

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT AND ACCOUNTS

FOR THE YEAR ENDED

31 MARCH 2017

Registered Charity Number: 280825

Company Number: 1507474

Registered Office: Hospice of St Francis (Berkhamsted) Limited
Spring Garden Lane
Berkhamsted Herts
HP4 3GW

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017

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CHAIR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2017

Alison Woodhams, Chair of the Board of Trustees.

This has been another busy year for the Hospice where we have made progress in a number of areas. Particularly gratifying was the award by the CQC of an outstanding rating following their inspection in June 2016 – we are one of only a handful of hospices so rated. This is a true testament to the hard work and dedication of all of our staff and volunteers without whom none of this would be possible. Our dedicated staff and volunteers work tirelessly to ensure we provide a secure, safe and welcoming environment at the Hospice to look after those with life-limiting illnesses and are active in improving end of life care for all in our community.

We continue to work to increase the numbers of people we care for – but we know that there are many people living in our catchment area who would benefit from our services and we need to reach out to them. Our collaboration work with the other hospices in the area is helping us to achieve this and the launch of the new Referral Coordination Centre is a significant and important step in this journey. But there is more work to do.

During the year three trustees stepped down – Geraldine Burke, Vicki Fruish and Victoria Moore. Like all trustees they were volunteers and we thank them for their contribution over the past few years.

We also welcomed three new trustees to the Board – Margaret Salmon, Nick Hanling and Tracy Moores. Margaret's career was in HR and general management working for the Burton Group and the BBC. She brings extensive non-executive experience across a wide range of sectors. Nick has over 20 years' experience in technology across a variety of different sectors, including charities, membership organisations, other not-for-profit entities, publishing and finance. Tracy's background is in Company Management and Retail / Ecommerce sales development and she runs her own distribution company.

During the year the trustees undertook a review of our corporate governance to ensure we have a structure and processes that best support the Hospice. The most significant outcome of this review was to revise the Board committee structure from five committees down to four. The new committees are Finance and Income Generation, Clinical Governance, Resources, and Corporate Audit, Risk and Governance. This change was from January 2017 and during the second half of 2017 the board will take stock of how well the new structure is delivering focused support where the Board and Hospice most need it.

As planned the Hospice showed an increased deficit in the year (£768k) compared with the previous year (£457k). This is part of the current three year business plan to further invest in our services and reduce our level of reserves closer to our target level. Overall income was 5% lower than the previous year as a result of reduced legacies in the year – inherently an income stream

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CHAIR'S REPORT (continued)
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that can have significant variability between years. This small overall reduction masks a rise of 5% in voluntary and fundraising income and income from charitable activities was up by 5%. In addition trading income, including gift aided donations, increased by 4% and the contribution from trading activities was the highest ever achieved. Costs also showed an increase reflecting further investment as we strengthen our services as well as investing in IT and planned maintenance.

Although our financial results this year are in line with our plans the fundraising environment for all charities, including the Hospice, remains tough, funding levels from the NHS in the future are uncertain and we still need to raise more than £5m every year to continue to deliver our services. New fundraising regulation will impact how we interact with our supporters and potentially make it more difficult to fundraise.

By the time this report is approved our Chief Executive for the past two years, Steve Jamieson, will have left the Hospice for a new role. He has done a tremendous job in reviewing the Hospice in all its areas of activity and working with the Executive Team to introduce improvements and changes as needed.

At the same time we welcomed Kate Phipps-Wiltshire as our new Chief Executive. Kate is an experienced CEO in the hospice sector having led both adult and children's hospices including the John Taylor hospice in Birmingham for five years and, more recently, Tŷ Nant children's hospice in South Wales. Her 25 year career also includes public service in local councils, the NHS and charities. We look forward to working with her as she steers the Hospice through its next stage of development.

Finally we continue to deliver exceptional care to patients, families and carers both at home, in our in-patient unit and in our palliative rehabilitation centre. As always we could not do this without the dedicated teams of staff, volunteers and contributors who deliver and support this care and, on behalf of the trustees, I would like to thank each and every one of them.

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REPORT OF THE BOARD OF TRUSTEES
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PATRONS AND TRUSTEES OF THE CHARITY

PATRONS

The Lord Lieutenant of Hertfordshire, the Countess of Verulam
The Rt. Revd Dr Alan Smith, Bishop of St Albans (Resigned September 2016)
Joanna Barker D.Litt. MBE (Resigned September 2016)
Jo Connell OBE DL
Vivienne Cox
The Rt. Hon David Gauke, MP for South West Hertfordshire
Joan Gentry
The Lady Lyell
Hilary McNair
The Rt. Hon Mike Penning, MP for Hemel Hempstead
Charles Toner

BOARD OF TRUSTEES:

Membership of committees and directorships of subsidiary company

Mrs Alison Woodhams (Chair)	
Ms Geraldine Burke (resigned September 2016)	
Ms Julia Bolsom	FIG, R
Mrs Sarah Byrt	CA, R
Mr Tim Curry	CG
Mr Matthew Gorman	FIG
Mr Mark Hampton (Treasurer)	FIG, CA
Ms Vicki Fruish (resigned October 2016)	
Mr Peter Miller*	FIG, CG
Mrs Victoria Moore (resigned March 2017)	CG
Mrs Susan Noble	FIG, CA
Dr Berndine Tipple	CG
Mr David Williams* (Deputy Chairman)	CA, R
Mrs Margaret Salmon (appointed November 2016)	R, CG
Mr Nick Hanling (appointed November 2016)	R
Mrs Tracy Moores (appointed January 2017)	FIG, CG

Key to committee membership:

Board Committees

Finance and Income Generation (FIG)
Resources (R)

Clinical Governance (CG)
Corporate Audit, Risk and Governance (CA)

Subsidiary Company *Director of Hospice of St Francis Trading Ltd (T)

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HOSPICE MANAGEMENT AND DETAILS OF ADVISORS

CHIEF EXECUTIVE:	Steve Jamieson
EXECUTIVE TEAM:	David Brodala (Commercial) Sharon Chadwick (Medical Director) Clare Hearnshaw (Care and Clinical Development) Clare Miles (Finance and Facilities) Angela Proctor (HR and Voluntary Services) Joel Voysey (Fundraising)
REGISTERED OFFICE:	Hospice of St Francis Spring Garden Lane Berkhamsted Hertfordshire HP4 3GW
COMPANY REGISTRATION NUMBER	01507474 Registered in England and Wales
CHARITY REGISTRATION NUMBER	280825
Telephone:	01442 869550
Website:	www.stfrancis.org.uk
Email:	info@stfrancis.org.uk
Facebook:	facebook.com/thehospiceofstfrancis
Twitter:	@hospicestfrancis
Instagram:	@hospicestfrancis
AUDITORS:	haysmacintyre 26 Red Lion Square London WC1R 4AG
BANKERS:	Lloyds TSB 205 High Street Berkhamsted Hertfordshire HP4 1AP
SOLICITORS:	SA Law 60 London Road St Albans Hertfordshire AL1 1NG
INVESTMENT ADVISOR:	Barclays Wealth, London 1 Churchill Place London E14 5HP

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OBJECTIVES AND ACTIVITIES

Hospice of St Francis activities

The Hospice of St Francis provides expert, dedicated palliative and end of life care to adults suffering from life-limiting illness in North-West Hertfordshire and the Chilterns region of Buckinghamshire. Our care is delivered alongside NHS care, receiving referrals from GPs, Community teams, Hospitals, other Hospices or self-referrals.

No charges are made by the Hospice to patients for the provision of medical, nursing or support services.

We face a challenging future with a rapidly ageing population, longevity and comorbidity can be expected to blur the distinction between palliative care, elderly care and primary care. Many patients prefer to remain in their own homes at the end of their lives and for this to be a realistic option, resources and processes are needed to ensure patients are provided with excellent support during this time.

In the provision of end of life care, the Hospice of St Francis has the expertise to deliver high quality care to the patients it serves. The care we deliver is person-focussed, and addresses holistic needs. This means that we work in a patient-centred way, treating patients as individuals, caring for them in the context of their family and social networks. We offer a range of care options – care in our hospice beds, care at home, and outpatient care from our Spring Centre, to meet the requirements of each individual patient.

The services provided are:

- We provide 14 in-patient beds.
- We have a team of specialist nurses, supported by carers and a multidisciplinary team working in the community.
- We provide care on an outpatient basis to those patients who will benefit from this approach.
- For the delivery of all patient services, we employ a multidisciplinary team of doctors, nurses, carers, physiotherapists, occupational therapists, complementary therapists, social workers and counsellors.
- We run education activities to train and develop our staff and other people in outside organisations in providing end of life care.

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Hospice of St Francis objectives

The Hospice of St Francis vision is:

A community where people with life-limiting illnesses live well until the end of their lives and their families receive the support they require.

We believe passionately that each person should be able to access the best quality of care at the end of their lives. We know that we have the special skills and expertise to do this: the challenge for us lies in coordinating our work with that of other providers, improving care experiences for all people in our catchment area, and raising sufficient funds to achieve our aims.

Based on our vision, our mission is:

- ***To achieve our vision by providing excellent care and support to patients and those close to them***
- ***To share our expertise with colleagues in other settings through collaboration, innovation and education***
- ***We will only achieve our mission with the support of our community***

Our objectives are:

- To transform the quality of life for people living with life-limiting illnesses and provide support for those close to them
- To ensure high quality provision of care through education and research
- To sustain and expand our services through excellent financial management and governance
- To continually improve efficiency and effectiveness

In determining our priorities, we have had regard to the value of the services we provide, in terms of patient and client evaluation, the impacts of the services we deliver, and the cost / benefit of each service.

Our priorities are:

1. To work with other local palliative care providers to increase clinical effectiveness and reduce duplication across the system
2. To further develop Palliative Rehabilitation (Inpatient) Services at the Hospice
3. To lead and develop further Palliative Care Education in Hertfordshire
4. To further develop research activity in the Hospice of St Francis.

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2017/18 PRIORITIES

<p>Objective 1: To work with other local palliative care providers to increase clinical effectiveness, and reduce duplication across the system. To develop and lead Community Palliative Care Services in West Hertfordshire.</p>	<p>2017/18</p> <ul style="list-style-type: none"> • Develop a community service in North West Hertfordshire in partnership with other hospices together with Hertfordshire Community NHS Trust • Use the potential of the new Referrals Coordination Centre for West Hertfordshire to improve palliative care referrals management in the area • Create teams of palliative care nurses to work closely with the local Integrated Care Teams and General Practitioners • Deliver 'Spring Centre' services in other settings through outreach into the local community <p>Long term</p> <ul style="list-style-type: none"> • Promote a more coordinated local approach to community palliative care provision • Develop collaborative models with other Specialist Palliative Care Providers
<p>Objective 2: To further develop Palliative Rehabilitation Services at the Hospice of St Francis.</p>	<p>2017/18</p> <ul style="list-style-type: none"> • Focus on developing, delivering and evaluating a palliative rehabilitation pathway in our inpatient unit (IPU) • Identify and achieve rehabilitation goals and benefits from support patients <p>Long term</p> <ul style="list-style-type: none"> • Establish a clear rehabilitative pathway for IPU
<p>Objective 3: To lead and develop further Palliative Care Education in Hertfordshire.</p>	<p>2017/18</p> <ul style="list-style-type: none"> • Continue to develop education activities increasingly in collaboration with others • Seek and obtain funding for education for professionals working with people with learning disabilities and people in care homes • Deliver accredited courses, in collaboration with higher education <p>Long term</p> <ul style="list-style-type: none"> • Continue to develop and be a centre of excellence for educational programmes
<p>Objective 4: To continue to develop research activity in the Hospice of St Francis. Maximise the capability of the current organisation, develop services and respond to change and generate income to continue to run and grow these services.</p>	<p>2017/18</p> <ul style="list-style-type: none"> • Actively collaborate with others as part of the Hertfordshire Palliative Care Research Group • Review roles and structures as opportunities arise, ensuring organisational resilience and flexibility • Develop and grow trading and fundraising income <p>Long term</p> <ul style="list-style-type: none"> • Continue as a 'Research Active' Hospice, building our own research expertise and promote the advancement of knowledge in Palliative Care. • Invest in the Hospice infrastructure

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Achievements and performance in 2016/17

This section of the report shows the progress we have made towards the objectives we identified in our 2016/17 report.

Our plans for 2016/17 were.....

- 1. To reach more people by working collaboratively and in partnership with other local healthcare providers.**

We planned to:

- **Remodel our inpatient area to allow us to treat more patients**

We have identified that the shared rooms in our inpatient area lacked patient privacy and we have reconsidered our objective by planning to convert our 2x2 bedded bays into 4 single rooms.

We planned to:

- **Invest in our multidisciplinary community team to allow more people to be cared for at home**

Having remodelled the palliative and end of life care workforce together with other providers patient care has become more streamlined. Professionals have a greater understanding and are able to refer patients to the right place, directly responding to the urgency of the matter in a given time frame. A balanced and equitable service is now offered.

We planned to:

- **Develop our relationship with Watford General Hospital to promote patient choice**

We are continuing to developing a very successful relationship with Watford General Hospital, providing local palliative facilities.

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- 2. To use a clinical marketing approach to refresh current and develop new relationships with local healthcare colleagues and providers, and to increase referrals to the Hospice of St Francis across all services.**

We planned to:

- **Improve communications with our key clinical stakeholders**

The Hospice of St Francis in partnership with other hospices and Hertfordshire Community NHS Trust developed a new Coordination Centre for palliative care referrals across West Hertfordshire that opened in March 2017. It is jointly managed and provides a single point of contact for all new palliative and end of life referrals, streamlining the process, avoiding duplication and ensuring that patient's needs are assessed and responded to more quickly.

We planned to:

- **Develop a clinical marketing plan**

The Hospice of St Francis Community Nursing team has carried out extensive marketing of a whole new system aligning local GP practices and the new Palliative Care Referrals Coordination Centre. We have increased our representation at all GP practices in the Dacorum area, giving us the opportunity to promote our Spring Centre services by working with patients at an earlier stage of illness.

- 3. To expand our services, to include more outreach services and service provision in other settings.**

We planned to:

- **Build ABC Care Home end of life education programme**

Although the funding from the grant came to an end, the ABC Care Home project is very successful, and the Hospice of St Francis has decided to continue with this education programme. The main goal for this programme is to stop inappropriate admissions to hospitals for palliative care.

We planned to:

- **Develop the Care Home project addressing the end of life needs of dementia patients**

We are working with two other care homes addressing the needs of dementia patients. This grant funded programme will continue to support the improvements within the Hospice of St Francis and local care home partners in dementia knowledge, competence, awareness and responsiveness throughout the next financial year.

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- **Continue to promote collaborative education working with local hospices**

There has been a successful collaboration with local hospices in West Hertfordshire, running educational courses.

- 4. To continually improve efficiency and effectiveness of processes, to enhance the coordination of the delivery of services. To generate income to continue to run and grow the services provided by the Hospice of St Francis**

We planned to:

- **Understand our donors to respond to their needs**

We are only able to sustain and develop our services through our ongoing partnership with our local community. We manage a wide variety of fundraising activities with a range of different audiences and communicate with our supporters via mail, telephone and email in line with the Fundraising Code of Practice. We also monitor supporter satisfaction closely in each of our fundraising channels. In response to changing regulations we have begun to design a process for understanding how we might most effectively communicate with supporters. This work is an ongoing process and we plan to implement an annual donor care survey to enable donors to better exercise choice and control over their relationship with the hospice.

We planned to:

- **Develop new trading ventures to grow trading income**

This is regularly considered to ensure that other potential opportunities are thought of to encourage diversity of income away from charity shops. We had our first year of selling Christmas trees in the car park which was a success. Our Return to Glory shop site saw a significant change of layout, maximising upcycling and enabling customers to see behind the show room. This has enabled impromptu sales occurring seeing skilled workmanship first hand. We continue to invest in our staff and infrastructure to make our shops the destination of first choice.

- **Improve our corporate governance processes**

A total review of the corporate governance process was undertaken and a new policy has been implemented.

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○ **Develop staff training and development programmes**

We ran 77 non clinical training programmes for our staff, training on new IT systems, management development and appraisal training. A total of 439 staff attended these programmes.

○ **Define and refine volunteer roles and responsibilities**

Volunteer policy and procedures were rewritten to encourage a more robust volunteer involvement programme and help identify areas requiring improvement. Recruitment and supervision training was undertaken by staff working with volunteers to ensure maximum engagement in developing volunteers. Volunteer services team has developed a work experience programme for student volunteers to engage better with the Hospice of St Francis.

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Principal risks and uncertainties

The Board of Trustees are responsible for ensuring there are effective risk management controls in place to manage the major risks facing the Hospice. The Board of Trustees manages this responsibility through oversight of the Hospice's risk management policy and procedures.

The Hospice's risk management policy establishes a consistent way to:

- identify
- assess
- evaluate
- create action plans
- monitor
- escalate and
- report on all risks.

This framework allows management to take control of risks and the Board of Trustees to oversee risks and ensure that suitable action is taken to respond to identified risks.

The process adopted by the Hospice is:

- Risks are identified at an operational level and transferred to a risk register.
- A scoring system, based on the National Patient Safety Agency (NPSA) Matrix incident scoring scale, is used to evaluate the risk
- Where a risk is identified as significant, an action plan is designed to mitigate and manage the risk
- The Hospice executive team reviews all risks and action plans monthly
- The Board of Trustees reviews the most significant or strategic risks quarterly
- Formal project groups are set up for major projects, to ensure they are properly planned, managed and implemented

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Significant risks

Risk	Management / mitigation
<p>Financial risks. The principal risks for the Hospice of St Francis are liquidity risk and investment valuation risk.</p>	<ul style="list-style-type: none"> • Cash flow closely managed and monitored by the finance committee • Investment policy managed by the finance committee with external advice • Investment policy focused on capital preservation, liquidity and real terms growth
<p>Income generation risks. Reduced income due to the economic environment affecting donors or statutory income, or to regulatory changes.</p>	<ul style="list-style-type: none"> • Continued engagement with NHS commissioners • Strategic income generation plans • Diversification of income where possible • Community engagement
<p>Operational risks. Events, including inadequate facilities management, health and safety breaches or IT incidents that could cause harm to Hospice patients, visitors, staff and volunteers.</p>	<ul style="list-style-type: none"> • Training and awareness programmes for all staff • Senior management responsibility for Health and Safety awareness • Information security policies, antivirus software, two factor authentication for remote access • Expert external advice regarding IT estate and investments
<p>Reputational risks. Incidents, omissions or press coverage which damage the Hospice's reputation.</p>	<ul style="list-style-type: none"> • Risk assessments for all activities, with attention to the safety of external and internal participants • Emergency response plan, on which senior staff have received formal training • Training and awareness programmes for all staff
<p>Care delivery risks. Risks relating to patient experience.</p>	<ul style="list-style-type: none"> • Staff training • Hospice policies and procedures regularly updated and communicated • Implementation of new electronic patient records system to allow Hospice participation in EPaCCS systems
<p>Staff risks. Risks relating to recruitment and retention of staff and volunteers.</p>	<ul style="list-style-type: none"> • Initiatives to attract staff • Reward and recognition policy being designed • Staff training and development programme • Staff and volunteer mandatory training programme • Clear and accessible whistle-blowing procedures

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FINANCIAL REVIEW

	2012/13	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000	£'000
Total Income	6,232	6,533	5,847	6,560	6,207
Costs of income generation	1,933	2,326	2,577	2,636	2,579
Spending on charitable activities	3,254	3,583	3,877	4,344	4,626
Total reserves	9,481	10,195	9,782	9,325	8,557

Income fell by 5% in 2016/17 compared with 2015/16, to £6,207,000. Income includes:

- Legacy income, inherently a variable income, fell by 46% to £615,000 in the year ended 31st March 2017 from 15/16.
- Voluntary and fundraising income was up by 5% to £3,052,000 compared to 15/16. The Hospice fundraising department raises money through events and sponsorship, applications to grant making trusts, direct marketing, in memory giving, and other sources. The cost of raising voluntary and fundraising income is £966,000, 32% of the sums raised.
- Income from charitable activities was up by 5% to £1,060,000. This category includes NHS grants and direct payments for service delivery, as well as restricted grants from other organisations to directly support services.
- Trading income fell by 1% to £1,476,000. This income comprises the sale of goods in all the Hospice shops. Where goods are donated under gift aid agreements, the income is accounted for as voluntary income, not retail income, reflecting the legal nature of the transaction. In 2016/17 the Hospice accounted for £443,000 of gift aided donations of goods to its shops.

Performance of material fundraising activities

Once again the Hospice has benefited from the significant goodwill of our community, with fundraising events continuing to perform strongly. Corporate fundraising with membership of the Corporate Partners Network has exceeded 160 this year. The quality of our work with patients and families and our positive relationship management continues to create positive results with in-memoriam giving. Legacies slightly exceeded the budgeted target, raising £615,000 in the year.

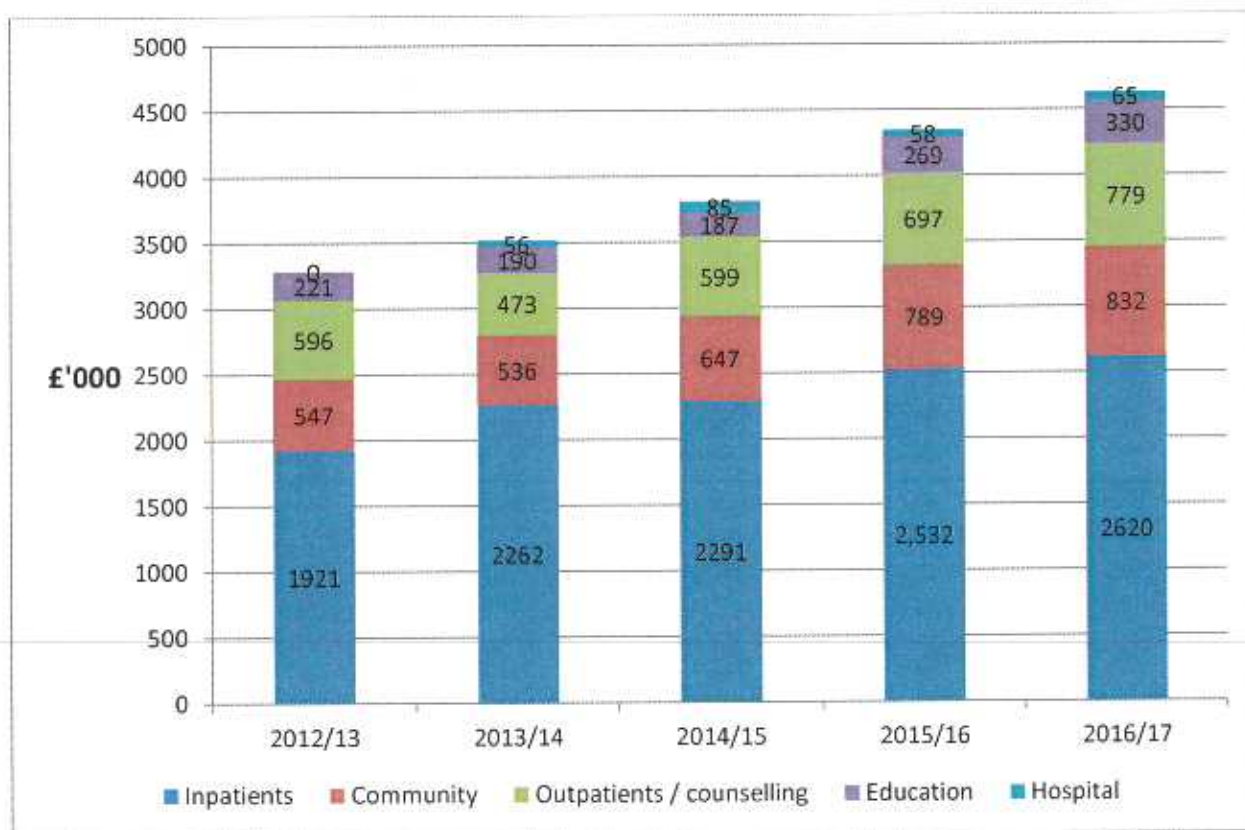
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FINANCIAL REVIEW – continued

There was a reduction in the cost of income generation by 2% to £2,579,000. In 2016/17, the Hospice invested in the areas of community fundraising and capitalised major donors.

Total spend on charitable activities



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FINANCIAL REVIEW – continued

Spending on charitable activities rose in the year ended 31 March 2017:

- Total costs of charitable activities were £4,626,000 up by 6% compared to the previous year. Generally the cost increase is across all departments.
- The inpatient activity accounts for 57% of all spending, which is consistent with previous years, although there is only a small increase compared to last year's costs. Inpatient costs are comparably higher than other costs as a result of the complexity of the medical needs of the Hospice patients and associated drug costs. Staffing of inpatient service is responsive to need and provided 24/7.
- Community palliative care accounts for 18% of all costs, and costs rose by 6% during the year, due to continuing investment in the community team.
- The Spring Centre (outpatient and bereavement services) accounted for 17% of all costs, and rose by 12% during the year due to the wider range of services provided.
- Education provided by Hospice of St Francis accounted for 7% of all spending.
- Work at the hospital accounted for 1% of all spending.

Financial forecasting

The Hospice of St Francis's system of financial management and control operates through a rolling three year business plan and annual budgets. The business plan for the 2017 to 2019 period projects deficits for each year of the plan, as the Hospice continues to invest in the activities defined in its strategic plan. The Board of Trustees has approved the use of the Hospice's unrestricted reserves to fund the deficit, within the agreed timescales and within the agreed financial limits.

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FINANCIAL REVIEW – continued

Reserves

	2012/13	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000	£'000
Restricted reserves	37	20	4	26	57
Designated reserves	5,507	5,459	5,314	5,167	5,022
Unrestricted reserves	3,937	4,716	4,464	4,132	3,478
Total reserves	9,481	10,195	9,782	9,324	8,557

The Hospice of St Francis provides important health services to its local community, and is dependent on a number of fluctuating income streams including donations, grants, legacies, and trading profits. The reserves held by the Hospice should allow it to continue operations even when there is an unforeseen downturn in any of these sources of income, or an unforeseen increase in costs.

Restricted reserves

Restricted reserves arise when a donation or a grant is made to the Hospice for a specific purpose. This money is reserved to be dedicated to this specific use. The balance at the end of each year represents grants or donations received before the end of the year where the related expenditure will fall into future years. These reserves can only be used for the purpose for which the money was donated.

Designated reserves

The balance on designated reserves represents the undepreciated cost of the Hospice building. These reserves are not available for investment, or spending, unless the Hospice buildings are sold.

Unrestricted reserves

Unrestricted reserves represent the financial resources available to the Hospice to invest or to spend on Hospice services. The Board of Trustees reviews the level of reserves regularly, to ensure that the Hospice's operations are sustainable.

The Hospice calculates the required level of reserves annually. Required reserves are estimated by reference to:

- The riskiness of different income categories
- The level of funds required to cover unexpected expenditure or future growth
- Working capital requirements
- Provision for the costs of cutting services or restructuring the Hospice if this should be needed

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FINANCIAL REVIEW – continued

The resulting calculation provides a minimum level of reserves required. In 2015, it was calculated that we required 6 months of unrestricted reserves level for charitable spending which equates to £3,603,000 for this financial year. At 31 March 2017, the Hospice's unrestricted reserves were £3,478,000 representing approximately 5.8 months of charitable spending.

Planned deficits in the business plan for the period 2017-2019 will further reduce reserves, but the Board of Trustees is confident that reserves will remain within an acceptable range. The Board of Trustees carefully monitors the Hospice's income and expenditure and will take any action needed if there is a significant risk to the Hospice's financial position and the sustainability of its services.

In the current political environment, contracts for services are increasingly being allocated by competitive tender. The Trustees have noted that a strong reserves position may be an advantage in tendering for services, and will not let reserves fall below the minimum level. This minimum level may in the future need to rise to take into account any increased level of risk in Hospice income streams.

Investment policy

The primary objective of the Hospice's investment policy is the capital preservation of reserves. A secondary objective is capital appreciation. The Hospice has a moderate tolerance to risk. Investments allocated to cover Hospice reserves are to be held for the long term. Fluctuations in investment values should not affect short to medium term strategic decisions.

Investment portfolio objectives

- **Total target return:** Over the longer term the Trustees' objective for total return is absolute growth in line with operating cost inflation, assessed at 4.5% per annum.
- **Risk Parameters:** The Trustees do not set an overall risk target but consider each investment individually. In addition to statistical and volatility measurements other risks considered are: liquidity risk; reputational risk (both for the Hospice and the issuer); and credit risk.
- **Asset Allocation:** In accordance with a moderate risk strategy the Trustees seek a well-diversified investment portfolio across all asset classes with a bias towards fixed income and cash. Liquidity is a major consideration in all investment decisions.
- **Social, environmental and ethical considerations:** The Hospice will not invest directly in tobacco related companies.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2017

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Hospice of St Francis is constituted as a company limited by guarantee and is governed by Memorandum and Articles of Association.

The Hospice of St Francis is registered with the Care Quality Commission, which monitors and inspects the Hospice as an independent healthcare provider. The Registered Manager of the Hospice of St Francis is Mr Steve Jamieson, Chief Executive.

The Hospice of St Francis operates within Hertfordshire and the Chilterns region of Buckinghamshire. Within its catchment area, it works collaboratively with other organisations working in palliative care and end of life care services, including the NHS, other hospices and other charities.

Public Benefit Statement

The Charity is a Public Benefit Entity. The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed it. This report provides details of the areas of charitable activity undertaken by the Charity.

Corporate Governance

The governing body of the Charity is the Board of Trustees: at 31 March 2017 there were 13 Trustees. Membership of the Board is set out on page 4 of this report.

At 31 March 2017, there were four formally constituted Board Committees, each with specific terms of reference and functions delegated by the Board. These committees, which are chaired by a Trustee and which report to the Board, are:

- the Clinical Governance Committee
- the Finance and Income Generation Committee
- the Corporate Audit, Risk and Governance Committee
- the Resources Committee

Management

The Board is responsible for setting overall Hospice strategy and approving financial plans. It delegates day to day operational management responsibilities via the Chief Executive to the Hospice's Executive Team and other senior managers.

Election and Appointment of Trustees

The Board appoints new Trustees, based on selection criterion that ensures that the Board has access to a wide range of skills and experience. The Board also appoints Trustees to the Board Committees. The recruitment of new Trustees is through a process of advertisement, application, interview and selection.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2017

STRUCTURE GOVERNANCE AND MANAGEMENT – continued

Induction and Training

An induction programme is offered to all new Trustees, and updates are offered throughout the period of tenure. Regular appraisal meetings are carried out by the Chair at which further training needs are identified.

EMPLOYEES AND VOLUNTEERS

Staff are appointed using value-based competency procedures. Information about the Hospice's aims and activities are communicated to staff and volunteers through briefings, meetings, newsletters and emails. Staff and volunteers are expected to be aware of, and work in accordance with the Hospice values, and these are displayed throughout Hospice premises. The values are:

- Respectful relationships
- Constructive communication
- Excellence through innovation
- Integrity and trust
- Encouraging learning
- Sustainable service
- Community engagement

Volunteers have been central to the Hospice of St Francis since its inception. At 31 March 2017, there were over 1,000 volunteers supporting the Hospice in a variety of roles, including in the Hospice itself, in our shops, in the offices and in the community. Staff and patients alike welcome the involvement of volunteers in the Hospice of St Francis, and their contribution is integral to all Hospice operations.

REMUNERATION OF SENIOR STAFF

The Board considers that the Trustees, the Chief Executive, the Director of Care and Clinical Development, the Medical Director and the Director of Finance comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 8 to the Accounts.

The pay of the Executive Team and all staff is reviewed annually and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, the Board benchmarks against pay levels in other charities. The remuneration benchmark is the mid-point of the range paid for similar roles in similar charities and of a similar size.

**REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2017**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Hospice of St Francis (Berkhamsted) Ltd for the purposes of company law) are responsible for preparing the Trustees' Report, including the strategic report, and the Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Appointment of Auditors

A proposal to reappoint haysmacintyre as auditors in accordance with section 485 of the Companies Act 2006 will be put to the AGM.

In approving this Trustees' Report, the Trustees are also approving the Strategic Report included here in their capacity as company directors.

Chair


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Alison Woodhams

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

PATIENTS STATISTICS

FOR THE YEAR ENDED 31 MARCH 2017

Quality Performance and Clinical Statistics

A CQC assessment was undertaken during the year and the hospice received an outstanding evaluation.

The Hospice of St Francis reflects continuously on its performance and improvement which is supported by processes of internal monitoring. A range of quality activities such as clinical auditing, policies and procedures and patient feedback are reported to the Director of Care and Clinical Development.

In 2016/17 we increased our services to patients and family members who access The Spring Centre (Outpatient and supportive care service) by more than 10%.

We have reached more people in the last 12 months through our collaborative bereavement education programme.

We supported 109 children in total (more than 500 attendances) through one to one and group sessions.

Through the telephone bereavement service we provided more than 3,000 telephone bereavement support calls to family members offering a space for reflection, support and intervention where required. Our bereavement services provide support to adults, children and young people.

Audit plays a key part in assessing how we are supporting a culture of safe and effective care in quality improvements. We have an annual audit program which monitors the Hospice's performance, highlighting any additional areas which require further investigation.

In 2016, the Hospice fully implemented the national electronic patient records database, SystemOne which enables coordinated care across services and agencies for patients locally. We monitor work using our data quality processes to ensure that we are able to completely rely on the accuracy of our activity and performance data.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

We have audited the financial statements of Hospice of St Francis (Berkhamsted) Limited for the year ended 31 March 2017 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 23, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2017 and of the group's and the parent charitable company's net movement in funds, including the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED

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 (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

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 (which incorporates the strategic report and the directors' report).

Matters on which we are required to report by exception

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:

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



Murtaza Jessa
(Senior Statutory Auditor)

for and on behalf of:

haysmacintyre
26 Red Lion Square
London WC1R 4AG
Statutory Auditors

2 October 2017

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
 (Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2017

	Unrestricted Funds Note 1C £'000	Designated Funds Note 1C £'000	Restricted Income funds Note 1C £'000	Total 2017 £'000	Total 2016 £'000
INCOME FROM (NOTE 4)					
Donations and legacies					
Donations	2,577	-	135	2,712	2,677
Legacies	615	-	-	615	1,147
Charitable activities					
NHS Grants for Hospice care	-	-	786	786	703
Other income from charitable activities	36	-	238	274	306
Other trading activities					
Trading and fundraising	340	-	-	340	232
Retail income	1,476	-	-	1,476	1,490
Investments	4	-	-	4	5
Total income	5,048	-	1,159	6,207	6,560
EXPENDITURE ON:					
Raising funds (note 5)					
Voluntary income	489	10	7	506	473
Trading activities	456	4	-	460	468
Retail activities	1,613	-	-	1,613	1,695
	2,558	14	7	2,579	2,636
Net income available for charitable Activities	2,490	(14)	1,152	3,628	3,924
Charitable activities (note 5)					
Inpatient unit	1,706	73	841	2,620	2,531
Community	780	7	45	832	788
Outpatients (Spring Centre)	498	29	73	600	531
Bereavement (Spring Centre)	139	7	33	179	166
Hospital	19	-	46	65	58
Education	242	15	73	330	270
	3,384	131	1,111	4,626	4,344
Total expenditure (note 5)	5,942	145	1,118	7,205	6,980
Carried forward					

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
 (Company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2017

	Unrestricted Funds Note 1C £'000	Designated Funds Note 1C £'000	Restricted Income funds Note 1C £'000	Total 2017 £'000	Total 2016 £'000
Brought forward	5,942	145	1,118	7,205	6,980
	(894)	(145)	41	(998)	(420)
Net gains/(losses) on investments (note 9)	230	-	-	230	(37)
Net income/(expenditure)	(664)	(145)	41	(768)	(457)
Transfers between funds	10	-	(10)	-	-
Net movement in funds	(654)	(145)	31	(768)	(457)
Total funds brought forward	4,132	5,167	26	9,325	9,782
Total funds carried forward	3,478	5,022	57	8,557	9,325

The Accounting Policies and Notes on pages 31 to 51 form part of the Accounts.

All of the above amounts relate to continuing operations. All gains and losses recognised in the year are included above. A full comparative Statement of Financial Activities for the year ended 31 March 2016 is included within note 25.

The net deficit of the parent charity prior to consolidation was £865,000 (2016: £549,000)

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED AND CHARITY BALANCE SHEET
AS AT 31 MARCH 2017

Company Number: 1507474

	Note	Group		Charity	
		2017 £'000	2016 £'000	2017 £'000	2016 £'000
FIXED ASSETS					
Tangible fixed assets	11	5,382	5,651	5,382	5,651
Investments	12,13	2,779	2,549	2,819	2,589
TOTAL FIXED ASSETS		<u>8,161</u>	<u>8,200</u>	<u>8,201</u>	<u>8,240</u>
CURRENT ASSETS					
Stocks of goods for resale		50	50	-	-
Debtors	14	473	325	535	364
Short term investments	15	-	300	-	300
Cash at bank and in hand		315	825	242	772
TOTAL CURRENT ASSETS		<u>838</u>	<u>1,500</u>	<u>777</u>	<u>1,436</u>
CREDITORS: amounts falling due within one year	16	<u>(442)</u>	<u>(375)</u>	<u>(426)</u>	<u>(356)</u>
NET CURRENT ASSETS		<u>396</u>	<u>1,125</u>	<u>351</u>	<u>1,080</u>
NET ASSETS		<u>8,557</u>	<u>9,325</u>	<u>8,552</u>	<u>9,320</u>
FUNDS OF THE CHARITY	17				
Unrestricted funds		3,478	4,132	3,473	4,127
Designated funds		5,022	5,167	5,022	5,167
Restricted funds		57	26	57	26
TOTAL CHARITY FUNDS		<u>8,557</u>	<u>9,325</u>	<u>8,552</u>	<u>9,320</u>

The Accounting Policies and notes on pages 31 to 51 form part of these Accounts.

The deficit of the charity before consolidation of its subsidiary was £1,095,000 (2016: £512,000).

The Accounts were approved and authorised for issue by the Board on 2nd October 2017 and were signed below on its behalf on

Alison Woodhams

Alison Woodhams
Chairman

Mark Hampton

Mark Hampton
Treasurer

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 MARCH 2017

	2017 £'000	2016 £'000
Cash flows from operating activities (note 22)	(654)	(81)
Cash flows from investing activities		
Purchase of fixed assets	(156)	(117)
Management of liquid resources	300	(300)
	<u>144</u>	<u>(417)</u>
Decrease in cash and cash equivalents in the year	<u>(510)</u>	<u>(498)</u>
Cash and cash equivalents at the beginning of the year	825	1,323
Total cash and cash equivalents at the end of the year	<u>315</u>	<u>825</u>

The Accounting Policies and Notes on pages 31 to 51 form part of the Accounts.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

NOTES TO THE ACCOUNTS
AS AT 31 MARCH 2017

1 ACCOUNTING POLICIES

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

A. Basis of Accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2016) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Hospice of St Francis (Berkhamsted) Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Charity's wholly owned subsidiary, Hospice of St Francis Trading Limited, manages its trading activities. The consolidated statement of financial activities and balance sheet include the results of the subsidiary, consolidated on a line by line basis.

The Charity has availed itself of part 15 of the Companies Act 2006 and adapted the Companies Act formats to reflect the special nature of the Charity's activities. No separate SOFA (Statement of Financial Activities) has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

B. Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. The review of our financial position, reserves levels and future plans gives Trustees confidence the charity remains a going concern for the foreseeable future.

C. Fund Accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds that are available for use at the discretion of the Trustees for furtherance of the general objectives of the Charity, and have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes. At 31 March 2017, they comprised the total cost of the building, net of depreciation.

Restricted funds are funds subject to special conditions imposed by the donor or with their authority. The funds are not therefore available for work performed by the Hospice of St Francis other than that specified by the donor.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
 (Company limited by guarantee)

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

1 ACCOUNTING POLICIES (continued)

D. Tangible fixed assets for use by the Charity

These are capitalised if they can be used for more than one year and cost over £500. They are valued at cost or, when this is not available, estimated value on receipt.

Depreciation of Tangible Fixed Assets

Freehold land is not depreciated. During the year, the Trustees reassessed the basis of depreciation of furniture and equipment. As a result of this, the Charity has begun to depreciate assets in this class on a straight line basis. This represents a change in estimate and the trustees consider this is a better reflection of the useful economic life of the assets concerned. The impact of this change in the year is an increase charge in the Statement of Financial Activities of £115,120. The cost of tangible fixed assets is written off over their expected useful lives as follows:-

Freehold Buildings	
Buildings	2% per annum straight line
Mechanical and electrical systems	5% per annum straight line
Garden constructions	20% per annum straight line
Furniture and equipment	20% per annum straight line
Shop fixtures & fittings	20% per annum straight line
IT equipment	33.3% per annum straight line

E. Investment

Investments are included at market value, except for the unquoted investments in The Hospice Lottery Partnership Ltd and Hospice of St Francis Trading Ltd which are valued at cost. In the case of these two investments, there is no open market valuation available, and the Trustees of Hospice of St Francis (Berkhamsted) Ltd consider that the cost of obtaining such a valuation would outweigh the benefit to the users of these accounts.

F. Financial Instruments

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments including trade and other debtors and creditors, are initially recognised at transaction value and are subsequently recognised at their settlement value.

G. Stocks

Stocks comprise the cost at the year-end of bought in goods for sale in the Hospice of St Francis' shops. No value is placed on drugs, medical supplies or donated goods for shop sale. As permitted by section 6.28 of the SORP, income for donated goods for shop resale is recognised on sales as recognition prior to this is considered to be impracticable.

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

1 ACCOUNTING POLICIES (continued)

H. Recognition of incoming resources

These are included in the Statement of Financial Activities (SoFA) when:

- The Charity becomes entitled to the resources.
- The Trustees consider it probable that the Charity will receive the resources.
- The monetary value can be measured with sufficient reliability.

I. Gifts in kind

Gifts in kind are accounted for at a reasonable estimate of their value to the Charity, or the amount actually realised. Gifts in kind for the use of the Charity are included in the SoFA as incoming resources when received. Gifts in kind for sale are included in the accounts only when sold.

J. Donated services and facilities

These are included in incoming resources (with an equivalent amount in resources expended) where the benefit to the Charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the Charity.

K. Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis.

L. Support cost

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources. Staff costs have been allocated by the time spent and overheads have been allocated in accordance with staff costs. Governance costs include the costs of the preparation and examination of statutory accounts, the costs of the Trustee meetings, the costs of any legal advice to Trustees on governance or constitutional matters, and a charge for the salary cost of managers for time spent on corporate governance. Governance costs are shown as a component of support costs.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

1 ACCOUNTING POLICIES (continued)

M. Pension scheme

Certain nursing staff are members of the National Health Service superannuation scheme, which is a defined benefit scheme. The charity is obliged to make contributions to the scheme as instructed by the NHS, but has no commitment to make good an actuarial deficit, nor entitlement to a benefit from surplus funding. On this basis, the scheme is accounted for as a defined contribution scheme. Certain other employees are members of defined contribution pension schemes, the assets of which are held separately from those of the Company in independently administered funds. The company's contributions to the pension schemes are charged to the income and expenditure account as they fall due.

N. Leases

The Charity has no finance leases. All operating leases and rental expenses are charged to the SoFA as incurred.

O. VAT

The Charity and its trading subsidiary file VAT returns under a group registration. The Charity reclaims VAT on its activities using an agreed partial exemption calculation. Irrecoverable VAT in the year ended 31 March 2017 amounted to £40,040 (2016 - £44,000) and was written off during the year.

2 CORPORATE STATUS

The Charity is a company limited by guarantee and does not have a share capital. Its members may be required to contribute a sum not exceeding £2 each in the event of the winding-up of the company. The company is a registered Charity.

3 TAXATION

Hospice of St Francis (Berkhamsted) Ltd is a registered charity and is thus exempt from tax on income and gains falling within chapter 3 of the Corporation Taxes Act 2010 or s256 of the taxation of Chargeable Gains Act 1992, to the extent that these are applied to its charitable objects. No tax charges have arisen during the year ended 31 March 2017.

Hospice of St Francis Trading Ltd has arranged to transfer its profits to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid rules. As a result of this agreement, it has no taxable profits, and no tax is payable for the year ending 31 March 2017.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
 (Company limited by guarantee)

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

4. ANALYSIS OF INCOME	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2017 £'000	Total 2016 £'000
a) Donations and legacies				
Memorial register	555	-	555	448
Donations from individuals and companies	1,317	3	1,320	1,550
Trusts	-	132	132	75
Donations received through the retail gift aid scheme	443	-	443	352
Collecting boxes	66	-	66	59
Lottery	196	-	196	193
Total donations	<u>2,577</u>	<u>135</u>	<u>2,712</u>	<u>2,677</u>
Legacies	<u>615</u>	<u>-</u>	<u>615</u>	<u>1,147</u>
b) Income from other trading activities: trading and fundraising				
Fundraising events	290	-	290	196
Providing goods and services, other than for the benefit of the charity's beneficiaries	49	-	49	34
Letting property held primarily for the functional use of the charity	1	-	1	2
Trading and fundraising	<u>340</u>	<u>-</u>	<u>340</u>	<u>232</u>
c) Income from other trading activities: retail				
Shop sales	1,476	-	1,476	1,490
Total retail income	<u>1,476</u>	<u>-</u>	<u>1,476</u>	<u>1,490</u>

Trading operations

HOSF owns 100% of Hospice of St Francis Trading Ltd (Trading) and exercises control over this company by means of a close working relationship, common management and an operating agreement. Trading manages the sale of goods through the Charity's shops and at certain fundraising events. All activities have been consolidated on a line by line basis in the consolidated statement of financial activities. An amount equal to the taxable income is gifted to the Charity within the provisions of Gift Aid. A summary of the results of Hospice of St Francis Trading Limited is shown in note 4 (D).

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
(Company limited by guarantee)

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

4. ANALYSIS OF INCOME (continued)

The contribution to funds provided by HOSF's trading activity is analysed as follows:

	2017	2016
	£'000	£'000
Retail income	1,476	1,490
Gift aided donations through the shops (including gift aid)	443	352
	<u>1,919</u>	<u>1,842</u>
Total income	1,919	1,842
Retail costs	1,613	1,695
	<u>306</u>	<u>147</u>
Contributions made by retail operations	306	147

d) Income reported by subsidiary company

The results reported in the Hospice of St Francis Trading Ltd, a limited company registered in England and Wales, can be analysed as follows:

	2017	2016
	£'000	£'000
Turnover	481	449
Cost of sales	(178)	(172)
Operating costs	(206)	(185)
Amounts donated to Hospice of St Francis (Berkhamsted) Ltd under the Gift Aid scheme	(97)	(92)
	<u>-</u>	<u>-</u>
Retained In Hospice of St Francis Trading Ltd	-	-

The turnover insofar as this represents sales to third parties, is consolidated with the turnover of the charity shops and included in the retail income line on the SOFA (page 25). Included within 2017 turnover above is £75,854 of commission income, payable by the Charity to the Hospice of St Francis Trading Ltd, and which covers the agreed commission on sales of goods in the shops. This income is eliminated on consolidation.

The cost of sales and the operating costs are also consolidated, and included in the retail costs line in the SOFA.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
 (Company limited by guarantee)

NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

4. ANALYSIS OF INCOME (continued)

e) Investment income

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2017 £'000	Total 2016 £'000
Total investment income	4	-	4	5

f) Income from Charitable Activities

NHS Income for service provision

Hertfordshire	-	706	706	660
Buckinghamshire	-	80	80	43

Total NHS Income for service provision

-	<u>786</u>	<u>786</u>	<u>703</u>
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NHS Income for specific projects

Watford General Hospital	-	46	46	44
Kilfillan Nursing Home	-	28	28	28

Total Income from the NHS

-	74	74	72
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Charitable income from other sources

Service contracts	-	51	51	47
Grants from Macmillan Cancer Support	-	52	52	55
Grant from BBC Children in Need	-	18	18	22
Grant from Prostate Cancer UK	-	-	-	19
Grant from The Henry Smith Charity	-	-	-	32
Grant from The St. James's Place Foundation	-	24	24	6
Other income	36	19	55	53

Total income from charitable activities

<u>36</u>	<u>238</u>	<u>274</u>	<u>306</u>
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Further details relating to restricted income are included in Note 17.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

5. ANALYSIS OF EXPENDITURE

	Direct costs - Staff £'000	Direct costs - Other £'000	Support Costs £'000	Total 2017 £'000	Total 2016 £'000
Costs of generating voluntary income	262	217	27	506	473
Costs of trading and fundraising	227	217	16	460	468
Cost of retail activities	709	820	84	1,613	1,695
	<u>1,198</u>	<u>1,254</u>	<u>127</u>	<u>2,579</u>	<u>2,636</u>
Charitable activities					
Inpatient Unit	1,477	969	174	2,620	2,531
Community	715	93	24	832	788
Outpatients (Spring Centre)	364	215	21	600	531
Bereavement (Spring Centre)	108	61	10	179	166
Hospital	62	2	1	65	58
Education	162	154	14	330	270
	<u>2,888</u>	<u>1,494</u>	<u>244</u>	<u>4,626</u>	<u>4,344</u>
Total	<u>4,086</u>	<u>2,748</u>	<u>371</u>	<u>7,205</u>	<u>6,980</u>

Shared clinical costs have been allocated according to a formula which reflects the Hospice's best assessment of activity levels in the different services offered. Costs of retail activities include £177,453 of stock recognised as an expense in the year ended 31 March 2017 (2016: £172,000)

6. SUPPORT COSTS

	Administration and HR costs £'000	Professional fees £'000	Governance £'000	2017 £'000	2016 £'000
Costs of generating voluntary income	18	1	8	27	25
Costs of trading and fundraising	11	1	4	16	14
Cost of retail activities	56	5	23	84	77
	<u>85</u>	<u>7</u>	<u>35</u>	<u>127</u>	<u>116</u>
Charitable activities					
Inpatient Unit	114	12	48	174	157
Community	16	1	7	24	22
Outpatients (Spring Centre)	14	1	6	21	19
Bereavement (Spring Centre)	6	1	3	10	9
Hospital	1	-	-	1	1
Education	9	1	4	14	13
	<u>160</u>	<u>16</u>	<u>68</u>	<u>244</u>	<u>221</u>
Total	<u>245</u>	<u>23</u>	<u>103</u>	<u>371</u>	<u>337</u>

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

6. SUPPORT COSTS (continued)

Support costs are those costs which are necessary to deliver an activity, but which do not, in themselves, constitute the output of a charitable activity. They include central office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing. All support costs are allocated in accordance with estimated activity in each operational area.

Governance costs comprise the following:

	2017	2016
	£'000	£'000
Governance costs		
Auditors remuneration - external audit	14	13
Auditors remuneration - other advice	1	5
Salaries	82	67
Other costs	6	10
	<u>103</u>	<u>95</u>
Total	<u>103</u>	<u>95</u>

7. STAFF NUMBERS AND EMOLUMENTS

	2017	2016
	£'000	£'000
Gross wages and salaries	4,123	3,994
Employer's national insurance costs	359	312
Employers' pension costs	345	326
Redundancy payments	32	5
	<u>4,859</u>	<u>4,637</u>
Total Payroll costs	<u>4,859</u>	<u>4,637</u>

	Number	Number
Average number of employees in the year, excluding bank staff		
Charitable activities	80.7	69.1
Fundraising and retail	39.0	36.6
Support services	17.1	15.9
	<u>136.8</u>	<u>121.6</u>
Average number of staff	<u>136.8</u>	<u>121.6</u>
Highest paid employees		
Gross salary in the range		
£60,000 to £70,000	1	1
£70,001 to £80,000	1	1
£80,001 to £90,000	2	-
£90,001 to £100,000	-	1
	<u>4</u>	<u>3</u>

Pension costs in the year ended 31 March 2017 for the three highest paid employees were £25,840 (2016 - £21,613 for two employees). The Trust considers its key management personnel comprise the Trustees, the Chief Executive Officer, the Director of Care and Clinical Development, the Medical Director and the Director of Finance. The total remuneration of the key management personnel was £357,216 (2016: £327,697).

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

8 TRUSTEES' EMOLUMENTS AND REIMBURSED EXPENSES

The Trustees received no emoluments for their services during the year ended 31 March 2017 (2016: nil). The Hospice paid expenses of £nil for any Trustee during the year (2016: £nil). Total donations by Trustees were £1,277 (2016: £13,581).

9. GAINS AND LOSSES ON INVESTMENTS

	Unrestricted Funds £'000	Restricted Income Funds £'000	Total 2017 £'000	Total 2016 £'000
Realised gains on investment assets	-	-	-	-
Unrealised gains on investment assets	230	-	230	(37)
Total gains/(losses) on investment assets	<u>230</u>	<u>-</u>	<u>230</u>	<u>(37)</u>

10. NET MOVEMENT IN FUNDS

	2017 £'000	2016 £'000
The net movement in funds is arrived at after charging/(crediting):		
Depreciation of fixed assets	425	336
Auditors remuneration	14	13
Other amounts paid to the auditors	1	5
Operating lease rental: land and buildings	203	222
Operating lease rental: equipment	15	13
	<u>425</u>	<u>336</u>

11. TANGIBLE FIXED ASSETS

Group and Charity	Freehold land and buildings £'000	Furniture and equipment £'000	Shops' fixtures and fittings £'000	Total £'000
Cost				
At 1 April 2016	6,522	1,104	178	7,804
Additions	-	156	-	156
Disposals	-	-	-	-
At 31 March 2017	<u>6522</u>	<u>1260</u>	<u>178</u>	<u>7960</u>
Depreciation				
At 1 April 2016	1324	698	131	2153
Charge for the year	147	254	24	425
On disposals	-	-	-	-
At 31 March 2017	<u>1471</u>	<u>952</u>	<u>155</u>	<u>2578</u>
Net book value				
At 31 March 2016	<u>5198</u>	<u>406</u>	<u>47</u>	<u>5651</u>
At 31 March 2017	<u>5051</u>	<u>308</u>	<u>23</u>	<u>5382</u>

Included in freehold land and buildings is land valued at £601,000 (2016: £601,000), which is not depreciated.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

12. FIXED ASSET INVESTMENTS	2017	2016
	£'000	£'000
Group		
Unlisted investments		
The Hospice Lottery Partnership Ltd	85	85
Total unlisted investments	<u>85</u>	<u>85</u>
Listed investments		
iShares V PLC – iShares MSCI	1,358	1,164
Jupiter Global Fund	510	481
PIMCO funds	514	487
M&G Property Portfolio Shares	312	332
Total listed investments at market value	<u>2,694</u>	<u>2,464</u>
Total investments	<u>2,779</u>	<u>2,549</u>
Listed investments at historic cost	<u>2,315</u>	<u>2,315</u>
Charity		
Total Group investments	2,779	2,549
Investment in Hospice of St Francis Trading Ltd	40	40
Total investments	<u>2,819</u>	<u>2,589</u>

Gains on investments have resulted in a revaluation reserve of £464,000 at 31 March 2017 (2016: £234,000).

Included within fixed asset investments are:

- 40,000 shares (100%) (2016 – 40,000 shares 100%) in Hospice of St Francis Trading Ltd – see note 4C and note 23.
- 14 shares (16.67%) (2016 – 14 shares 16.67%) in The Hospice Lottery Partnership Ltd.

These investments are included at cost in the Charity accounts, and the investment in The Hospice Lottery Partnership is included at cost in the consolidated accounts. There is no open market valuation available for this investment, and the Trustees of the Hospice of St Francis consider that the cost of obtaining such valuations would outweigh the benefit to the users of these accounts.

The management accounts of The Hospice Lottery Partnership Ltd at 31 March 2017 show income for the year of £1,906,597 charitable donations of £55,266, and retained profits at 31 March 2017 of £52,446.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

13. ANALYSIS OF MOVEMENTS IN FIXED ASSET INVESTMENTS	2017	2016
	£'000	£'000
Group		
Carrying value of investments at 1 April 2016	2,549	2,587
Additions to investments at cost	-	-
Disposals of investments at carrying value	-	(1)
Net gain/(loss) on revaluation	230	(37)
Carrying value at 31 March 2017	<u>2,779</u>	<u>2,549</u>
Charity		
Carrying value of investments at 1 April 2016	2,589	2,627
Additions to investments at cost	-	-
Disposals of investments at carrying value	-	(1)
Net gain/(loss) on revaluation	230	(37)
Carrying value at 31 March 2017	<u>2,819</u>	<u>2,589</u>
14. DEBTORS	2017	2016
	£'000	£'000
Group		
Taxation recoverable	50	38
Other debtors	51	68
Prepayments	130	142
Accrued income	242	78
Total	<u>473</u>	<u>325</u>
Charity		
Taxation recoverable	50	39
Amounts owed by group companies	73	49
Other debtors	51	68
Prepayments	119	130
Accrued income	242	78
Total	<u>535</u>	<u>364</u>

Taxation recoverable comprises Gift Aid recovery and VAT.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

15. CURRENT ASSET INVESTMENTS	2017	2016
	£'000	£'000
Group and Charity		
Fixed term bank deposits	-	300
	<u> </u>	<u> </u>
ANALYSIS OF MOVEMENTS IN CURRENT ASSET INVESTMENTS		
Group and charity		
Carrying value of investments at 1 April 2016	300	-
Additions to investments at cost	-	300
Disposals at carrying value	(300)	-
	<u> </u>	<u> </u>
Carrying value at 31 March 2017	<u> </u>	<u> </u>
	<u> </u>	<u> </u>
16. CREDITORS: amounts falling due within one year	2017	2016
	£'000	£'000
Group		
Taxation and social security	102	86
Other creditors	192	166
Deferred income	105	89
Accruals	43	34
	<u> </u>	<u> </u>
Total	<u> </u>	<u> </u>
	<u> </u>	<u> </u>
Charity		
Taxation and social security	102	86
Other creditors	181	152
Deferred income	105	89
Accruals	38	29
	<u> </u>	<u> </u>
Total	<u> </u>	<u> </u>
	<u> </u>	<u> </u>

Included within other creditors is an amount outstanding at the year-end of £18,954 (2016: £18,636) relating to the defined contribution pension schemes and £23,168 (2016: £17,442) relating to the defined benefit pension scheme.

Income is deferred when it is received in advance of the income recognition criteria set out in note 1(H) having been met. All income deferred at 31 March 2016 was released in the year ended 31 March 2017.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

17. FUNDS

Group and charity	General Reserves £'000	Designated reserves £'000	Total unrestricted reserves £'000
At 1 April 2016	4,132	5,167	9,299
Income	5,048	-	5,048
Expenditure	(5,942)	(145)	(6,087)
Gain on investment assets	230	-	230
Transfers	10	-	10
At 31 March 2017	3,478	5,022	8,500

Designated fund

The designated fund comprises the net book value of the building from which the Hospice of St Francis operates. It has been segregated from unrestricted funds to give a clearer picture of the assets of the Hospice. The costs assigned to this fund equal the depreciation of the building: thus over the life of the building, the value of this fund will be reduced to zero.

RESTRICTED FUNDS Group and charity	At 1 April 2016 £'000	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2017 £'000
Restricted donations	14	135	(121)	-	28
Legacies	5	-	(5)	-	-
Herts Valley CCG grants	-	706	(706)	-	-
Chilterns CCG grants	-	80	(80)	-	-
Macmillan Cancer Support grants	5	52	(57)	-	-
Hertfordshire County Council and Herts Valley CCG -					
ABC End of Life care for Learning Disabilities	-	10	-	-	10
Watford General Hospital	-	46	(46)	-	-
The St James's Place Foundation	-	24	(24)	-	-
Herts Valley CCG Nursing Home medical cover	-	2	(2)	-	-
BBC Children in Need grant	2	18	(20)	-	-
Peace Hospice – Joint Director of Education	-	31	(31)	-	-
Rennie Grove Hospice Care – medical cover	-	20	(20)	-	-
Training Grants	-	5	(5)	-	-
Sue Ryder	-	10	(10)	-	-
Boxmoor & Berkhamsted Benevolent	-	20	(1)	-	19
Total restricted funds	26	1,159	1,128	-	57

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

17. FUNDS (continued)

Restricted funds

The restricted funds at 31 March 2017 comprise the assets which have been donated to the Hospice for a restricted purpose but which have not yet been applied to that purpose.

Restricted donations comprised voluntary income given to the Hospice to be used for a specific purpose. The Hospice segregates these funds, and matches them with expenditure when it is incurred. Transfers from restricted funds represent capital grants relating to items purchased where there is no continuing restriction as to use, and are, for this reason, transferred to unrestricted funds.

The Herts Valleys CCG grants comprised an annual grant for palliative care service provision, plus additional amounts for continued care of specific patients, the costs of drugs and dressings, and pharmacy costs.

The Chilterns CCG grant comprises an annual grant for palliative care service provision, plus additional amounts for the care of specific patients.

The Macmillan Cancer Support grants covered:

- A proportion of the costs of one of the Hospice consultants
- A proportion of the employment costs of certain therapy staff
- The set up costs of several projects including patient nutrition and wellbeing.

The Prostate Cancer UK grant funded the salary of a specialist nurse dedicated to providing advice and support to men living with prostate cancer.

Hertfordshire County Council and Herts Valleys CCG part-funded the ABC nursing home education project, which provides end of life training in Hertfordshire nursing homes.

The income from Watford General Hospital covered the salary costs of the Hospice's employed Consultant in Palliative Care to treat hospital patients.

The St. James's Place Foundation grant covered:

- the costs of a Hospice education post based at Watford General Hospital (this project ended in May 2016)
- a proportion of the costs of a Hospice dementia education post to provide palliative and end of life care education in Hertfordshire Nursing Homes which care for patients suffering from dementia.

The Herts Valleys CCG nursing home medical cover grant contributed towards the cost of medical palliative and end of life services to continuing care beds at a nursing home.

The BBC Children in Need grant contributed towards the costs of the children's support workers.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

17. FUNDS (continued)

Peace Hospice contributed towards the salary cost of a director of education post which operates across Peace Hospice and Hospice of St Francis

The Rennie Grove Hospice Care payment comprised the cost to The Hospice of St Francis of supplying a medical service to Rennie Grove Hospice Care.

The full breakdown of fund movements for the year ended 31st March 2016 is shown in the audited accounts for the year ended 31st March 2016 which are available from the Charity Commission.

18. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS	Unrestricted	Designated	Restricted	Total
	Funds £'000	Funds £'000	Funds £'000	2017 £'000
Tangible fixed assets	360	5,022	-	5,382
Investments	2,779	-	-	2,779
Current assets	781	-	57	838
Creditors: falling due within one year	(442)	-	-	(442)
Total	3,478	5,022	57	8,557

19. RELATED PARTIES

During the year there were no related party transactions (2016: £Nil). Expenses paid to Trustees and donations from Trustees are shown in Note 8.

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

20. FINANCIAL COMMITMENTS	2017	2016
	£'000	£'000
At 31 March 2017 total commitments under operating leases were as follows:		
Group and charity		
Financial commitments		
Land and buildings:		
Operating leases which expire:		
- within one year	46	22
- from two to five years	158	86
- over five years	624	903
Total land and buildings	<u>828</u>	<u>1,011</u>
Equipment hire agreement		
Operating leases which expire:		
- within one year	-	2
- from two to five years	23	7
- over five years	31	36
Total equipment	<u>54</u>	<u>45</u>
Total	<u>882</u>	<u>1,056</u>

The operating leases relating to land and buildings comprise the leases for the shops. The operating leases for equipment relate to hire contracts for laundry equipment and for photocopiers.

Operating lease costs of £218,000 were expensed in the year ended 31 March 2017 (2016: £235,000)

21 CAPITAL COMMITMENT

The Hospice has no capital commitment. (2016:Nil).

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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

22. RECONCILIATION OF NET CASH USED IN OPERATING ACTIVITIES	2017 £'000	2016 £'000
Group		
Net movement in funds	(775)	(457)
Unrealised loss / (profit) on investments	(230)	37
Depreciation	425	336
Decrease/(Increase) in stocks	-	(1)
(Increase) in debtors	(129)	(7)
Increase / (decrease) in creditors	55	11
	<u> </u>	<u> </u>
Net cash used in operating activities	(654)	(81)
	<u> </u>	<u> </u>

Cash flow from investment income is considered part of operational activities, rather than a return on investment, as the Hospice considers its investments to be an integral part of its operations.

23. TRADING SUBSIDIARY: Hospice of St Francis Trading Limited (Company number 06140240)

The charity owns 100% of the 40,000 authorised and issued ordinary shares of the company Hospice of St Francis Trading Limited. Hospice of St Francis Trading is a limited company registered in England and Wales. The assets and liabilities of the trading subsidiary are shown below, and the trading results of the subsidiary are analysed in note 4C.

	2017 £'000	2016 £'000
Stocks	50	50
Debtors	12	12
Cash at bank and in hand	73	53
Creditors falling due within one year	(90)	(70)
	<u> </u>	<u> </u>
Net Assets	45	45
	<u> </u>	<u> </u>
Shareholders' equity	40	40
Profit and loss account	5	5
	<u> </u>	<u> </u>
Total Shareholders' funds	45	45
	<u> </u>	<u> </u>

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

24. ANALYSIS OF STATEMENT OF FINANCIAL ACTIVITIES BETWEEN CHARITY AND TRADING SUBSIDIARY

	Trading Subsidiary £'000	Charity £'000	Consolidated Total £'000
Income			
Voluntary funds	-	3,327	3,327
Activities for generating funds	481	1,335	1,816
Investment income	-	4	4
Incoming resources from charitable activities	-	1,060	1,060
	<hr/>	<hr/>	<hr/>
Total Income	481	5,726	6,207
	<hr/>	<hr/>	<hr/>
Expenditure			
Costs of generating voluntary income	-	506	506
Trading costs	384	1,689	2,073
Costs of charitable activities	-	4,626	4,626
Gift aid donation to Hospice of St Francis	97	(97)	-
	<hr/>	<hr/>	<hr/>
Total Expenditure	481	6,724	7,205
	<hr/>	<hr/>	<hr/>
Net operating deficit for the year	-	(998)	(998)
	<hr/>	<hr/>	<hr/>
Realised and unrealised gains on investments	-	230	230
	<hr/>	<hr/>	<hr/>
Total after adjustments	-	(768)	(768)
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

HOSPICE OF ST FRANCIS (BERKHAMSTED) LIMITED
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NOTES TO THE ACCOUNTS (continued)
AS AT 31 MARCH 2017

25. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2016)

	Unrestricted Funds Note 1C £'000	Designated Funds Note 1C £'000	Restricted Income funds Note 1C £'000	Total 2016 £'000
INCOME FROM (NOTE 4)				
Donations and legacies				
Donations	2,583	-	94	2,677
Legacies	1,142	-	5	1,147
Charitable activities				
NHS Grants for Hospice care	-	-	703	703
Other income from charitable activities	28	-	278	306
Other trading activities				
Trading and fundraising	232	-	-	232
Retail income	1,490	-	-	1,490
Share of incoming resources from joint Venture	-	-	-	-
Investments	5	-	-	5
Total income	5,480	-	1,080	6,560
Less share of income from joint venture	-	-	-	-
	5,480	-	1,080	6,560
EXPENDITURE ON:				
Raising funds (note 5)				
Voluntary income	460	11	2	473
Trading activities	463	4	1	468
Retail activities	1,694	-	1	1,695
	2,617	15	4	2,636
Net income available for charitable Activities	2,863	(15)	1,076	3,924
Charitable activities (note 5)				
Inpatient unit	1,707	74	750	2,531
Community	670	7	111	788
Outpatients (Spring Centre)	470	29	32	531
Bereavement (Spring Centre)	99	7	60	166
Hospital	12	-	46	58
Education	216	15	39	270
	3,174	132	1,038	4,344
Total expenditure (note 5)	5,791	147	1,042	6,980
Carried forward	5,791	147	1,042	6,980

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NOTES TO THE ACCOUNTS (continued)
FOR THE YEAR ENDED 31 MARCH 2017

25. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (31 MARCH 2016) (CONTINUED)

	Unrestricted Funds Note 1C £'000	Designated Funds Note 1C £'000	Restricted Income funds Note 1C £'000	Total 2016 £'000
Brought forward	5,791	147	1,042	6,980
	(311)	(147)	38	(420)
Net gains on investments (note 9)	(37)	-	-	(37)
Net Expenditure				(457)
Transfers between funds	16	-	(16)	-
Net interests in the results of the joint Venture	-	-	-	-
	(332)	(147)	22	(457)
Net movement in funds	4,464	5,314	4	9,782
Total funds brought forward	4,132	5,167	26	9,325
Total funds carried forward	4,132	5,167	26	9,325

