4,167,326
– Other		5,260,219	649,174	1,527,404	(1,056,401)	6,380,396
Endowment		6,415				6,415
	4,167,326	5,266,634	785,753	1,527,404	(1,056,401)	10,690,716
Charity						
Restricted funds			136,579			136,579
Unrestricted funds						
– Designated	4,167,326					4,167,326
– Other		5,260,319	476,592	1,573,552	(1,004,020)	6,306,443
Endowment		6,415				6,415
	4,167,326	5,266,734	613,171	1,573,552	(1,004,020)	10,616,763

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 2024, the charity made contributions to the NHS Pension Scheme totalling £323,749 (2023: £299,946). Employer contributions were 14.38% and employee contributions were in the range of 5.6% to 13.5% of pensionable pay.



25. Pensions and other post-retirement benefits (continued)

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 5% 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 2024, the charity paid contributions to the schemes totalling £181,302 (2023: £171,442).

The contributions are allocated to unrestricted funds.

26. Contingent asset

At the year end the charity had 27 legacies (2023: 7) 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

There were no contractual commitments for the acquisition of tangible fixed assets in the current or preceding year.

28. Prior year adjustments

The following prior year adjustments have been made:

Operating lease commitments

The 'later than 5 years' split was not included in the prior year financial statements for both the group and company.

The previous disclosure total was £1,208,783 in the group and £1,187,470 in the Charity. Additional amounts totalling £183,931 for the group and £185,994 for the charity have been added to the disclosure at note 22 to appropriately reflect operating lease commitments in place. There is no impact on reserves as a result of this restatement.

Restricted funds – Music Therapy

Included within Other restricted funds at 31 March 2023 was £1,000 relating to the Music Therapy Fund. An adjustment has been made to the prior year to transfer this balance from Other to the Music Therapy Fund so as to correctly disclose the balance held on this fund as at 31 March 2023. As this is a transfer within restricted fund type only, there is no impact on overall reserves as a result of this restatement.

29. Related party transactions

During the year donations totalling £4,988 (2023: £644), excluding the value of donated goods, were received from Trustees, none of these had conditions attached. There were no other related party transactions.

30. Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 31 March 2023

For the year ended 31 March 2023	2023 Unrestricted Funds – General £	2023 Designated Fixed Asset Fund £	2023 Designated Project Funds £	2023 Restricted Funds £	2023 Endowment funds £	2023 Total £
Income and endowments from:						
Donations and legacies	1,601,636	–	–	196,010	–	1,797,646
Charitable activities	2,551,671	–	–	104,230	–	2,655,901
Other trading activities	4,668,399	–	–	–	–	4,668,399
Income from investments	133,529	–	–	–	–	133,529
	8,955,235	–	–	300,240	–	9,255,475
Expenditure on:						
Raising Funds	(3,677,500)	–	–	–	–	(3,677,500)
Charitable activities	(5,721,527)	(268,704)	(341,846)	(214,833)	–	(6,546,910)
Total Expenditure	(9,399,027)	(268,704)	(341,846)	(214,833)	–	(10,224,410)
Net gain on investments	(418,126)	–	–	–	(517)	(418,643)
Net income/(expenditure)	(861,918)	(268,704)	(341,846)	85,407	(517)	(1,387,578)
Transfers between funds	1,003,346	276,105	(1,237,305)	(43,675)	1,529	–
Net movement between funds	141,428	7,401	(1,579,151)	41,732	1,012	(1,387,578)
Reconciliation of funds:						
Total funds brought forward	6,238,968	4,159,925	1,579,151	94,847	5,403	12,078,294
Total funds carried forward	6,380,396	4,167,326	–	136,579	6,415	10,690,716

Getting in touch

**Connect with The Kirkwood
and 24/7 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
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Kirkwood Hospice is a Company Limited
by Guarantee in England (No. 1645888)
and a Registered Charity (No. 512987)



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.