



Impact Report and Audited Accounts 2021/22

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Message from Chair and Chief Executive



Lis Burgess Jones
Chair



Declan Carroll
Chief Executive

**"You matter because you are you,
and you matter to the end of your life.
We will do all we can not only to help
you die peacefully, but also to live
until you die".**

Dame Cicely Saunders, founder of the Hospice Care Movement.

All that we do at North London Hospice is driven by the spirit behind the words articulated by Dame Cicely Saunders, which is why it is with great pleasure that we introduce you to North London Hospice's (2021-2022) Impact Report & Audited Accounts.

As we looked at the publication of the 2021/22 report, we continued to be in a period of recovery from being significantly challenged by the Covid-19 pandemic which has affected every aspect of the hospice operations. With our priority in keeping our patients, staff, and volunteers safe from infection to our income-generating capability, every single aspect of how the hospice is run and operated continued to be reviewed.

We have been extremely dedicated, creative, innovative, and responsive over the past 12 months and are proud that we have found ways around the different challenges created through the pandemic. We believe North London Hospice has more than survived throughout the Covid-19 pandemic and has in fact become stronger in many ways now that we are in recovery.

Despite the operational pressures to our services during the year, we have remained focused on continuing to deliver quality improvements, with patients across our communities in Barnet, Enfield and Haringey being our priority. We saw over 3,600 people use our services through our Health & Wellbeing Centre, our community services or on our Inpatient Unit. The Health and Wellbeing service has been the hardest impacted service during the pandemic due to it being primarily an outpatient service and so much of the activities were

based on the provision of groups and opportunities for socialisation and peer support.

The last year saw us launch our new Strategic Plan (2021-25), where our new vision – The best of life, at the end of life, for everyone, was designed through staff, volunteer, and stakeholder engagement. The launch of our strategy together with our vision, purpose and CORE values at our very successful all-staff conference was an opportunity for us to share our ambitions for the future. We must now look ahead and focus our efforts on implementing our new Strategic Plan, with our priorities being a continued focus on the quality of care we provide and our staff and volunteer experiences of working at North London Hospice. These two areas are critical to our future success.

Over the past 12 months, our Clinical, People, Finance, Communications and Marketing and Equality, Diversity and Inclusion Strategies have all been approved by the Board. The Executive Team have worked hard to ensure each strategy aligns with our approach to innovation and ambition and we want all our staff and volunteers to come with us on our strategic journey. These strategies will give us all a framework from which to work and help us all to achieve more together than ever before.

With innovation and ambition, comes an opportunity to gain experience and change as an organisation and we have looked at many emergent ideas for improvement. Much as the extraordinary developments in care for people affected by Covid-19 and the vaccination programme have been welcomed, many other challenging factors are beginning to emerge.

Over recent months, emerging predictions of rising energy costs, increases in the cost of living and the recent impact of events on the international stage - will all inevitably impact our communities, our staff and on the capacity of the North London Hospice to continue to provide the wide range of services that we currently support.

There are some encouraging developments in relation to the Integrated Care System and current proposals for a Single Point of Access for Palliative Care Services that would build on the current model of Out of Hours Care that the hospice has pioneered in North London.

At present, we are in the privileged position to be able to support current services, but much will depend in years to come on the support from local communities and local Health and Social Care systems. However, we are confident that our key strategic relationship with the North Central London Integrated Care Board will continue to contribute positively to the wider discussion of Specialist Palliative Care in North London as Integrated Care Systems emerge.

We continue to remain proud of how teams and volunteers work flexibly and innovatively to provide care and support that is required to our communities. We would like to thank all our staff, Trustees, donors, volunteers, and supporters for everything they do to continue to help us achieve our aims, despite continued significant pressures, they have risen to the many varied challenges we have experienced.

We are absolutely committed to delivering the highest standards of quality and safety and we continue to be forward looking and open to opportunities which will enhance the quality of palliative and end-of-life care locally including those which involve partnership working and collaboration. This year's Impact Report & Audited Accounts, details some of this work and we are pleased to share this with you as we continue our journey of improvement in a post Covid-19 world.

What we do really does make a difference. Thank you for your support in allowing us to make that difference every single day to the patients and families who need us.

Lis Burgess Jones
Chair

Declan Carroll
Chief Executive

Our Year in numbers

Referrals to all Patient & Clinical Services through First Contact **3107**

Total All Boroughs – Community Teams



26327
Visits

44835
Contacts (excluding visits)



Health and Wellbeing

Referrals **225**
Attendance (virtual and face to face) **3402**



Social Work & Bereavement

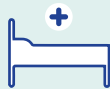
Referrals Social Work **1369**
Referrals Bereavement **231**



Inpatient Unit



Admissions **346**



Patient died on IPU **77%**



Average length of stay **14.8 days**



Closed bed days **156**



Palliative Care Support Service (PCSS)



Number of patients supported **390**



Average hours of direct care provided per patient supported **32**



Community Overnight Service



Total number of calls received (5pm - 8am) **6724**



Total number of visits (8pm - 8am) **316**





Learning & Development

1741

learners attended courses or training (internally & externally)

443

hours of support given through mentoring to our staff

91%

We had a 91% compliance across all staff groups for mandatory training at 31 March 2022



Human Resources

16%

Staff Turnover

42

Recruited to vacancies

4.9%

Sickness



Equality, Diversity & Inclusion

43%

Staff

17%

Volunteers

75%

Patients

93%

Trustees

We launched our Count me In Campaign during the year and the percentages of those completing the survey is detailed above



Volunteers

270

volunteers recruited in the year

194

of these are supporting us in retail

40

40 new patient or family facing volunteers received a corporate induction

2

new courses developed and delivered



Fundraising

4802

wonderful people donated to us in the year

57

people left a gift to us in their will

1695

people gave a gift in memory of a loved one.



Retail Income and Expenditure

17

North London Hospice Shops

£3.5 million

Gross income

£2.2 million

Expenditure

£1.3 million

Surplus



Our Strategy and Ambitions 2021-25

During the year, we developed and launched our new and ambitious Strategic Plan for the next 4 years – engaging with staff, volunteers, and a range of stakeholders to help shape our ambitions for the future. With the launch of the strategy at our first all staff conference in over two years (December 2021), our new Vision, Purpose, Values and Ambitions will help us focus on our priorities for the future:

Our Vision

The best of life, at the end of life, for everyone

Our Purpose

North London Hospice - working together to provide palliative care and support, when and where you need us most



Our Values

C Collaborative and learning
O Open and honest
R Respectful and empowering
E Equal and inclusive

Our key Strategic Ambitions within our strategy will be the driver for success and enable us to provide the best of life, at the end of life, for everyone, in the communities we support across the London boroughs of Barnet, Enfield, and Haringey.

AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do

We will ensure outstanding care and support is at the heart of what we do, offering this across our community to those facing a life limiting illness. We will increase the number of people provided with personalised care through service and operational improvements, so that our hospice continues to play a vital role for the communities we serve. We will review services and support functions as appropriate, change models and delivery where necessary and develop new initiatives.

AMBITION 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

We are committed to ensuring financial stability and long-term viability, whilst investing for growth and development. We will manage our resources to ensure we achieve the greatest impact with our work in our community. We will work together in partnership, and in an integrated way to achieve our ambitions. We will transform communication and information sharing and deliver improved systems and ways of working with investment in technology.

AMBITION 3 – Our Commitment

We will value and support our staff and volunteers to do their jobs well

We will recruit, retain, and invest in our people to be the best they can be. We will use our expertise and skills to improve, and deliver, the palliative care and support we pride ourselves on to more people across our community. We value equality, diversity and inclusion and will develop leadership and our workforce which is representative and responsive to the communities we support.

Our Achievements for 2021/22:

AMBITION 1 – Our Reach

We will drive innovation and deliver quality through everything we do

Strategic Objective: We will increase the number of people provided with outstanding, personalised care through all our services

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will develop and launch our 4-year Clinical Strategy to support our Strategic Plan	We developed and launched a new 4 Year Clinical Strategy in November 2021 – evidencing our plans and commitment across all our clinical services and highlighting our priorities for improvement
We will increase the number of people we provide personalised care and support to each year by 5%	We saw an increase of 3.8% of people accessing our Palliative Care Services in year 1 of our strategy
We will work with North Central London, partners, and within the Integrated Care System, to ensure equitable delivery of care and support, delivered through a Single Point of Access	With North Central London CCG and Marie Curie, we developed and agreed the specification for a new Single Point of Access – a Task & Finish Group was established, and we plan to launch in Quarter 3 of 2022/23
We will review and relaunch our Health and Wellbeing Service, integrating existing services to reach out and engage more to achieve greater impact	We reviewed our Health & Wellbeing service with a relaunch into a new Outpatient & Wellbeing service being planned for Quarter 1 – 2022/23
We will listen to feedback from patients and relatives and adopt a culture of continuous improvement	We developed a new Patient Experience & Engagement Strategy to help us better listen to and respond to feedback from our patients & relatives. A new team is being recruited to take the strategy forward and impact will be reported in future reports. Our strategy will see the establishment of a new Patient Experience & Engagement Group of key service users and stakeholders

Strategic Objective: We will expand our care delivered at home, in the community, our advice, and other services through partnerships to offer 24-7 care and support to those who need it

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will review and introduce 24 hours a day – 7 days a week - Community Palliative Care and Support Service	We remodelled our community support services through the year, with the aim of providing 24/7 care and support to our community. We invested in our Out of Hours Service to ensure continuity of care to patients and to ensure a seamless care delivery model.

Strategic Objective: We will increase our knowledge of the palliative care needs of the communities in our area and adapt care, support, services, and information to support them

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will review the data we collect and use greater analysis and outcomes to influence services, capacity, increase income and impact across our charity	We reviewed and changed all our data reporting processes and systems through the year – with the aim of improved data sharing and reporting. New reporting dashboards were introduced – giving more detailed analysis and trends. Dashboards are now used more consistently to report on and challenge activity data.

Strategic Objective: We will use our knowledge and expertise to educate and train others

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will work in partnership using our expertise, skills, and knowledge to train others and help improve end-of-life care and support inside and outside the hospice	<p>We delivered The European Certificate in Essential Palliative Care course (ECEPC) which was led by Princess Alice Hospice but run in partnership with 13 other hospices. We had a wide mix of professionals, (doctors, nurses, pharmacists, physios, occupational therapists) some international, attend our spring and autumn cohorts. The hospices all worked together to deliver and assess against the same learning outcomes and improve practice.</p> <p>We welcomed a large number of younger learners, internationally through a partnership with a specialist work experience company and locally through our summer school, a virtual healthcare career promotion event and through our work with our local college. We also continued to welcome student health care professionals on placement, including doctors, nurses, nursing associates, physios, and social workers.</p> <p>We shared our expert knowledge and learning through our poster presentations at the Hospice UK conference</p>

AMBITION 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

Strategic Objective: We will invest in skills, expertise, and systems so we work and communicate more effectively

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will launch a new communication, marketing and digital plan, showing our commitment to making a positive difference	We developed and launched our new Communications and Marketing Strategy in December 2021. Our focus and priority in Year 1 will be to rebrand and look at our digital-first plans. We started a rebranding exercise in the year and aim to launch in Quarter 2 – 2022/23
We will deliver an IT strategy and investment plan to ensure we have the key operating tools to deliver innovation, support patients, assistive technology and deliver our strategic ambitions	During the year we changed IT providers for all our IT needs and support and employed LazenbyIT - now supporting us 24/7. We have significantly invested in our IT infrastructure including upgrading servers and all our operating systems. We launched Office 365 in September 2021 with our new intranet going live in January 2022 – helping us improve our internal communications. We rolled out IT and telecom improvements to all our retail outlets – improving internet speed and efficiency. We commenced a telecoms upgrade project during the year – with a go live date in Quarter 3 – 2022/23 – bringing significant communication improvements and achieving efficiencies over the period of our strategy.

Strategic Objective: We will implement and deliver on an Income Generation Strategy to support the delivery of our strategic ambitions

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will appraise all our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% over the next 4 years	Despite Covid-19 restrictions – our retail operation had a hugely successful year, delivering a £1.37million net surplus – our highest performance ever. We started to review our retail portfolio and closed one shop through the year. Our Board agreed a retail plan of consolidation of our existing portfolio with investment in areas through 22/23 such as till upgrade and rebranding. A new Retail Strategy was approved in June 2022.

We will increase fundraising income by at least 25% over the next 4 years by growing our fundraising activity, including investing in growth where it delivers a key return on investment	We carried out a strategic review of our fundraising activity during 2021/22 – and terminated our outsourcing contract with Compton Fundraising Consultants to bring all our fundraising team and activity in-house. Our new Director of Fundraising was appointed in February 2022 and started recruitment to a new team in Quarter 4 - work is well underway developing our new Fundraising Strategy. Our Trustees have released a development fund for fundraising – to support our plans to grow our supporter base and increase our income over the next 4 years.
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Strategic Objective: We will transform our hospice through investment, growth, and development

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will build organisational resilience through investment in our infrastructure	Our Board supported an investment plan for the delivery of our Strategic Plan. This strategic investment will see developments through 2022/23 and our strategy and strengthen our organisation resilience and response to the needs of our community. A new Business Investment Framework was approved and introduced to support delivery and spend against our plan.
We will ensure our governance framework supports assurance and compliance and our commitment to be the best we can	We conducted a review of our governance structures through the year and launched a new Committee framework. Our Board, through, a recruitment campaign, appointed several new Trustees in the year, bringing with them a range of complementary skills to strengthen our Board further. We completed a review of our terms of reference for all committees and launched a new Board governance handbook and framework. We reviewed our articles of association through the year to facilitate the use of virtual meetings – a new model of working – achieving a 94% attendance through the year of Trustees to all Board and Committee meetings.

To everyone at North London Hospice, thank you so much for making it possible for my partner to pass away peacefully at home. With your wonderful support I was able to fulfil her wishes. You are a fantastic organisation, and I will try to repay a small part of what you gave us by giving you my support.

Community Team compliment

Strategic Objective: We will innovate, engage, and actively respond to opportunities for working, sharing, and learning from each other

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will develop and launch our commitment to the environment and introduce an improved working environment for staff and volunteers	<p>We launched our 'Green Pledge' in June 2021 – demonstrating our commitment to do more for the environment. We promoted the role of 'Green Champions' through our staff and volunteers – who have started to take the lead on a variety of environmental initiatives across the hospice.</p> <p>We commenced design and plans in the year for a remodelling and refurbishment of our head office reception, café, and office spaces. All our plans consider environmental improvements - such as LED sensor lighting, and improved energy efficient heating and air-cooling systems. We hope to start the works in Quarter 3 – 2022/23.</p> <p>We are committed to the planning for the installation of solar panels at our head office in 2022/23.</p>
We will reduce waste by printing less, recycling more in the offices and in our shops, and adopting greener procurement policies	Our retail team sold 750,000 items in our shops – reducing the level of goods sent to recycle and landfill sites.



AMBITION 3 – Our Commitment

We will value and support our staff and volunteers to do their jobs well

Strategic Objective: We will continue to provide our staff and volunteers with enjoyable and rewarding experiences to be the best they can

OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will publish and deliver on a new People Strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all	<p>We developed and launched our new People Strategy in December 2022 – evidencing our priorities for the next 4 years aligned to our overall strategic ambitions.</p> <p>We launched a new Staff & Volunteer Forum – improving the way we engage and finding new ways of listening – so staff and volunteers continue to feel valued and supported.</p> <p>We introduced our new Hybrid Working Policy – showing our commitment to a more flexible and adaptable model of working and supporting our staff wellbeing.</p>
We will review our staff terms and conditions and launch a new Rewards Package ensuring it continues to be attractive, affordable, and positively positioned in the market, to be an employer of choice	We commenced a full review of our pay and benefits during the year. Our appointed consultant, is working to a brief to assess our current pay and benefits, benchmark externally and propose any improvements. We are engaging with staff through this process and our People & Organisational Development Committee have lead oversight of the review process – we propose to introduce any change – subject to any consultation during 2022/23



We will continue to train and develop our own professional workforce to deliver the highest level of quality and outstanding service	<p>The continued altering of Covid-19 restrictions and staff changes impacted the work of the learning and development team. However, adaptability and teamwork ensured another successful year for education in the hospice.</p> <p>A wealth of internal courses was offered in addition to mandatory training including coaching, mentoring, IT skills, managing difficult conversations and bespoke training days covering the care certificate. The virtual clinical training went from strength-to-strength and a poster detailing its success was presented at the Hospice UK conference in Liverpool.</p> <p>Direct mentoring, support and reflection opportunities were also regularly offered by the team. A new e-learning and booking training system, Relias, was also introduced. The system provides a more engaging, informative, and accurate learning experience and has been received positively by staff.</p> <p>We supported seven apprentices: six completing Nursing Associate Training (TNA) and one a management degree. We are enormously proud that four of the TNAs successfully completed their course at the end of March and have been offered promotion roles within the hospice. We recruited four 'Kickstarters' across the hospice for six-month placements, providing them with valuable work experience to support them in their future careers.</p>
We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best	We demonstrated our commitment to our leaders through the year – through the delivery of our Management Development Programme. Cohort 2 of Managers (11 in total) successfully completed the course. Our Cohort 3 programme commenced in April 2022.





OUR 2021-22 AMBITION	WHAT WE ACHIEVED
We will create a positive culture throughout North London Hospice, where diversity, inclusion and respect are core values and at the centre of all our activities and enable us to widen our reach and diversity in terms of staff, volunteers, and patients	<p>We launched an exciting and ambitious Equality, Diversity & Equality (ED&I) Strategy in July 2021 and appointed our first ED&I Officer to drive the strategy and our commitment forward. Our all-staff conference in December 2021 – attended by over 120 staff – promoted our plans within the strategy.</p> <p>We established a staff and volunteer EDI group to lead on a number of initiatives and launched an annual calendar of celebratory events to represent our commitment to ED&I.</p> <p>We launched a new campaign, Count Me In, to capture data representing the diversity of our staff, patients, volunteers, and Trustees. We will use the data in 2022/23 to identify how we develop our teams and services further and promote our ED&I agenda.</p>
We will continue to train and educate our staff, volunteers and ambassadors and explore how we can share our experience locally and nationally, across the NHS and within other organisations	<p>Despite the Covid-19 restrictions, we continued to support our local care homes. Many homes remained closed for in person teaching during the year, so they were instead supported via virtual training and face to face when the easing of restrictions allowed.</p> <p>We continued to run our accredited end of life care courses in partnership with Barnet and Southgate College which were well evaluated by the learners but also the internal and external college moderators.</p>



Patient Stories

"My mantra in life is to 'live, love and laugh' and the hospice helps me to do this"

Hayley's Story

Hayley Richardson has great style. Effortlessly chic. Wearing new jeans, this season's must have style of course, (a bargain from M&S) and a flattering white linen top with just enough detail to make it stand out.

Not surprising, given her 18 years as an image consultant, preceded by a successful career as a fashion buyer. But perhaps unexpected, given that it's sometimes a struggle for her to even get out of bed. Hayley has stage 4 cancer but refuses to let it lower her standards when it comes to the way she looks.

"When I first visited the hospice building in Finchley I was really surprised. It had a warm and strangely happy feel."

Despite the seemingly endless hospital appointments and assessments, Hayley, who lives in Barnet, says with the hospice's help her pain is under control which enables her to indulge in her two passions in life – horses and travel.

"This year Ruby and I have made some wonderful memories, visiting Dubai and New York and I've got more travel on the horizon over the summer. My daughter is my proudest achievement, and we indulge our passion for horses together. Thanks to the support of North London Hospice I'm able to continue to enjoy the things that are important to me.

"If anyone in my situation is hesitant about contacting a hospice, I'd say don't be. It's not the last stop on the line as many believe, but a tremendous and unexpected support that can help you continue on your journey through life."

Hayley Richardson



Irene's Story

Irene was transferred to North London Hospice from hospital in January 2022 and has found a calmness in her surroundings.

"Arriving here was my first experience of the hospice. The standard of care is excellent... from the food, to the comfort of the room and the staff, who are incredibly friendly."

Irene Brittain likes to name her important possessions. She has a black car called Clara, a shopping trolley called Charlie and, importantly, a wig called Shirley, purchased during many rounds of chemotherapy.

"It's a beautiful top-quality wig, and I love it," says mum of two Irene, who is being cared for on North London Hospice's Finchley Inpatient Unit.

When our User Involvement Lead Liz meets with Irene on a sunny afternoon, the light is streaming in through the window that looks out onto our garden. The 18 rooms on our Inpatient Unit are bright and airy, with televisions, fridges and all are ensuite.

Irene explains how she keeps a black diary, in which she is writing things about herself so that her husband Mark and sons Matt and Ian can use it when they are preparing readings for her funeral. In it she has also asked her family to write down things they think about her.

She also has another little black book named, of course, Enigma. The book has all her different codes and passwords written in it. When Irene passes away, she has planned for this book to be wrapped up and given to her sister-in-law who has experience in doing probate.

Irene enjoyed a distinguished 18-years in the education profession, many of which were spent teaching the early formative years. She's immensely proud of her sons, one of whom is at university and the other working in IT and consider their mum "one of the kindest people" they know.

While the world was grappling with the pandemic in spring 2020, Irene was dealing with her own challenges, having been diagnosed with undisclosed primary cancer (CUP) in April 2019. She also lost her mother Evelyn, her mother-in-law Val, and her husband's uncle and aunt, so it was a "truly dreadful" year for the family.

Despite the many challenges of the last two years, Irene reflects on her 'amazing life':

"My sons are always telling me that they broke the mould when they made me, and I tell them every day that 'I know I'm strong but together we are stronger'."

It's my way of thanking them and my whole family and network of friends for all their support.

"Our new addition to the family, my great nephew Monty, arrived at just the right time for me."

And despite all that may have changed in Irene's life, her sense of humour is something that will stay with her until the end: "My favourite programme is Death In Paradise," and she has a little chuckle at her surroundings.

Irene died peacefully on 22 February 2022.

Fundraising

Introduction

Covid-19 has had an impact across many areas of life and work and fundraising is not immune to that. Last year much of our fundraising activity had to cease completely and during 2021-22, we continued to feel the effects of the pandemic. There was continued uncertainty about whether activity would be able to go ahead and event supporters setting up fundraising pages much later in the run up to their events.

However, we did enjoy some wonderful successes - our legacy income was £2.4m with our highest number of gifts in five years and we were supported by an incredible marathon runner who raised £60k, we also started to recruit players for the Local Hospice Lottery launched in March 2021.

We continued to be supported by our local community and our supporters, regular givers, and lottery players. We are grateful for every donation and offer of support we received during what has been a difficult and uncertain time for so many.

local hospice lottery

Additionally, we made the decision to bring all our fundraising inhouse and appointed a new fundraising team for the first time in 11 years, successfully recruiting Anna Cooper to the role of Director of Fundraising and Corporate Engagement to lead the team. Anna has 20 years fundraising experience and will be developing and implementing a strategy for us to navigate out of Covid-19 and into a period of income growth for the hospice.

Individual Giving

This year we continued to run cash-based appeals which are sent to relevant audiences who have a connection to the hospice and who have supported us over the past few years. During the year, we ran four appeals. We featured our Out of Hours Service which performed well with an average gift of £153. We also ran our flagship Light Up a Life appeal in September inviting supporters to our well known event with our generous donors helping us to light up our lovely tree in Finchley in memory of a loved one. Despite Covid-19, we managed to run the event at the hospice. Around 500 people attended, and others watched via a streaming service. It was wonderful to have people back at the hospice- albeit socially distanced - once more.

In March 2021, we joined the Local Hospice Lottery and by the end of the financial year, we had recruited 421 players to be part of the lottery programme. We continue to work with the Local Hospice Lottery to recruit new players and increase income.

We saw 50 new donors set up a programme of regular gifts- these gifts will eventually help the hospice with longer-term, sustainable financial planning and we are really pleased to see that this new way of giving is being taken up by our committed supporters.



Challenge events fundraising

Following numerous event delays and cancellations, uncertainty about whether events would happen remained a big challenge through year. Additionally, there was concern among events participants around asking friends and family for donations amid such a challenging financial backdrop. The London Marathon did finally go ahead in October 2021- the first since April 2019. Many charities noted reduced average gifts and take up of spaces, however, our income was given an incredible boost by one runner raising an incredible £60k. People took part in a number of third-party events for us last year from running and cycling events to global challenges. One lady, Emma, raised nearly £6,000 on a trekking challenge. Emma said:

"I wanted to take on the Mount Snowdon trek so North London Hospice could keep doing what they do best and to help many families struggling with heart-breaking news. I cannot thank this charity enough for being so supportive and caring of my family during a difficult time"

Our largest owned-event, the Big Fun Walk ran virtually again in 2021- with 500 Participants and raised £82k- what is amazing is that even though the number of participants was significantly lower than the virtual Big Fun Walk in 2020, the income was relatively similar- so the average gifts raised this year have been higher and shows that those who are committed to fundraising for this hospice through Big Fun Walk, continue to do so. It is a real testament to their passionate support and tenacity. We successfully returned to an in-person Big Fun Walk in May 2022.



Community-based Fundraising

We have been really pleased to see activity starting up again across our community in support of the hospice. During the year we have enjoyed some incredible support from - companies to community groups and individuals - all running activity to support us. Funds have been raised from proceeds of bake sales, shopping days, school discos, book sales and even a large-scale football tournament. We could not be more grateful for the time and effort put in by the organisers and the money that is raised at all these events which means that we can continue to offer our hospice services free of charge for everyone who needs us.

As ever, we remain incredibly grateful to our Support Groups and the individuals who make them up. They have helped build the hospice and remain a wonderful support to the hospice decades later- thank you.

Gifts in Wills

Gifts in wills remain our largest single source of fundraised income. In 21/22, we received £2.4m from 57 legators which was a 20% increase on our budgeted legacy income for the year. Gifts ranged this year from £95 to £350,000 and every gift is gratefully received. We recognise these gifts as the testament to the incredible impact the hospice has on people's lives. One family, whose parents had volunteered with the charity, said:

"Knowing how much our parents had supported North London Hospice, my brothers, sisters, and I were very happy to carry out our dad's wishes with a financial gift to the charity. They enjoyed chatting to families in the café area so it is wonderful to know that their legacy will help give this area a makeover, so patients and families can continue to enjoy time together there"

We would like to take this opportunity to thank those donors and their executors for administering the gifts.

Giving in memory of a loved one

In memory giving is an incredibly special income stream for the hospice and again demonstrates the high standard of care received by patients and the deep appreciation and gratitude our community has for the hospice as a result. During the year, we were slowly able to invite people into the hospice again to visit our tribute tree. We mounted 44 new leaves and renewed our current leaves and support. We have been humbled by the efforts of people raising money in memory of a loved one through setting up online tribute pages but also by getting involved in other fundraising efforts with the hospice- most notably our Light Up a Life appeal and event and our Big Fun Walk.

Support from Charitable Trusts

The support of charitable trusts and foundations is essential for the work of North London Hospice. It allows us to continue providing specialist support to our patients and those who matter the most to them, at both the hospice and within the community. During the year, we received £274,178 from 70 trusts and foundations, with gifts ranging from £50 to £50,000. Unrestricted donations from trusts and foundations totalled £122,965. Over the next year, we look forward to further strengthening our relationships with our highly valued current charitable trust and foundation supporters.

We have listed Trusts who have donated over £5,000 to the hospice during the year. We would like to thank them for their recognition of our work and their generous donations, and of course all those other trusts that supported us.

- Anonymous Foundation
- The Thompson Family Charitable Trust
- The Hobson Charity
- Milton Damerel Trust
- The Albert Hunt Trust
- The Irving Memorial Trust
- Edith Murphy Foundation
- The Foster Wood Foundation
- The Openwork Foundation
- The Inman Charity
- The Francis Winham Foundation
- H and M Charitable Trust



Trustees' Annual Report for the Year ending 31 March 2022

How we are Governed

The Board of Trustees of the North London Hospice ('The Hospice') presents its Annual Report for the year ended 31 March 2022 in accordance with the provisions of the Companies Act 2006 and the Charities Act 2011. The audited accounts for that year are also presented and comply with the Companies Act 2006, the hospice's governing document and the 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).

North London Hospice is a company limited by guarantee – registered number 1654807 and a registered charity in England and Wales (charity number 285300). Our constitution is our Articles of Association, which were first adopted on 29th July 1982 and amended on 13th January 2022. The hospice has a wholly owned subsidiary 'North London Hospice' (Trading) Limited (charity number 2268094) – the subsidiary company did not trade in the year ending 31st March 2022.

Objects, objectives, and principal activities:

The hospice's objectives are:

- To relieve sickness and suffering and, in particular but without prejudice to the generality of the foregoing, by the establishment and maintenance of a hospice in North London for persons suffering from chronic or terminal diseases.
- To relieve the suffering of the families and friends and in particular, but without prejudice to the generality of the foregoing, by the provision of practical, bereavement and other emotional support and programmes for education and advice.

Structure, Governance & Management

Our Trustees

Our charity is governed by the Board of Trustees who are legally responsible for directing our affairs. The Board determines our long-term strategy and approves our annual strategic priorities and budget. Specific responsibilities are delegated to a number of committees which report back to the Board on a regular basis. The Board delegates day to day management of the charity to the Chief Executive and the Executive Team.

During the year under review – we externally advertised for new Trustees, and we appointed 4 new members in January 2022 – Dr Ujjal Sarkar, Anna Bokobza, Dr Mohini Parmar, and Saurabh Khare. Geoffrey Hill retired in March 2022 after serving over 20 years on the Board and has been appointed as a Patron in recognition for his service and commitment to the Hospice. Julia Brown and Lesley Ann Nash also retired from the Board during the year after many years of valuable contribution.

Trustees were recruited through a process of advertisement, application and interview, based on a range of selection criteria to seek a diverse range of skills and experience. The Board appointed a specialist recruitment agency to help support with the recruitment process in the year. We offer a tailored induction programme to all new Trustees, including interaction with our services, and meetings with the Chief Executive and members of the Executive Team. All Trustees are asked to complete e-learning on a set of key areas and trustees are not remunerated for their services.



All Trustees completed an annual appraisal process with the Chair and Vice Chair and this year we introduced a new Fit & Proper Persons Policy and new Code of Conduct.

Governance

During the year, the Chair, Chief Executive and Board Development Committee commenced a review of our Board and Committee structure to revise our governance reporting structure. A new committee framework and terms of reference for each was approved and launched in October 2021.

Each Trustee is required to disclose potential or actual conflicts of interest to the Charity as part of annual review and at the start of each meeting. The Board have adopted the principles of good governance in the Charity Governance Code. These principles underpin the Boards governance and form an integral part of the programme of change we have undertaken. The Trustees have taken account of the Charity Commission's general guidance on public benefit when reviewing our aims, objectives, and planning.

Board Committees

Board Development Committee

– responsible for Board governance arrangements and succession planning and recommendations for the appointment and reappointment of governance and executive positions. Oversight of the performance of and recommendations on the remuneration of the Chief Executive and Executive Team.

Finance & External Audit Committee

– responsible for the strategic oversight and effective use of the charity's financial resources and investments. To oversee associated policy, strategy, and performance across all finance and investment areas.

Clinical Governance & Assurance Committee

– responsible for strategic oversight of the Charity's clinical and patient services to ensure they are safe, effective, caring, responsive and well-led. Provide assurance to the Board on all aspects of the quality of clinical care, clinical risk management, clinical governance systems, compliance with clinical regulatory requirements and standards of quality and safety. To oversee associated policy, strategy, and performance in all clinical areas.

Fundraising Committee

– responsible for strategic oversight of the fundraising delivery and services. To oversee associated policy, strategy, and performance across all fundraising income areas.

People and Organisational Development Committee

– responsible for oversight and delivery assurance of the People, Equality, Diversity & Inclusion strategy, and Pay & Benefits Review. To oversee associated policy, strategy, and performance across all people (staff & volunteer) areas.

Retail Committee

– responsible for developing and delivery of the retail strategy, exploring shop growth with return on investment and to oversee associated policy, strategy and performance across the retail areas.

Over the year the Board and Committee cycle has moved to a quarterly model, with a Board and Executive Team Strategy Day annually.

Please see page 64 for a full list of Trustees, which also shows movements through the year under review.

Statement of Trustees' Responsibilities and Corporate Governance

The Trustees are responsible for their annual report, and for the preparation of accounts for each financial year which give a true and fair view of the incoming resources and application of those resources during the year, and of the state of affairs as at the end of the financial year. In preparing these accounts, the trustees are required to:

- ensure that suitable accounting policies are established and applied consistently;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards and statement of recommended accounting practice have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the hospice will continue in operation.

The Trustees confirm that they have complied with the above requirements in preparing the accounts.

The Trustees have overall responsibility for ensuring that the hospice has appropriate systems and controls, financial and otherwise. They are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the hospice and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the hospice and for their proper application as required by charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the hospice is operating efficiently and effectively;
- all assets are safeguarded against unauthorised use or disposition and are properly applied;

- proper records are maintained and financial information used within the hospice, or for publication, is reliable;
- the hospice complies with relevant laws and regulations.

Reserves Policy

The Trustees reviewed the policy on reserves in March 2020 and kept the existing policy unchanged. The trustees recognise that the additional financial support provided by the government to counter the impact of the Covid-19 pandemic, together with higher-than-expected legacy income and investment gains has resulted in reserves ending the year at much higher level than planned. This gives Trustees the assurance with deficits forecast in the 2021-25 planning cycle, general unrestricted reserves are likely to be above the 12 months operating expenditure level while investing in our infrastructure and expanding our reach and the services the hospice offers to its patients and their families, thereby increasing the hospice's baseline costs.

Accordingly, the existing policy is at a level that the trustees consider will be adequate. The policy is to always maintain unrestricted reserves at a minimum of 9 months of unrestricted operating expenditure, taking account of future forecasts.

On current levels of expenditure, maintaining unrestricted general fund between £9.0 million and £12.0 million will ensure long-term financial stability and enable the hospice to withstand external events which may affect the level of income received. Planned investment from reserves as part of the plan to expand our services and improve the infrastructure could result in the reduction of the current level of unrestricted general fund of £20.9 million and increase the baseline cost.



Investment Policy

The Memorandum and Articles of Association do not place any restrictions on the investment policy to be adopted. Subject to the Trustee Act 2000, the Trustees have invested surplus funds, whilst ensuring easy access to meet the operating costs of the hospice.

Specific investment powers are delegated to Newton Investment Management Limited under the following restrictions:

- No investment in tobacco stocks, unquoted shares, derivatives, or unregulated collective investment schemes;
- Investments are consolidated in Newton Fund for Charities, effectively holding units in a highly diversified but readily accessible portfolio.

Principal Risks and uncertainties

The Board of Trustees has overall responsibility for risk management of North London Hospice. This includes setting the risk appetite for the charity, ensuring there are reasonable procedures in place for the prevention and detection of major risks, including fraud risk and other irregularities, and ensuring that risk procedures are reviewed when issues arise.

During the year under review, we introduced changes to improve and refresh our risk management processes, and our committee and governance structure was reviewed and strengthened to help us manage our approach to mitigating against risk across North London Hospice.

- North London Hospice committee groups now meet quarterly to oversee key risk areas, including information governance and data privacy, fraud, and bribery, safeguarding and business continuity. Risks are escalated as appropriate. The Business Continuity Group Membership – Terms of Reference are being reviewed in 2022/23.
- Each directorate meet regularly, to carry out reviews of risk management arrangements across the directorate and inform the escalation of the risk to the Executive Team/Board

- The Executive Team, chaired, by the Chief Executive, regularly reviews and monitors key charity-wide strategic and operational risks at its fortnightly meetings.
- The newly formed Clinical Governance and Assurance Committee scrutinises the management of clinical risks, and the monitoring of clinical incidents and trends.
- Each committee reviews the results of the executive risk management and the operation of our risk management processes. Each committee review and deep dive into selected key risks as necessary.

In addition, we have policies and procedures to identify and manage risks arising from our existing operations and strategic development, and to provide reasonable assurance against material errors or loss.

Planning & Performance

We operate a comprehensive annual planning and budgeting process. We monitor performance through use of key financial and performance indicators which compare actual results and activity against our plans and are routinely reported to the Board of Trustees. A phased budget and regular forecasting enable the Trustees and the Executive Team to link financial performance with resource and activity levels. The Finance & External Audit Committee has delegated oversight in this area.

Internal Audit

Internal controls are subject to scrutiny by each committee – we carry out a programme of cyclical reviews throughout North London Hospice. The Executive Team approves and present the annual audit plan and scrutinise regular reports and present to each committee on progress against the audit plan, the effectiveness of controls in audited functions, and recommendations from audits.



To the many nurses, doctors, assistants, cleaners, and volunteers who cared for our father. We are more grateful than we can ever express for the skill and tenderness you showed him and for the two days he was with you.

Thank you, we plan to fundraise for you in a number of ways.

Inpatient Unit compliment

Key Strategic Risk

An overview of our key strategic risks for 2021/22 and the actions we have taken to mitigate them is summarised in the table below. Each risk area is supported by relevant policies and procedures that are regularly reviewed and updated, and subject to compliance testing.

Risk	How we manage it
ID01 CORONAVIRUS – risk that coronavirus continues to significantly impact upon our ability to deliver services	<ul style="list-style-type: none"> • Business continuity meetings to manage the ongoing issues as they arise and to seek to mitigate the risks coronavirus presents to our future • Executive Team leadership and discussion on government roadmap • Clinical Governance & Assurance Committee
ID02 FINANCIAL SUSTAINABILITY – risk that the charity has insufficient funds to deliver plans to sustain services	<ul style="list-style-type: none"> • Regular monitoring of income and expenditure and regular financial planning and review • Internal financial controls and policies • Diversification of income streams and maintenance of prudent financial reserves • Expert external management of investments • Charity-wide assurance groups
ID03 SERVICE QUALITY – risk of quality failure that may result in patient or user harm	<ul style="list-style-type: none"> • Robust clinical governance processes and oversight • High quality specialist training for staff • Quality reviews and compliance checks • Reviewing and action of patient and carer feedback, incidents and complaints, and trends • Proactive engagement with the NHS
ID04 STRATEGY AND CHANGE – risk that the charity is unable to adapt to changing environment and need with the best possible strategic and operating plan, which may well lead to reduced ability to deliver the highest impact	<ul style="list-style-type: none"> • Executive Team leading on the implementation of the new Strategic Plan, ambitions, and operating plans – launched November 2021 • Board of Trustees oversight of strategy and delivery of operational plans • Executive Team and Board oversight of significant change programmes • Balanced scorecard reporting
ID05 PEOPLE, CULTURE, WELLNESS – risk that the charity is unable to recruit, retain and support suitable staff or sustain a culture that supports the delivery of its strategy	<ul style="list-style-type: none"> • Learning and Development programmes • Benchmarking of remuneration and benefits • Comprehensive and innovative recruitment methods • Staff and volunteer engagement surveys and forum feedback mechanisms • Equality, Diversity & Inclusion Strategy, plan and forum • Freedom to Speak Up Guardians • Access to Employee Assistance Programme & Occupational Health • People Strategy – launched December 2021

Risk	How we manage it
ID06 SAFEGUARDING – risk that inability to safeguard vulnerable adults may lead to serious hard/abuse	<ul style="list-style-type: none"> • Safeguarding leads within the charity • Safe recruitment practices, including pre-employment checks and screening • Regular role-specific mandatory safeguarding training Promotion of Freedom to Speak up Guardians
ID07 GOVERNANCE & COMPLIANCE – risk that failures in governance or compliance may lead to poor decision making, or legal or regulatory action	<ul style="list-style-type: none"> • Clinical Governance & Assurance Committee and charity-wide assurance groups to monitor standards, performance, service developments, incidents, and complaints • Policies, procedures, and guidance supported by training and specialist roles
ID08 HEALTH & SAFETY & THE ENVIRONMENT – risk that failures to act in accordance with guidance could cause harm negatively impact service delivery and lead to legal or regulatory action	<ul style="list-style-type: none"> • Specialist Health & Safety Group and external consultant & advisor • Project group to examine environmental impact of our activity • Green Pledge launched January 2022
ID09 DATA GOVERNANCE, SECURITY, PRIVACY AND QUALITY – risk that inadequate systems for the governance, privacy and security of data may lead to harm, negatively impact service delivery and lead to legal or regulatory action	<ul style="list-style-type: none"> • Privacy and security impact assessments for all new business initiatives • Security audits and reviews • Mandatory training and guidance for all staff • Specialist roles – Senior Information Risk Officer, Data Protection Officer, Caldicott Guardian • Information Governance Group – through business continuity policy
ID10 INFRASTRUCTURE – risk that core systems and technology are inadequate to serve strategy and service needs	<ul style="list-style-type: none"> • Internal audit and self-assessment • External testing and benchmarking • Continuous improvement programmes • Review of IT support and new strategy
ID11 REPUTATION – risk that incidents or events may damage or negatively impact our reputation or operations	<ul style="list-style-type: none"> • Business continuity plan • Executive Team meetings • Public liability and professional indemnity insurance • Communications team

Complaints and Concerns

Quality Performance Indicator	2021-2022
Number of Complaints (NLH target fewer than 30)	15
Investigations completed, complaint upheld/partially	13
Investigations completed, complaint not upheld	2

NLH receives complaints about clinical and non-clinical (charity shops) aspects of its business. This year we received a total of 15 complaints:

- 10 were clinical (patient service) 4 were retail, 1 related to facilities

The 10 clinical complaints involved the community services. Less than 0.3% of patients and families supported by NLH this year made a complaint.

The themes of clinical complaints raised this year were predominantly communication of staff to service users and care of patient.

Financial Review of the year

Total net movement in funds was £2.6 million in the year ended 31 March 2022 (2021: £6.5 million) due to the one off Covid-19 NHSE Emergency Funding and Furlough Scheme receipts of £1.0 million and £1.1 million gains on investments. Of the total net movement in funds, £2.3 million (2021: £5.9 million) was unrestricted.

Total incoming resources were £15.0 million in the year ended 31 March 2022, compared with £17.1 million in the year ended 31 March 2021.

Total donations and fundraising were 60% higher at £2.8 million. Within this total, unrestricted donations of £2.5 million and restricted donations of £270K were respectively £915K and £132K higher than the previous year.

Legacy income of £2.5 million in 2022 was £1.7 million lower than the previous year. Legacy receipts fluctuate from year to year and are unpredictable.

Total grants income was £5.9 million compared with £8.8 million in the previous year, of which £2.1 million (2021: £4.9 million) was restricted. Other than the restricted grant from Betty Messenger Charitable Foundation of £105K (2021: £314K) and NHSE COVID-19 Emergency Funding totalling £990K (2021: £3.5 million), regular NHS restricted funding reduced by £11K. Restricted regular NHS funding of £374K was received towards the direct cost of providing Palliative Care Support Service and a further £670K towards the cost of operating the Haringey Community Team. The core unrestricted NHS funding remained unchanged at £3.7 million for the year ended 31 March 2022.

Other trading activities reflect the charity shops operations, made up of charity shops sales of £2.8 million (2021: £1.2 million), donations of agency sales and Gift Aid of £626K (2021: £172K) and rental income of £12K (2021: £12K). Charity shops also received £10K (2021: £444K) funding for staff on furlough and £70K (2021: £185K) COVID-19 Retail, Hospitality and Leisure grants. However, as of 31 March 2022, there were £49K more agency sales (2021: £89K less) pending conversion to donations than the previous year. Adjusting for these, income generated from

the charity shops operations increased by £1.6 million to £3.5 million as the shops were required to remain shut for 206 days during periods of national lockdown in the previous year.

Investment income at £242K was £12K higher than the previous year and overall, including gains in the value of the hospice's portfolio of investments of £1.1 million, this represents a return of 9%.

Total expenditure was £13.5 million, compared with £12.9 million in the previous year. The increase in expenditure reflects the general cost of inflation and staff pay settlement.

The budgeted deficit for the year ending 31 March 2023 and forecast deficits for the years following in the planning cycle, again reinforces the need for caution about the hospice's financial position in the medium term.

The World stock markets continued the recovery from the losses sustained during the outbreak of Covid-19 in the prior year until the last quarter losing some ground due to the conflict in Ukraine and high cost of living resulting from increasing oil and gas prices.

There is still ongoing uncertainty about levels of future NHS funding for hospices, with greater reliance on grant income to meet the need within the NHS for the provision of end-of-life care.

The hospice continues to take steps to improve voluntary donations and fundraising income. The current economic climate with continued uncertainty resulting from COVID-19, high level of inflation, increasing cost of living giving and increased competition for the same resources has meant that the external trend of donations is downwards and raising voluntary income will be hard for many years to come, while the pressure for higher pay settlement could result in higher expenditure. The shortage of able-bodied volunteers, increased competition from other charity shops and reduced footfall on the High Street as more purchases are being made online continue to impact the charity shops performance.

Internal and external drivers such as the coronavirus pandemic which affect hospice staffing levels increase the risk from staff sickness and increased staff turnover resulting in higher costs and a failure to achieve a level of care expected by service users and Commissioners.

Although there is continued uncertainty of the ultimate impact of Covid-19 pandemic on the charity and its activities, the action that has been taken, together with the contingency plans that may be necessary to make going forward, combined with the level of reserves held, mean that the Trustees expect the charity to be able to continue its activities.

However, the general uncertainty in the funding streams with increased reliance on legacy income, which is unpredictable, the planned investment from reserves to improve the infrastructure and the upward trend in our baseline cost may result in unrestricted general fund falling in the coming years.

While reductions in services would be avoided, if possible, increases in income levels remain crucial to the ongoing operation and development of the hospice.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".



ELISABETH BURGESS JONES
Chair of Trustees

The North London Hospice's objects comply directly with two of the Charities Act's descriptions of "charitable purpose":

- "the advancement of health" and
- "the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage".

The hospice's charitable purpose is enshrined in the wording of the hospice's objects.

The Trustees ensure that this purpose is carried out for the public benefit by delivering services that is valued by our patients, their families and friends and the community in general.

Hospice services are available to those most in need of the services in the London boroughs of Barnet, Enfield, and Haringey. The hospice provides specialist palliative care in an inpatient, outpatient and therapies and community setting.

Disclosure of Information to the Auditor

As far as the Trustees are aware, there is no relevant information of which the company's auditor is unaware. The Trustees have taken all the steps that they ought to have taken as Trustees to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Approved by the Board of Trustees on 16 August 2022 and signed on its behalf by:



ANDREW J. HARRIS
Company Secretary and
Honorary Treasurer



Independent Auditors Report to the Members of North London Hospice

Opinion

We have audited the accounts of North London Hospice (the 'charitable company') for the year ended 31st March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 accounts section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 other information comprises the information included in the trustees' annual report and the impact report, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the accounts does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where 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; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 31, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

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

- enquiry of management and those charged with governance.
- reviewing accounts disclosures and testing to supporting documentation to assess compliance.
- performing audit work over the risk of management 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 bias.

"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 accounts 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 accounts, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation."

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

- Identify and assess the risks of material misstatement of the accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the accounts, including the disclosures, and whether the accounts represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Karen Wardell
(Senior Statutory Auditor)
for and on behalf of
Moore Kingston Smith LLP,
Statutory Auditor 2006

Orbital House
20 Eastern Road, Romford
Essex RM1 3PJ



16 August 2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Statement of Financial Activities

NORTH LONDON HOSPICE STATEMENT OF FINANCIAL ACTIVITIES, INCLUDING THE INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED:		31ST MARCH 2022				2021
		Unrestricted funds	Restricted funds	Endowment funds	Total funds	Total funds
Income:						
Donations and fundraising		2,535,710	270,307	-	2,806,017	1,758,494
Legacies		2,468,132	-	-	2,468,132	4,138,281
Charitable activities						
Grants	4	3,805,820	2,138,961	-	5,944,781	8,780,503
Other trading activities						
Charity shops sales		2,774,244	-	-	2,774,244	1,186,030
Donated agency sales		626,378	-	-	626,378	172,487
Rental income		11,695	-	-	11,695	11,581
Investment income	5	170,005	-	72,328	242,333	229,932
Other	6	82,445	15,204	-	97,649	795,221
Total income		12,474,429	2,424,472	72,328	14,971,229	17,072,529
Expenditure:						
Raising funds						
Fundraising and promotion	7	827,863	143	-	828,006	720,546
Charity shops expenditure	8	2,195,446	10,367	-	2,205,813	2,045,179
Investment manager's fees		58,321	-	-	58,321	51,200
Charitable activities						
Cost of operation of hospice	9	7,753,915	2,416,973	72,328	10,243,216	10,054,028
Other						
Interest on loan from The Governors of the Peabody Donation Fund		130,520	-	-	130,520	21,100
Total expenditure		10,966,065	2,427,483	72,328	13,465,876	12,892,053
Net gains on investments	13	785,762	-	329,200	1,114,962	2,305,775
Net income/(expenditure) before transfers		2,294,126	(3,011)	329,200	2,620,315	6,486,251
Transfers between funds	18	24,286	(24,286)	-	-	-
Net movement in funds		2,318,412	(27,297)	329,200	2,620,315	6,486,251
Reconciliation of funds:						
Total funds brought forward, 1st April 2021		24,617,527	102,360	2,920,633	27,640,520	21,154,269
Total funds carried forward, 31st March 2022	£	<u>26,935,939</u>	<u>75,063</u>	<u>3,249,833</u>	<u>30,260,835</u>	<u>27,640,520</u>

All incoming resources and resources expended derive from continuing activities.
The statement of financial activities includes all gains and losses recognised in the year.
The detailed comparative information for the statement of financial activities is included at note 23.
The attached notes form part of these accounts.

BALANCE SHEET		31ST MARCH	
	Note	2022	2021
Fixed assets:			
Tangible assets	12	7,579,083	7,830,708
Investments	13	15,268,084	13,911,240
Total fixed assets		22,847,167	21,741,948
Current assets:			
Debtors	14	7,194,996	5,951,344
Cash on deposit		2,657,228	2,456,170
Cash on current account and in hand		244,318	243,833
Total current assets		10,096,542	8,651,347
Liabilities:			
Creditors: amounts falling due within one year	15	(1,095,534)	(1,295,955)
Net current assets		9,001,008	7,355,392
Total assets less current liabilities		31,848,175	29,097,340
Creditors: amounts falling due after more than one year	16	(1,587,340)	(1,456,820)
Total net assets	£	30,260,835	27,640,520
The funds of the charity:			
Endowment funds	17	3,249,833	2,920,633
Restricted income funds	18	75,063	102,360
Unrestricted funds			
Designated fund	19	5,991,743	6,373,888
General fund		20,944,196	18,243,639
Total charity funds	£	30,260,835	27,640,520

Approved for issue by the Board of Trustees on 16th August 2022 and signed on its behalf by:-



ELISABETH B. JONES (Chairman)



ANDREW J. HARRIS (Honorary Treasurer)

The attached notes form part of these accounts.

STATEMENT OF CASH FLOWS		31ST MARCH	
FOR THE YEAR ENDED:		2022	2021
Net cash provided by operating activities		335,355	866,823
Cash flows from investing activities			
Investment income			
Income from UK listed investments		241,882	229,526
Interest receivable		451	406
Purchases of tangible fixed assets		(134,263)	(225,766)
Purchases of fixed asset investments		(241,882)	(229,526)
Cash used in investing activities		(133,812)	(225,360)
Increase in cash and cash equivalents in the year		201,543	641,463
Cash and cash equivalents at the beginning of the year		2,700,003	2,058,540
Cash and cash equivalents at the end of the year	£	2,901,546	2,700,003
Reconciliation of net movement in funds to net cash flow from operating activities			
Net movement in funds		2,620,315	6,486,251
Investment income			
Income from UK listed investments		(241,882)	(229,526)
Interest receivable		(451)	(406)
Depreciation		385,718	377,846
Loss on disposals of tangible fixed assets		170	200
Interest payable		130,520	21,100
Net gains on investments		(1,114,962)	(2,305,775)
Increase in debtors		(1,243,652)	(2,739,486)
Decrease in creditors		(200,421)	(743,381)
Net cash provided by operating activities	£	335,355	866,823
Analysis of cash and cash equivalents			
Bank deposit accounts (less than three months)		2,657,228	2,456,170
Bank current accounts		242,595	241,850
Cash in hand		1,723	1,983
Total	£	2,901,546	2,700,003
Analysis of changes in net funds			
	At start of the year	Movement	At end of year
Cash at bank and in hand	243,833	485	244,318
Deposits	2,456,170	201,058	2,657,228
£	2,700,003	201,543	2,901,546

Company information

North London Hospice is a company limited by guarantee incorporated in England and Wales. The registered office is 47 Woodside Avenue, London, N12 8TF.

a) Basis of preparation of accounts and assessment of going concern

The accounts have been prepared under the historical cost convention with the exception of investments which are included at their market value. The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, the Companies Act 2006 and Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the company.

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

The trustees have prepared the accounts on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future as the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The additional support provided by the Government, combined with the level of reserves held, mean that the trustees expect the charity to be able to continue its activities for a period of at least 12 months from the approval of these accounts. Accordingly, the trustees continue to adopt the going concern basis in the preparation of the accounts.

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

b) Fund accounting

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

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

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 costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the accounts.

Endowment funds are capital funds that must be retained for the benefit of the charity. The use of income arising from these capital sums may be subject to restrictions.

Investment income, gains and losses are allocated to the appropriate fund.

c) Income

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

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are accounted for when received by the charity. Donated agency sales relating to proceeds from sale of goods subsequently donated to the charity are accounted for when confirmed by the donor. Tax reclaimed in respect of Gift Aid is accounted for on an accruals basis. Tangible assets donated are included in the accounts at their market value. Goods donated to fundraising shops are included in the accounts when sold. The charity also receives the benefit of work carried out by volunteers, the value of which cannot be quantified.

c) Income (continued)

Grant and service level agreement income is recognised in the period to which the income relates. Government grant income from the Coronavirus Job Retention Scheme (furlough income) is recognised in the Statement of Financial Activities in the period to which the underlying furloughed staff costs relate. Government grant income received from the Retail, Hospitality and Leisure Grant Fund is recognised in the Statement of Financial Activities in the period in which the charity meets the criteria for entitlement.

Income from investments has been taken into the accounts when receivable. Interest receivable has been accounted for on an accruals basis.

d) Expenditure and irrecoverable value added tax

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

All expenditure is accounted for on an accruals basis. Staff and other costs are allocated directly to the activity for which they are incurred. Costs of raising funds comprises the costs associated with attracting voluntary income and the costs of operating the charity's shops.

Charitable activities expenditure comprises those costs incurred in the delivery of hospice services. It includes both costs that can be directly allocated and those of an indirect nature necessary to support them including governance costs.

Not all value added tax is recoverable. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

e) Capitalisation and depreciation

The trustees have adopted the policy that small items of expenditure, being those less than £1,000, of a capital nature are not capitalised but are included in resources expended.

Freehold land is not depreciated. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	-	2%	straight-line
Furniture, fixtures, fittings and			
medical equipment	-	20%	straight-line
Motor vehicles	-	25%	straight-line
Refurbishment	-	10%	straight-line

f) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

g) Stocks

Stocks of donated goods to fundraising shops are not reflected in the accounts because the trustees consider it is impracticable to be able to assess the amount of donated goods until sale as there are no systems in place which record these items until they are sold and undertaking a stock take would incur undue cost for the charity which far outweighs the benefits.

h) Debtors

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

i) Cash at bank and in hand

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

j) Creditors and provisions

Creditors and provisions are recognised where the charity 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

k) Financial instruments

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

l) Pensions

The charity contributes to defined benefit and defined contribution schemes on behalf of its employees.

The assets of the defined benefit schemes are held separately from those of the Hospice by the National Health Service Superannuation Scheme and the Local Government Pension Scheme.

The assets of the National Health Service Superannuation Scheme cannot be identified on a consistent and reasonable basis. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' working lives with the charity. The contributions are determined by qualified actuaries on the basis of periodic valuations.

Defined contribution scheme pension costs charged in the accounts represent the amounts payable to the scheme in respect of the year. Where employees' wages and salaries are allocated to unrestricted or restricted funds, the pension costs relating to those employees, and any associated liabilities, are allocated to the same funds.

m) Operating leases

Rental costs under operating leases are charged in the accounts in equal annual instalments over the period of the leases.

NOTES TO THE ACCOUNTS

1. Legal status

North London Hospice is a company limited by guarantee and has no share capital. It is registered in England and Wales. The members of the company are the trustees named on page 1, of which there were 15 at 31st March 2022 (2021 - 14 members). In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the charity'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.

Key sources of estimation uncertainty

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the tangible fixed assets and accounting policy e) for the useful economic lives for each class of asset.

3. Group accounts

The charity has one wholly owned subsidiary company, North London Hospice (Trading) Limited. Group accounts have not been prepared as the subsidiary company is not material in the context of the group. Accordingly, these accounts present information about the charity as an individual entity and not about its group.

	Unrestricted funds	Restricted funds	Endowment funds	Total
4. Grants				
Year ended 31st March 2022				
Barnet CCG	1,861,408	212,160	-	2,073,568
Enfield CCG	1,655,632	162,318	-	1,817,950
Haringey CCG	123,060	-	-	123,060
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	669,683	-	669,683
Betty Messenger Charitable Foundation	-	104,781	-	104,781
NHSE COVID-19 Emergency Funding	-	990,019	-	990,019
COVID-19 Retail, Hospitality & Leisure Grant	70,360	-	-	70,360
London Strategic Health Authority	30,000	-	-	30,000
£	3,805,820	2,138,961	-	5,944,781

4. Grants (continued)

The NHSE awarded funding to allow the Hospice to make available bed capacity and community support from April 2020 to July 2020 to provide support to people with complex needs in the context of the COVID-19 situation and to provide bed capacity and community support from November 2020 to March 2021 for the same purpose. Further NHSE funding was received in the year ended 31 March 2022.

Year ended 31st March 2021

	Unrestricted funds	Restricted funds	Endowment funds	Total
Barnet CCG	1,861,408	212,160	-	2,073,568
Enfield CCG	1,655,632	162,318	-	1,817,950
Haringey CCG	123,060	-	-	123,060
NHS Partial Offset of Pensions Costs	65,360	-	-	65,360
North Middlesex Hospital NHS Trust	-	681,092	-	681,092
Betty Messenger Charitable Foundation	-	314,346	-	314,346
NHSE COVID-19 Emergency Funding	-	3,520,004	-	3,520,004
COVID-19 Retail, Hospitality & Leisure Grants	185,123	-	-	185,123

£	<u>3,890,583</u>	<u>4,889,920</u>	<u>-</u>	<u>8,780,503</u>
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5. Investment income

Year ended 31st March 2022

Income from UK listed investments	169,721	-	72,161	241,882
Interest receivable	284	-	167	451
£	<u>170,005</u>	<u>-</u>	<u>72,328</u>	<u>242,333</u>

Year ended 31st March 2021

Income from UK listed investments	167,900	-	61,626	229,526
Interest receivable	239	-	167	406
£	<u>168,139</u>	<u>-</u>	<u>61,793</u>	<u>229,932</u>

6. Other income

Year ended 31st March 2022

Education income	52,445	-	-	52,445
Insurance claim	30,000	-	-	30,000
COVID-19 - Furlough Scheme	-	15,204	-	15,204
£	<u>82,445</u>	<u>15,204</u>	<u>-</u>	<u>97,649</u>

Year ended 31st March 2021

Education income	223,425	-	-	223,425
Management charge	2,824	-	-	2,824
Insurance claim	19,821	-	-	19,821
Covid-19 - Furlough Scheme	-	549,151	-	549,151
£	<u>246,070</u>	<u>549,151</u>	<u>-</u>	<u>795,221</u>

7. Fundraising and promotion

Year ended 31st March 2022

Staff costs	700,815	143	-	700,958
Other costs	127,048	-	-	127,048
£	<u>827,863</u>	<u>143</u>	<u>-</u>	<u>828,006</u>

Year ended 31st March 2021

Staff costs	603,569	18,568	-	622,137
Other costs	98,409	-	-	98,409
£	<u>701,978</u>	<u>18,568</u>	<u>-</u>	<u>720,546</u>

8. Charity shops expenditure

Year ended 31st March 2022

Staff costs	1,260,077	10,367	-	1,270,444
Other costs	308,039	-	-	308,039
Rents paid under operating leases	586,657	-	-	586,657
Rates and water	40,673	-	-	40,673
£	<u>2,195,446</u>	<u>10,367</u>	<u>-</u>	<u>2,205,813</u>

Year ended 31st March 2021

Staff costs	745,360	444,264	-	1,189,624
Other costs	337,787	-	-	337,787
Rents paid under operating leases	515,045	-	-	515,045
Rates and water	2,723	-	-	2,723
£	<u>1,600,915</u>	<u>444,264</u>	<u>-</u>	<u>2,045,179</u>

9. Cost of operation of hospice

Year ended 31st March 2022

	Unrestricted funds	Restricted funds	Endowment funds	Total
Direct costs				
Hospice staff costs	4,817,757	2,366,613	72,328	7,256,698
Catering and cleaning services	97,066	18	-	97,084
Other medical costs	185,596	1,470	-	187,066
Support costs				
Support staff costs	1,055,730	26,274	-	1,082,004
Premises costs	391,072	1,141	-	392,213
Other costs	798,977	21,457	-	820,434
Depreciation	385,717	-	-	385,717
Governance costs (see Note 10)	22,000	-	-	22,000
£	<u>7,753,915</u>	<u>2,416,973</u>	<u>72,328</u>	<u>10,243,216</u>

Year ended 31st March 2021

Direct costs				
Hospice staff costs	2,490,684	4,986,387	61,793	7,538,864
Catering and cleaning services	78,477	1,200	-	79,677
Other medical costs	157,789	20,885	-	178,674
Support costs				
Support staff costs	922,783	23,420	-	946,203
Premises costs	329,752	5,000	-	334,752
Other costs	563,439	15,267	-	578,706
Depreciation	377,846	-	-	377,846
Governance costs (see Note 10)	19,306	-	-	19,306
£	<u>4,940,076</u>	<u>5,052,159</u>	<u>61,793</u>	<u>10,054,028</u>

Support costs including governance costs incurred relating to fundraising and promotion and charity shops are immaterial. Consequently all support costs are included in the cost of operation of hospice.

10. Governance costs

Year ended 31st March 2022

Auditors' remuneration	13,000	-	-	13,000
Accountancy fees	9,000	-	-	9,000
£	<u>22,000</u>	<u>-</u>	<u>-</u>	<u>22,000</u>

Year ended 31st March 2021

Auditors' remuneration	10,935	-	-	10,935
Accountancy fees	8,371	-	-	8,371
£	<u>19,306</u>	<u>-</u>	<u>-</u>	<u>19,306</u>

11. Staff costs, trustee remuneration and expenses and the cost of key management personnel

	2022	2021
Wages and salaries	9,078,025	9,103,009
Social security costs	756,750	728,802
Pension costs	475,329	465,017
£	<u>10,310,104</u>	<u>10,296,828</u>

The charity operates both defined benefit and defined contribution schemes for its employees, the pension charge for the year is shown above. At the balance sheet date £82,900 (2021 - £68,605) was accrued for pension costs.

Analysis by function:

Hospice services	7,256,698	7,538,864
Fundraising and promotion	700,958	622,137
Shops	1,270,444	1,189,624
Support	1,082,004	946,203
£	<u>10,310,104</u>	<u>10,296,828</u>

The number of higher paid employees was:

	2022 Number	2021 Number
£60,000 to £70,000	7	7
£70,000 to £80,000	5	3
£80,000 to £90,000	3	1
£110,000 to £120,000	2	1

(continued)

11. Staff costs, trustee remuneration and expenses and the cost of key management personnel

Contributions were made to a defined benefit scheme for ten (2021 - six) higher paid employees and to a defined contribution scheme for five (2021 - five) higher paid employees. Total contributions in the year amounted to £97,167 (2021 - £61,720).

No trustees have received any remuneration in respect of their services or had any expenses reimbursed (2021 - the same).

The average number of employees, analysed by function, was:

	2022	2021
	Number	Number
Hospice services	114	125
Fundraising and promotion	12	11
Shops	42	41
Support	23	20
	191	197

The staff costs and numbers of employees do not include any allowance for the work carried out for the hospice by over 590 volunteers. Volunteers have carried out a variety of roles including welcoming visitors to the hospice, assisting staff in the inpatient unit in serving meals, helping to transport patients to and from the Health and Welfare Centre, carrying out numerous administrative functions and helping at fundraising events, and a significant number of volunteers assist in our charity shops. The value of this work cannot be quantified.

The key management personnel of the charitable company are the trustees and the executive team, comprising the Chief Executive, the Medical Director, the Commercial and Finance Director, the Director of Fundraising and Corporate Engagement/Communications, the Director of People and the Director of Clinical Services. The employee benefits of the key management personnel totalled £563,125 (2021 - £567,427).

12. Tangible fixed assets

	Freehold land and buildings	Furniture, fixtures and fittings	Medical equipment	Motor vehicles	Refurbishment	Total
Cost						
At 1st April 2021	10,180,777	2,102,658	430,052	120,254	588,474	13,422,215
Additions	-	91,711	7,511	-	35,041	134,263
Disposals	-	(9,399)	-	(61,171)	-	(70,570)
At 31st March 2022	10,180,777	2,184,970	437,563	59,083	623,515	13,485,908
Depreciation						
	3,082,264	1,850,660	362,445	120,254	175,884	5,591,507
Charge for the year	175,392	123,059	27,297	-	59,970	385,718
Disposals	-	(9,229)	-	(61,171)	-	(70,400)
	3,257,656	1,964,490	389,742	59,083	235,854	5,906,825
Net book values	£ 6,923,121	220,480	47,821	-	387,661	7,579,083
At 31st March 2021	£ 7,098,513	251,998	67,607	-	412,590	7,830,708

Freehold land and buildings includes buildings with a cost of £8,769,618 (2021 - the same) that are being depreciated.

Freehold land and buildings have not been revalued. The trustees consider that there is no advantage in obtaining a valuation as the land and buildings are used exclusively for charitable purposes.

All assets are held for charitable use.

13. Fixed asset investments

	2022	2021
Listed investments:		
Market value at 1st April 2021	13,906,240	11,370,939
Additions at cost	241,882	229,526
Net gains on investments	1,114,962	2,305,775
Market value at 31st March 2022	15,263,084	13,906,240
Cost of shares in subsidiary company:		
North London Hospice (Trading) Limited	5,000	5,000
	£ 15,268,084	13,911,240

The historical cost of the listed investments as at 31st March 2022 was £9,606,648 (2021 - £9,364,767).

At 31st March 2022 the listed investments all related to UK equities listed on the International Stock Exchange, London.

At 31st March 2022 UK equities comprised:

	Market value £	Cost £
6,899,084.35 units in the Newton Growth Fund for Charities	11,674,830	7,259,412
2,181,972.52 units in the Newton Global Growth & Income Fund for Charities	3,588,254	2,347,236
	£ 15,263,084	9,606,648

The Hospice owns 100% of the ordinary share capital of North London Hospice (Trading) Limited, a company registered in England and Wales, company number 2268094. The registered office address of North London Hospice (Trading) Limited is 47 Woodside Avenue, London, N12 8TF.

Until 31st March 2018 North London Hospice (Trading) Limited sold goods on behalf of the public for commission, following which the owners were invited to donate the proceeds to the charity under the gift aid scheme. Since 1st April 2018 this has been dealt with directly by the charity as donated agency sales.

During the year ended 31st March 2022 the Hospice charged North London Hospice (Trading) Limited a management charge of £nil (2021 - £2,824).

14. Debtors

	2022	2021
VAT recoverable	104,114	110,742
Other debtors	1,402,104	703,160
Prepayments and accrued income	5,688,778	5,137,442
	£ 7,194,996	5,951,344

Prepayments and accrued income includes measurable legacies committed to North London Hospice as at 31st March 2022, but which were not received by that date, amounting to £4,584,270 (2021 - £3,787,212).

15. Creditors: amounts falling due within one year

	2022	2021
Expense creditors	364,586	415,226
Taxation and social security	193,980	193,363
Other creditors	310,235	472,696
Accruals and deferred income	226,733	214,670
	£ 1,095,534	1,295,955

Within other creditors at 31st March 2022 is £nil (2021 - £210,500) owed to the London Pension Fund Authority resulting from the crystallization of the pension fund liability during year ended 31 March 2020.

Other creditors also includes £310,235 (2021 - £262,196) relating to agency sales under the retail Gift Aid scheme.

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

	2022	2021
Loan - The Governors of the Peabody Donation Fund (secured)		
(including rolled up interest of £1,087,340 (2021 - £956,820))	£ 1,587,340	1,456,820

The loan, the principal sum of which is £500,000, is secured by a charge over certain freehold land owned by the Hospice and only becomes repayable, together with interest thereon equivalent to the drop in real value of the principal sum due to inflation between 30th June 1987 and the date of repayment, in certain eventualities, the main ones being in the event of liquidation or if the building is used for any purpose other than a hospice. The trustees consider the likelihood of such eventualities remote, and accordingly the creditor has been included within creditors: amounts falling due after more than one year.

17. Endowment funds

	Mrs. Burgess				
	Pauline Glasser Endowment	Fund for Children	Capital Fund	Endowment Fund	Total
Balance 1st April 2021	599,247	17,000	150,000	2,154,386	2,920,633
Income	15,702	17	150	56,459	72,328
Expenditure	(15,702)	(17)	(150)	(56,459)	(72,328)
Unrealised gains	71,631	-	-	257,569	329,200
Balance 31st March 2022	£ 670,878	17,000	150,000	2,411,955	3,249,833

Pauline Glasser Endowment:

Under a trust deed dated 1st April 1993 the income of the trust fund may only be applied for the maintenance of the Hospice and for all other charitable purposes for which the North London Hospice was established. The fund is represented by fixed asset investments.

Mrs. Burgess Fund for Children:

A capital sum of £17,000 was received in June 1995. Income is used for the company's principal charitable purpose. The fund is represented by cash on deposit.

Capital Fund:

Capital sums of £150,000 were received in 1993 and 1994. Income from the fund can be used for general purposes and the fund is represented by cash on deposit.

Endowment Fund:

A capital sum of £1,280,095 was received during the year ended 31st March 2008. Income generated from the fund may be used for the Hospice's general purposes. The trustees have also agreed with the donor that part or all of the capital sum may be used on running costs should the need arise in future years in a narrow range of particular circumstances. The fund is represented by fixed asset investments.

18. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations to be applied for specific purposes:

	Balance		Transfers between funds	Balance 31st March 2022
	1st April 2021	Income		
Community and IPU nursing fund	-	14,931	(14,931)	-
Equipment and teaching fund	-	10,390	-	2,879
Haringey Community Team	-	669,683	(669,683)	-
IPU refurbishment project fund	-	14,195	(12,000)	2,195
Front of House Finchley	-	68,600	-	51,825
Refurbishment	-	263,135	(347,331)	18,164
Overnight Community Service	102,360	374,478	(374,478)	-
PCSS fund	-	835,161	(835,161)	-
NHSE COVID-19 Emergency and COVID-19 - Furlough Scheme fund	-	-	-	-
IT equipment fund	-	170,062	(170,062)	-
Single Point of Contact	-	3,837	(3,837)	-
Other	-			
	£ 102,360	2,424,472	(2,427,483)	75,063

Transfers have been made from the Equipment and teaching fund and Front of House Finchley Refurbishment fund to the unrestricted general fund since appropriate expenditure has been incurred and therefore the conditions relating to the inherent restrictions have been complied with.

19. Designated fund

The trustees have designated £5,991,743 (2021 - £6,373,888) as a tangible fixed assets fund. This fund represents an amount equal to the net book value of the tangible fixed assets less the creditor falling due after more than one year which is secured by a charge over certain freehold land owned by the Hospice, as it forms part of the funds the Hospice holds that are not readily available to expend on meeting its charitable objectives.

20. Analysis of net assets between funds

At 31st March 2022

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	670,878	-	-	670,878
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,411,955	-	-	2,411,955
Restricted funds					
Equipment and teaching fund	-	-	2,879	-	2,879
IPU refurbishment project fund	-	-	2,195	-	2,195
Front of House Finchley					
Refurbishment	-	-	51,825	-	51,825
Overnight Community Service	-	-	18,164	-	18,164
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,579,083	-	-	(1,587,340)	5,991,743
General fund	-	12,185,251	9,854,479	(1,095,534)	20,944,196
£	7,579,083	15,268,084	10,096,542	(2,682,874)	30,260,835

At 31st March 2021

	Tangible fixed assets	Investments	Current assets	Creditors	Total
Endowment funds					
Pauline Glasser Endowment	-	599,247	-	-	599,247
Mrs. Burgess Fund for Children	-	-	17,000	-	17,000
Capital Fund	-	-	150,000	-	150,000
Endowment Fund	-	2,154,386	-	-	2,154,386
Restricted funds					
Overnight Community Service	-	-	102,360	-	102,360
Unrestricted funds					
Designated fund					
Tangible fixed assets fund	7,830,708	-	-	(1,456,820)	6,373,888
General fund	-	11,157,607	8,381,987	(1,295,955)	18,243,639
£	7,830,708	13,911,240	8,651,347	(2,752,775)	27,640,520

21. Commitments under operating leases

The company is committed to make the following future minimum lease payments under non-cancellable operating leases for the use of land and buildings:

	2022	2021
Payable within one year	507,860	435,065
Payable within two to five years	791,556	704,809
Payable in more than five years	110,493	-
£	<u>1,409,909</u>	<u>1,139,874</u>

22. Financial instruments

	2022	2021
Financial assets		
Financial assets measured at fair value	18,164,630	16,606,243
Financial assets that are debt instruments measured at amortised cost	6,810,414	5,575,605
£	<u>24,975,044</u>	<u>22,181,848</u>
Financial liabilities		
Financial liabilities measured at amortised cost	£ 1,401,554	1,602,592

23. Prior year's statement of financial activities

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
Income:				
Donations and fundraising	1,620,292	138,202	-	1,758,494
Legacies	4,138,281	-	-	4,138,281
Charitable activities				
Grants	3,890,583	4,889,920	-	8,780,503
Other trading activities				
Charity shops sales	1,186,030	-	-	1,186,030
Donated agency sales	172,487	-	-	172,487
Rental income	11,581	-	-	11,581
Investment income	168,139	-	61,793	229,932
Other	246,070	549,151	-	795,221
Total income	<u>11,433,463</u>	<u>5,577,273</u>	<u>61,793</u>	<u>17,072,529</u>
Expenditure:				
Raising funds				
Fundraising and promotion	701,978	18,568	-	720,546
Charity shops expenditure	1,600,915	444,264	-	2,045,179
Investment manager's fees	51,200	-	-	51,200
Charitable activities				
Cost of operation of hospice	4,940,076	5,052,159	61,793	10,054,028
Other				
Interest on loan from The Governors of the Peabody Donation Fund	21,100	-	-	21,100
Total expenditure	<u>7,315,269</u>	<u>5,514,991</u>	<u>61,793</u>	<u>12,892,053</u>
Net gains on investments	<u>1,756,360</u>	<u>-</u>	<u>549,415</u>	<u>2,305,775</u>
Net income before transfers	5,874,554	62,282	549,415	6,486,251
Transfers between funds	63,807	(63,807)	-	-
Net movement in funds	5,938,361	(1,525)	549,415	6,486,251
Reconciliation of funds:				
Total funds brought forward, 1st April 2020	<u>18,679,166</u>	<u>103,885</u>	<u>2,371,218</u>	<u>21,154,269</u>
Total funds carried forward, 31st March 2021	£ <u>24,617,527</u>	<u>102,360</u>	<u>2,920,633</u>	<u>27,640,520</u>

Our Trustees

Name	Committee Membership
Lis Burgess Jones Chair	Member of the Board Development, Finance & External Audit and Fundraising Committee's
Simon Morris MBE Vice Chair	Chair of the Fundraising Committee, Member of the Board Development and People and Organisational Development Committee's
Andrew Harris Treasurer and Company Secretary	Chair of the Finance & External Audit Committee
Anna Bokobza Appointed January 2022	Member of the People & Organisational Development Committee
Tom Easterling	Chair of the People & Organisational Development Committee, Member of the Board Development and Clinical Governance & Assurance Committee's
Carol Holmes	Chair of the Retail Committee Member of the Board Development Committee
Saurabh Khare Appointed January 2022	Member of the Retail Committee
Simon Males	Member of the Finance & External Audit and Fundraising Committee's
Dr Mohini Parmar Appointed January 2022	Member of the People & Organisational Development Committee
John Reid	Member of the Finance & External Audit and Retail Committee's
Dr Ujjal Sarkar Appointed January 2022	Member of the Clinical Governance & Assurance Committee
Beverley Taylor	Member of the People & Organisational and Clinical Governance & Assurance Committee's Freedom to Speak up Guardian
Dr Judith Tobin	Member of the Clinical Governance & Assurance Committee
Jennifer Walters	Member of the Fundraising Committee
Dr Cate Woodwark	Chair of the Clinical Governance & Assurance Committee
Geoffrey Hill	Retired January 2022
Julia Brown	Retired July 2021
Lesley Ann Nash	Retired April 2021

Our Executive Team

Name	
Declan Carroll	Chief Executive Officer
Dr Sam Edward	Medical Director and Consultant in Palliative Medicine
Fran Deane	Director of Clinical Services
Anna Cooper Appointed February 2022	Director of Fundraising & Corporate Engagement
Nadarasa Sooryakumaran	Commercial & Finance Director
Liz Edwards	Director of People
Robin Langrishe Left March 2022	Director of Fundraising

Registered Office	47 Woodside Avenue, London N12 8TF
External Auditor	Moore Kingston Smith LLP Chartered Accountants and Statutory Auditor Orbital House, 20 Eastern Road, Romford Essex RM1 3PJ
Bankers	Barclays Bank p.l.c. Barnet & Hampstead Business Banking PO Box 12820 London N20 0WE
Investment Managers	Newton Investment Management Limited The Bank of New York Mellon Centre 160 Queen Victoria Street, London EC4V 4LA



Our Vision

The Best of Life, At the End of Life, for Everyone

North London Hospice cares for patients with a life-limiting illness and supports their families, friends, and carers too. We care for patients in the communities of Barnet, Enfield, and Haringey and in our Inpatient Unit in Finchley. The hospice was established in 1984 as the UK's first multi-faith hospice and each year we care for over 3,500 patients. We are an independent charity and provide all our care, free of charge.

If you would like this publication to be made available in accessible formats such as alternative languages, large print or audio, please speak to the Communications and Marketing Team on 020 8343 6806 or email CommunicationTeam@northlondonhospice.co.uk



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North London Hospice

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