



HOSPICE ISLE OF MAN

# ANNUAL REVIEW & ACCOUNTS 2021

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# FOREWORD

We are pleased to present Hospice Isle of Man's Annual Review and Accounts for 2021.

This year has been another challenging one due to the ongoing global pandemic, however thanks to the resilience and unity of our Hospice teams, we are still able to bring you plenty of good news.

Firstly, we are very proud that, together with the Hospice senior leadership team, we have achieved our main priority; to keep our patients, families, staff and volunteers safe and looked after. The entire Hospice team pulled together admirably to ensure that we could continue to deliver essential care to our patients. By refocusing and adapting our services as we went along, and despite ongoing disruption, we have successfully delivered on most of our 2021 annual Business Plan objectives.

Going above and beyond the call of duty is commonplace in our Hospice setting, however each and every person has given of their very best over the last year. This, in turn, has meant that we have been able to be there for others who need us, providing much needed security and support.

The wellbeing of our patients, their families, staff and volunteers remains at the centre of everything we do. We were very pleased then to be able to revitalise our wellbeing offerings and launch our new hub-based service across the Island; Your Hospice, Your Way. Your Hospice, Your Way comprises drop in sessions designed to maximise independence and wellbeing, bringing Hospice influenced care into the community.

Over the year we saw a steady increase in bed capacity within our adult inpatient unit, and our Hospice at Home team continued to deliver a 24 hour service Island wide. On a very positive note, 2021 ended on a huge high following an announced visit by the Registrations and Inspections Unit



Anne Mitchell



C. J. Hall

in November. We were so proud when the inspector reported a comment from a patient that they were at the centre of their care; proof, if it were ever needed, that supporting people to live their way to the end of their lives makes a real difference.

Like all charities, 2021 was a challenging year financially and it is disappointing to report a deficit for the second time in 3 years. With medical costs continuing to rise and caseloads increasing every year the challenge of delivering a balanced budget becomes increasingly difficult. The Board of Governors and Leadership Team are working together to review, in depth, every aspect of Hospice operations to ensure that we can move back to a position of financial sustainability.

As we look forward to what is to come, November 2022 will see the 15th anniversary of Rebecca House, our specialist Hospice facilities for babies, children and young people. Having skilled staff and services geared specifically towards the needs of young people and their families means

that we have been an important part of literally hundreds of people's lives. Hospice care is here, free of charge, for every person in every community on our Island, and it is so important that we can continue to be here for everyone when they need us.

It is essential then that we recognise and thank you, our exceptionally generous supporters, without whom we simply couldn't survive. You really are the heart of our Island Hospice and we thank you for your continuous support; raising awareness of our services, donating to our cause, supporting our activities and truly embracing all of our charitable endeavours.

You are among our greatest ambassadors, and your efforts directly ensure we can always provide our services and support the people of our Island to live well, their way, to the end of their life.

With utmost gratitude and warmest regards

Anne & Chris

# TREASURER'S REPORT 2022

## INTRODUCTIONS AND 2020 RECAP

Welcome everyone to what is my first Treasurer's report following in the footsteps of Charles Crossley and Phillip Dearden who have both served as Honorary Treasurer's to Hospice Care with great distinction over many years and to whom we all owe a debt of gratitude. Theirs are big boots to fill so please be gentle with me as I attempt to fulfil the Treasurer's role as well as they both have.

As was noted in last year's Treasurer's report, in light of the impact of the Covid-19 pandemic we were extremely fortunate to present a profit for 2020 of £1,069m with our finances buoyed by three exceptional items namely, a £1m single donation; the sale of a legacy investment for the sum £673k and government salary support scheme to the value of £820k, without which the picture would have been significantly different.

In 2021 we received no comparable size of donation or investment disposal and the government salary support scheme was reduced by £667k to £153k.

Every year has a different set of challenges and 2021 was no different, 2020 saw the onset of the Covid pandemic whereas 2021 saw it ebb and flow meaning Hospice had to learn to live within the parameters of this 'new normal'. This naturally impacted upon revenue streams directly, be it retail shops closing and events cancelled or deferred and indirectly, such as impact on staffing and resource planning. In some respects 2021 was very much a year of consolidation with a focus on resourcing core service delivery with any capital expenditure projects placed on hold. This has continued into 2022 unless ring-fenced funding has been approved in advance

Throughout this adversity Hospice Care managed to post revenue results in excess of budgeted figures which reflects well on the resilience, adaptability and flexibility of the income generation and commercial teams.

On the expenses side we managed to keep salaries generally on a par with 2020, with other expenditure items slightly reduced from 2020.

Overall we reported a £448k loss which actually met our 2021 transitional budget target of a loss of £446k. The 2021 budget was set to achieve a cash neutral position with the loss element equating to non-cash depreciation. The 2022 budget has been set to achieve a more traditional breakeven approach which includes depreciation as we move back to balanced budgeting post Covid-19.

## FINANCIAL REVIEW

On the whole, all revenue streams performed well to budgeted targets.

### DONATIONS AND LEGACIES

Donation income in 2021 of £1,106,918 compared favourably against a budgeted figure of £1,041,350 and Legacy receipts of £1,716,420 were just short of the budgeted figure of £1,800,000. They both suffer in comparison to the 2020 figures due to reasons stated above.

### COMMERCIAL ACTIVITIES

Commercial revenue had a robust and strong year with Fundraising revenue bouncing back from the 2020 lows brought on by Covid. Although Covid did still cause several events to be cancelled or deferred many events did still take place. In addition Fundraising revenues were boosted at the year end by the strong performance of the "Wild in Art" project where initial take up of sponsored sculptures far exceeded the comparable take up from the 2019 equivalent event. Digital fundraising products such as the Hospice Lottery also saw year on year growth both in terms of revenue raised and number of players.

Hospice shops in particular had a very strong year, exceeding

budget to record one of the best ever years of profitability. This was despite Covid forcing shops to close for intermittent periods of time.

### INVESTMENTS

The Investment return of £717,451 continued and built upon the nascent recovery that began in late 2020 as global markets began to recover from the initial shock of Covid-19 to record a 28% increase on 2020.

Whilst this improvement is welcome it is important to reiterate we are long-term investors and have the capacity to weather short term movements. We continue to pursue a cautious, long-term investment strategy with the help of the team at Ramsey Crookhall, but ensure that our funds remain readily accessible if and when we need to call upon them.

We continue to meet with our Investment Manager several times a year to review the strategy and consider performance.

### RELATIONSHIP WITH GOVERNMENT AND FUNDING

As has been the case for many years, the Hospice received a grant from the IOM DHSC of £592k. With effect from 1 April 2021, our contractual arrangements were transferred to



Manx Care. Following extensive negotiation a new service level agreement is in the process of being finalised. The good news is that the need for an uplift in funding has been recognised so that for 2022 onwards we can expect annual stepped uplifts to get us to an agreed benchmark funding mechanism of 50% of core clinical staffing costs within three years. This has already been reflected in 2022/23 with an agreed uplift to £896,000. This increased level of certainty will add a greater deal of substance to our financial planning in future years.

## EXPENDITURE

Although we are extremely grateful for the support we received from the government as part of the salary support scheme, the support was heavily weighted to 2020 (£820,184) as opposed to 2021 (£153,116). When we strip out these amounts from expenditure to get a fairer like for like comparison we can see that total expenditure in 2021 was £6,406,771 (2020: £6,518,583) being a saving of £111,812 on 2020 figures. This reflects the strenuous efforts by management to control costs without impacting on service delivery.

The major cost challenge Hospice faces is of course remuneration costs. Following operational efficiency drives we managed to keep 2021 remuneration levels on par with 2020 which in a competitive environment with DHSC / Manx Care can be seen as an achievement.

Looking ahead to 2022 and the current inflationary environment we intend to manage these challenges with operational efficiency plans in place and continuing scrutiny across all forms of expenditure.

## CASH & RESERVES

The key challenge Hospice continues to face is matching very unpredictable income against a relatively high fixed cost base and managing cash flow to ensure that there is no impact on service delivery levels or quality.

Hospice management, supported by the Finance Committee, monitor the cash flow position daily and take proactive action to ensure cash liquidity. As such, a decision was taken in mid-2021 to release £2.5m of investments and place into cash. We retain and seek to uphold the stated policy of maintaining 18 months of reserves as a prudent safety net in light of the extent of our unpredictable income streams.

## CAPITAL EXPENDITURE

Early 2021 saw the completion of the refurbishment project at Hospice and Rebecca House with a state of the art, future proof facility that we expect will enable us to remain at the forefront of palliative care for the foreseeable future. After the completion of this project we paused large capital projects whilst we focused on maintaining staffing service levels balanced by prudent cash management.

## FINANCE TEAM

The Finance Team continue to do a sterling job preparing the annual accounts and consolidations whilst performing their day to day finance responsibilities. These efforts were

once again recognised by EY who have complimented us on another good audit which is reflected in a straightforward unqualified opinion.

I would also take this opportunity to thank the EY Team for how they managed the audit in light of the impact Covid had on the fieldwork stage this year which impacted on timing of some deliverables but with a collaborative and understanding approach from EY we were able to recalibrate the timetable and achieve target deadlines

In addition I would to give a special thank you to thank Alan Lloyd-Jones who after 10 years as Audit Partner is stepping down and handing on the baton to another of his partners.

## CONCLUDING REMARKS

We reported a book loss for 2021 of £448k which, whilst always disappointing, was reduced significantly in quarter four by an extremely strong recovery across several revenue streams and was in line with our 2021 transitional budget.

The challenge in 2022 will continue to be managing a relatively high fixed cost base against wildly fluctuating and unpredictable income streams whilst maintaining top quality service levels.

We have successfully overcome the challenges of a major Capital Expenditure project which resulted in us operating from two sites, the unpredicted and significant impact of COVID and we now need to operate at a financially sustainable level.

We will achieve this by growing maintainable levels of income through innovating with new third party partnerships, continuing to grow our retail revenue, and finalising a new service level agreement with Manx Care which will create a clear and transparent funding mechanism that gives us clarity and certainty over this key revenue stream for the future.

For 2022, we look forward to meeting the challenges that the current macroeconomic environment will set us, inflation pressures will need to be circumnavigated with care and caution as we continue to deliver on our strategic goals.

As always, your Board and Executive appreciate the responsibility we hold, and the importance of ensuring that we remain well-positioned for the future.

**Chris Eaton - Honorary Treasurer**



# LEGAL & ADMINISTRATIVE INFORMATION

## BOARD OF GOVERNORS AND TRUSTEES

Our Board of Governors and Trustees oversee and direct the affairs of the charity, ensuring that it is well run and delivering the charitable outcomes for which it is established.

Board members and Trustees are appointed on the basis of their experience, expertise and community involvement as well as for their commitment to, and passion for, the Hospice's work.

## PRESIDENT

Sir Miles Walker CBE

## CHAIRMAN

Mr Chris Hall MA MSc FloD

## SECRETARY

Mr Paul Halliday FloD FCIS

## HON. TREASURER

Mr Christopher Eaton LLB (Hons) C Dir (Appointed 24th February 2022)

## BOARD OF GOVERNORS

Ms Heather Blackley BSc DipM FCIM

Mr Andrew Juin Corlett OBE (Appointed 7 October 2021)

Mr Heath Craig

Mr Charles Crossley BA (Hons), FCA (Resigned 9 December 2021)

Mr Philip Dearden BA (Hons), FCA ATII

Mr Robert Fayle BMed Sci (Hons) BM BS FRCOG MO ObstetGynaecol (L'pool)  
(Resigned 21 September 2021)

Mrs Della Fletcher, MBE

Mr James Geldart BA (Hons), Chartered FSCI (Appointed 7 October 2021)

Ms Anna Kelly BSc MRICS

Mr John McChesney

Mrs Linda Radcliffe, RN, BSc (Hons), MSc, CMgr, FCMI

Mr John J McC W Rimmer

Dr Guy Sissons

## CORPORATE DETAILS

Registered Office  
Hospice Isle of Man  
Strang  
Isle of Man  
IM4 4RP

## COMPANY NUMBER

22473

## REGISTERED CHARITY NUMBER

317

## AUDITORS

Ernst & Young LLC  
Rose House  
51-59 Circular Road  
Douglas  
Isle of Man  
IMI 1AZ

## BANKERS

Barclays Bank Plc.  
4th Floor  
Queen Victoria House  
41 Victoria Street  
Douglas Isle of Man  
IMI 2LF

## INVESTMENT ADVISORS

Ramsey Crookall & Co Ltd.  
Securities House  
38-42 Athol St  
Douglas  
IMI 1QH

# HOSPICE PRINCIPAL RISKS AND RISK MANAGEMENT

Hospice Isle of Man is committed to the appropriate management of all risks that present possible harm to individuals, property or to Hospice's ability to achieve its strategic and operational objectives.

A comprehensive Risk Management framework is in place to ensure the effective management of both strategic

and operational risks is aligned to Hospice's risk appetite statement. The Hospice Risk Management policy was reviewed internally in August 2020, and ratified by the Hospice Risk Committee, a subcommittee of the Board Of Governors. The Hospice maintains a strategic risk register whilst lower level risks are managed at team level. Risk

is a standing agenda item for all Board and Board Subcommittee meetings as well as the Senior Leadership Team and Operational Delivery Group meetings. Risk management training is made available at all levels of the organisation and dovetailed with the Datix Incident management system.

## PURPOSE & COMMITMENT

### ABOUT HOSPICE ISLE OF MAN

Since our founding in 1983, Hospice Isle of Man has grown to provide all aspects of a comprehensive Palliative and End of Life Care service for our island community. Our services include In-Patient Unit, Hospice at Home, Well Being Day Support, a Specialist Medical and Nursing team, Complementary Therapy, a Lymphoedema service, Social Work Support, Rehabilitation service, Bereavement service, Psychological support and Rebecca House (our children's Hospice).

We are overseen by our Board of Governors and managed by our Senior Leadership Team. All our services are provided free of charge to patients and their families. We are committed to providing care to anyone with a condition that is terminal, life-limiting or life shortening (with regards children and young people).

The Hospice movement embodies a holistic philosophy that combines high quality medical, nursing and therapy

interventions with social activities, spiritual and psychological care. Hospices have achieved a tremendous change in the way people die, not just in the British Isles but throughout the world. Whilst mindful of the need to manage our resources wisely, we must continue to grow and innovate.

Over 450 volunteers give invaluable support to us week in week out and we also work in partnership with other charities to bring further benefits to our Island.

As a charity, the in kind and financial support Hospice Isle of Man receives from individuals, corporate organisations, the Isle of Man Government and the Island's media is vital for us to be able to continue delivering our services.

We are committed to ensuring that more people have a greater understanding of Hospice's work and as such remain open to more opportunities for collaboration and partnerships.

### MUCH MORE THAN A BUILDING; PHILOSOPHY AND ETHOS BEHIND THIS SERVICE

In 2018 we were delighted to share with you our new strategy "Much More Than a Building". We spent many months consulting with the public, our staff, our patients and many other stakeholders to collaborate on this new strategy and we are absolutely committed to meeting our goals throughout the 5 years of our strategy and beyond.

# STRATEGY OVERVIEW

## ONE PURPOSE

Supporting you to live well, your way,  
to the end of your life

## THREE Commitments

Delivering what  
matters to you

Working in  
partnership

Keeping things  
simple

## FIVE Goals

1

Support  
people to be  
independent

2

Reach more  
people, earlier  
with easier  
access

3

Share, learn  
and educate

4

Drive  
innovation for  
better care

5

Be sustainable  
and fit for  
the future



## How we will achieve the commitments and purpose -

1

### Support people to be independent

#### What you told us:

**What matters to you** is dignity and that for many of you comes from being able to live independently and stay well for as long as possible.

**We can best serve the Isle of Man** by actively supporting your carers and family members.

2

### Reach more people earlier with easier access

#### What you told us:

**What matters to you** is open access to our services, continuity of care and personalised attention that is responsive to your needs.

**We can best serve the Isle of Man** by increasing the awareness of our services and signposting towards resources and processes that enable our professional team to have earlier involvement in your care.

3

### Share, learn and educate

#### What you told us:

**What matters to you** is choice, in both where you live and where you die, and having access to our care regardless of where that is, when you need it.

**We can best serve the Isle of Man** by training other health care partners and members of our community so that they are equipped to deliver 'Hospice influenced care' in any setting.

4

### Drive innovation for better care

#### What you told us:

**What matters to you** is the quality and coordination of the care you receive.

**We can best serve the Isle of Man** by working with key partners to develop, complement and enhance the experience of the care that is already in place.

5

### Be sustainable and fit for the future

#### What you told us:

**What matters to you** is knowing we will be here for you when you need us.

**We can best serve the Isle of Man** by ensuring that we have the financial, physical and human resources that will enable us to provide our services for the long term future.

# HOSPICE VALUES

Our values are at the heart of everything we do. They are an important part of how we will deliver our strategy not only in our building amongst our staff, but in partnership with communities.

Our staff worked with volunteers, service users and visitors to finalise the values that are key to our successes going forward.

We are proud of our values and rest assured we will continue to lead the way in weaving our values into everything we do.



Care when and where it matters



Treating someone as you wish to be treated



Always delivering high standards



Together we make a difference

# CARE SERVICE REPORT

The Hospice Movement was born out of a desire to give people choice and dignity in dying, and we at Hospice Isle of Man are proud to offer the highest standard of Hospice Influenced Care, Palliative Care and End of Life Care through a range of care services which support our patients, their families' and our community to live well, their way to the end of their life.

Our ethos is inspired by the founder of the Hospice Movement, Dame Cicely Saunders, who is quoted as saying:

*“You matter because you are you, and you matter to the end of your life”*

In 2021 our extensive services cared for many patients through our adult In-Patient Unit, Rebecca House, our Community Services or our Scholl Wellbeing Centre, as shown below:



Our In Patient Unit at Strang re-opened in December 2020 and in 2021 we provided care for 98 patients. 77% of these patients received terminal care.



We had over 450 active volunteers supporting us in a number of roles across Hospice, as well as 30 volunteers specifically for Compassionate Isle of Man.



Our Lymphoedema Team's caseload supported on average, 133 patients, 50 of which were non-cancer related. The service also received 90 new referrals.



Our Clinical Nurse Specialist Teams had 10934 consultations and were caring for 113 patients at the end of the year.



40 children, on average, benefited from our Rebecca House services, a slight increase from 2020.



# STRATEGIC ACHIEVEMENTS

## SUPPORT PEOPLE TO BE INDEPENDENT – HOSPICE COMMUNITY OUTREACH PROGRAMME LAUNCHES

In 2021, we were extremely proud to help support people of the community to maximise their independence and wellbeing by launching our hub-based service across the Island; Your Hospice, Your Way.

Your Hospice, Your Way aimed to bring Hospice influenced care to the community, and create a flexible service that could be tailored to the needs of those attending and using the service. The drop in service is led and delivered by a team of professionals and is continually reviewed, evaluated and improved. The service invites anyone living with a life-limiting condition, friends, carers or those

bereaved to meet with our team at any one of our sessions.

An aim of the programme was to encourage the wider community to talk about anxieties and worries surround death and dying, as well as to help everyone to understand what Hospice influenced care is all about.

The service helped support various people throughout the year within both the Hospice hub and the hub at Thie Rosien in Port Erin. Numbers continued to increase and the rotation of a Health Care Assistant helping the team provided great benefits to the service. Referrals were not needed for



the service, and a total of 12 people were supported by the service which helped them cope with their condition, and help support the carers or loved ones.

## REACH MORE PEOPLE EARLIER WITH EASIER ACCESS – ALL HOSPICE SERVICES REINSTATED FOLLOWING MAJOR REFURBISHMENT IN 2020

One of the key achievements we delivered in 2021 was to reinstate our services following our refurbishment work to continue to allow patients easier access, earlier to Hospice care. We identified ways that we could reduce our waiting lists for all of our therapy services as this was something which, due to both the refurbishment and COVID-19 lockdowns, had increased. We are pleased to state that during Q3 and Q4 in 2021, we managed to reduce our waiting lists and clear any backlog that we had, and therefore we could reach our patients as soon as they needed us. Each of our teams also risk assessed our patients to determine what sort of care or visit the person needed and face to face visits continued for patients who required the care.

Combined with this, we also wished to increase the number of people who receive our care in their 'preferred place of care' when they are in the dying phase. We are pleased to advise that we managed to achieve this with 58% of patients, an increase on the number that we had in Q1 of 2021. To further increase this, a clinical improvement



group within Hospice has begun an improvement activity using QJS which will support a further increase in this figure into 2022.

Although we are incredibly pleased with what has been achieved in 2021, we look

forward to 2022 when we will continue to review and improve access to palliative and end of life care via the new pathways we develop in partnership with key stakeholders.

## SHARE, LEARN & EDUCATE – COMPASSIONATE ISLE OF MAN SUPPORTS ISLE OF MAN TO BECOME SUNFLOWER-FRIENDLY

In 2021, we were overjoyed that our Compassionate Communities lead; Wendy Smith, adopted and promoted a recognised scheme across the Island to help the Isle of Man become the first sunflower-friendly Island. Over 200 organisations and individuals attended one of three training programmes ran by Wendy Smith.

The scheme was launched in 2016 at Gatwick Airport. The lanyards were first introduced to UK airports as a means of supporting travellers whose transfer through local airports were disrupted by, or made more challenging, due to their disability. Charities and organisations were approached to learn how they could make airports more accessible to everyone. The lanyards were then born and are a



discreet way to indicate that a person has a hidden disability.

Additional Island charities have adopted the sunflowers to support the community, dental surgeries and opticians have received information, and Manx Utilities have undergone training for those involved in the changeover to SMART meters. The long-term cultural and social impact on the community is looking promising due to the great response that has been achieved so far, and the hope

is that this has created island-wide awareness of hidden disabilities.

Recognition was then received through an international conference; NACIC2021 (1st North American Conference on Integrated Care) of the collaboration of Hospice, Compassionate Isle of Man Network and Hidden Disabilities Sunflower Scheme. Their work on making the invisible, visible, with the aim of helping people feel more connected to their community and people around them, was recognised as a huge achievement. One of which we were proud to share globally at the conference and demonstrates that Hospice Isle of Man is at the forefront of global improvement for people with hidden disabilities.

## DRIVE INNOVATION FOR BETTER CARE – FORMAL OPENING HELD FOR THE NEWLY REFURBISHED TEVIR CENTRE

Following the enhancements of our healing environment, we were delighted to host the formal opening of The Tevir Centre on Friday 18th June 2021. The centre was opened by His Excellency the Lieutenant Governor, with the Chief Minister Howard Quayle and the Mayor of Douglas Councillor Jonathan Joughin JP also in attendance. The newly refurbished building is now focused on providing greater independence, privacy and dignity to all those that are cared for.

It was a fantastic event which was combined with our Annual General Meeting, when we celebrated the better care we can now provide for our patients and their families after assessing what was truly needed at Hospice, 12 years on from the opening of the Hospice building.



The refurbishment has enabled us to provide better care for our patients in order to meet the more complex needs that exist and the changes to disability regulations.

To honour the momentous occasion, we received a Royal Statement straight from Buckingham Palace. Her Royal Highness Princess Anne who officially opened our building in 2008, continued to show her loyal and honourable support to us. Due to the border restrictions on the Island, Her



Royal Highness was unable to attend our opening in person, therefore sending her personal message, congratulations and best wishes was the next best thing. It was truly an honour to be recognised as a much loved and appreciated part of the Island community.



## BE SUSTAINABLE & FIT FOR THE FUTURE – ALL NEW FUNDRAISING INITIATIVE THE BIG SPLASH IS LAUNCHED WITH SUPPORT FROM LOCAL COMMUNITY

June 2021 saw us host an exciting launch for our second Wild in Art trail; The Big Splash. Following the success of Wallabies Gone Wild in 2019, we were over the moon to be able to reveal our new dolphin sculpture.

Our new sculpture was chosen for various reasons including, to celebrate our outstanding marine environment and, to align with the distinctiveness of the Island in light of us having two resident bottlenose dolphins around our shores. Additionally, dolphins are associated with community, connection

and compassion which is something that Hospice encompasses into our service for both patients and their families.

After a difficult couple of years with the ongoing pandemic, our hope is that The Big Splash will be an even bigger success than Wallabies Gone Wild. The auction for the previous trail raised more than £250,000 therefore the hope is to exceed this and more through both the auction and the various fundraising opportunities that surround the trail itself.

The art trail will raise awareness and vital funds for us, helping ensure that we can always provide our services and support for the people of the Island to live well, their way to the end of their life.

Additionally, the relationship aspect of the trail will be of long term value to Hospice through connecting with businesses as key partners and sculpture sponsors. These relationships will flourish through the PR opportunities available throughout the trail, as well as after the trail as a lasting legacy for us.



# 2021 HIGHLIGHTS

## JANUARY

### RECORD BREAKING TOTAL RAISED THROUGH CHRISTMAS TREE RECYCLING SERVICE

Each year we are delighted to provide our real Christmas tree collection and recycling service across the Island, to help raise vital funds. In 2021, the recycling service had its busiest year to date, with over 720 trees collected, 7250kg of trees shredded by Tels and a record breaking £13,200 was raised. This award winning initiative is a fantastic partnership between us, the Isle of Man Post Office, Tel's Skips and Ballaneven Compost, which has been of a huge benefit to us. The Isle of Man Post Office plans the collection routes and provides a willing group



of volunteers to drive around in Post Office vans to collect the trees. The trees are then taken to Tel's Ltd where they are put through the shredder. Finally the shredded trees get passed to Ballaneven who turn them into compost, some of which is then used in the beautiful Hospice gardens.

## FEBRUARY

### SCHOLL ACADEMIC CENTRE'S 3RD ANNUAL RESEARCH SYMPOSIUM

On Friday 26th February the Scholl Academic Centre's 3rd Annual Research Symposium was held, which has become a greatly anticipated annual event in the research calendar. Joined by David Ashford Minister for Health and Social Care and leading professionals in Palliative and End of Life Care, the title of the day was 'Advances in End of Life Care' and included sessions on Wellbeing and Digital Innovations. The 3rd Annual Research Symposium featured a number of professionals in their field including seminar chair Professor John Ellershaw, Director of the Palliative Care Institute at the University of Liverpool. He was joined by Joanna Coast, Professor in the



Economics of Health and Care at the University of Bristol and Bruce Elliot, CEO and co-founder of Memory Lane Games. Freedom of movement on the Isle of Man at the time, meant that we could come together as professionals and we were able to share our expertise widely with webinar access.

## MARCH

### HOSPICE LOCKDOWN 20KM CYCLE CHALLENGE

During March 2021 the Island was hit by its third lockdown so we wanted to continue our support for the community, whilst finding creative ways to generate our much needed income. We chose to encourage people to get out for their daily exercise by launching our Lockdown 20km Cycle Challenge. We asked people to get out and cycle 20km, donate £10 to Hospice and nominate 5 of their friends to take on the challenge themselves. All of which was encouraged to be posted on social media to engage with the wider community. The support behind the campaign exceeded our expectations and we discovered an absolutely incredible Hospice fundraiser; 3 year old Alessandra. Alessandra took on the challenge and completed her 20km ride in the pouring rain over just 3 days. We are so very proud of one of our youngest ever fundraisers, and we are proud to be reaching this younger generation of our Island.





# APRIL

## HOSPICE RETAIL ENCOURAGES RAG DONATIONS

Our Hospice Shops began to look at where their income came from, and realised that in 2020, over £44,000 was raised for Hospice from the recycling of rags. These are items of clothing that are donated which cannot be resold. Therefore in 2021, the Shops began to actively encourage the community to donate old, raggy clothes and materials that people no longer use to the Hospice Superstore. Donating of rags was completely free to people, and all they had to do was put it in a bag and drop it to the Superstore. Every tonne donated and recycled by Hospice helps to raise value funds to continue to support our patients and their families.



# MAY

## DYING MATTERS AWARENESS WEEK

In May, we marked 'Dying Matters Awareness' week, which is an annual campaign supported by Hospices across the UK. During this time, we opened up conversations about death, and focused on the importance of end of life planning. This week always provides an opportunity to us to raise awareness of Palliative and End of Life care on the Island. With the end goal of making it easier for our patients and their loved ones to consider what it means to them to be in a good place to die. The team from Compassionate Isle of Man endeavoured to highlight the importance of planning for the end of life, and received great feedback from their interview on Manx Radio.

# JUNE

## NEWEST HOSPICE AMBASSADOR ANNOUNCED

In 2021, we were absolutely delighted to ask a well-respected member of the Island community; Ed Kelly, to become our newest Hospice Ambassador.

Ed took part in the Parish Walk 2021 in which he showed us his incredible strength and determination when he walked to Marown on behalf of us here at Hospice. Ed suffered a major stroke when he was only 21, and he really had to dig deep to reach this achievement. We were so blown away with his commitment to us that in July Anne Mills was honoured to ask Ed to become our Ambassador to which he delightfully accepted. We look forward to working closely with Ed, someone who encompasses the true values of Hospice.



# JULY

## 'SIT & CHAT' BENCH INSTALLED AT GAREY NY CLOIE

Sit & Chat benches were installed across the Island in 2020 by Compassionate Isle of Man. July 2021 saw a new bench be installed in a beautiful new wildflower area in the grounds of the Department of Environment, Food and Agriculture (DEFA) in St Johns. The new bench is a symbol of a great partnership between us, DEFA and Unesco Biosphere. The addition of the bench will benefit those visiting alone and seeking someone to chat to, briefly, to brighten their day and to help them re-establish connections with others after the last couple of years we have all experienced. This is now one of the seven Sit & Chat benches installed across the Isle of Man.



# AUGUST

## HOSPICE COLLABORATES WITH UNIVERSITY COLLEGE ISLE OF MAN

Our Hospice Retail Team approached University College Isle of Man (UCM) to explore the possibility of working in collaboration with them, to raise awareness of the importance of sustainability and clothing. The team at UCM excitedly agreed to get involved and a fantastic partnership was born. For a number of months over the end of the year, we gave window space at our shop on Strand Street to each of the Art and Design students at UCM who took part in the collaboration at our shop on Strand Street. Each student produced beautiful art pieces using clothing they had found in our shops, which we then displayed for them. We were absolutely blown away with what they created. We look forward to seeing how the relationship with UCM develops as Anne Mills has now joined the Higher Education Steering Committee at UCM.



# SEPTEMBER

## THE LATE TREVOR HEMMINGS OPENS PLAYGROUND FOR CHILDREN OF REBECCA HOUSE

On Monday 20th September 2021, the new playground at Rebecca House was officially opened by Hospice Young Ambassador, Dylan Walton and the late, Trevor Hemmings. Mr Hemmings made a significant donation towards the funds that Dylan Walton raised for the playground, on behalf of The TJH Foundation. In 2020, nine year old Dylan Walton, who has been referred to Rebecca House since 2013, decided to take on the challenge of climbing Snaefell to help raise funds for the playground, which is fun, safe and specific towards the needs of the children at Rebecca House. The new playground aptly named 'Dylan's Playground' features equipment that



children who are living with life-limiting conditions can enjoy completely free from restrictions.



# OCTOBER

## NEW LIFE-CHANGING TECHNOLOGY DONATED BY FREEMASONS OF THE ISLE OF MAN

Thanks to the generosity of the Freemasons of Isle of Man, Rebecca House was donated a brand-new bespoke package of life-changing technology worth tens of thousands of pounds, to support our life-limited children. This was supplied by children's charity Lifelites. The specialist technology gives our children the opportunity to do things they, and their parents, never thought possible: to play, be creative, control something for themselves and communicate, for as long as possible. Thanks to this assistive and inclusive technology, our children will have the chance to escape the confines of their conditions, communicate their wishes and fears and connect with their



loved ones. The package of inclusive and assistive technology which Lifelites donated, included Rebecca House staff training and technical support, which cost around £50,000.

# NOVEMBER

## RESEARCH STUDY LAUNCHED TO INVESTIGATE USE OF MEMORY APP BY DEMENTIA PATIENTS

On 16th November, we held our Investigators Meeting to officially launch a new clinical pilot study, and begin our recruitment of participants. Dementia is a growing global health issue. Not only does it have consequences for post-diagnosis care and management of dementia and age-related cognitive decline, but it is now being recognised that support is also required for the caregivers to improve the quality of life for both parties. We began looking for participants for the study which will investigate the use of a memory app which aims to improve the quality of life of people living with dementia and their carers. We are seeking 30 participants who are 65 and over and have a diagnosis of mild or moderate dementia. The participants will be asked to



use the Memory Lane Game game-based app that provides simple, dementia-friendly memory and distraction activities. The study is being led by our Scholl Academic Centre and we look forward to seeing the study unfold throughout 2022 on our Island.

# DECEMBER

## HYBRID CAR USED FOR THE FIRST TIME IN CHRISTMAS CAR DRAW

Towards the end of the year, we launched our ever popular Christmas Car Draw, and for the first year ever, we chose a hybrid car as the prize. Given the UNESCO Biosphere status our Island has, it seemed only fitting that we chose a vehicle of this kind from our partner, which is great, so it's onwards and greener all round. 2021 saw the ninth year of the Christmas Car Draw in partnership with the team at Athol Garage. As we look forward to the tenth year of this incredible partnership, we are looking forward to seeing how we can look to build on our ever popular prize draw.





# FINANCIAL REVIEW

## INCOME GENERATION

It is important for us as a charity to understand how we receive our income in order to forecast and plan for our future in addition to monitoring our performance all whilst continuing to support our patients and provide excellent Hospice Palliative and End of Life Care to our community when they need it most.

Here is a breakdown of our income for 2021 and 2020:

Income Generation	2021	2020
Donations	1,106,918	1,780,737
Legacies	1,716,420	2,674,577
Government Grant	592,572	592,572
Hospice commercial trading operations	596,654	340,401
Hospice Shops and Property	1,015,578	791,355
Investment return	717,451	562,526
Other income	60,338	25,183
<b>TOTAL income</b>	<b>5,805,931</b>	<b>6,767,351</b>



# EXPENDITURE

Expenditure in 2021 was reported at £6,253,655 compared to £5,698,399 in 2020 although this comparison is skewed somewhat as monies received as part of government salary support scheme were netted off against expenditure.

The level of support received from the government salary support scheme was by far greater in 2020 (£820,184) than 2021 (£153,116) when the scheme was briefly reintroduced. In order for us to make a fairer comparison we should adjust and take out these amounts from expenditure which reveals total expenditure in 2021 was £6,406,771 (2020: £6,518,583) being a saving of £111,812 on 2020 figures. This reflects a greater emphasis by management to control costs without impacting on service delivery.

People are the key resource at Hospice as it is they who drive and embody the professional standards and ethos that Hospice stands for. Remuneration costs are by far the biggest cost challenge Hospice faces with a difficult balancing act of maintaining staffing levels whilst ensuring that quality of service remains constant as demand for our services vary (sometimes at very short notice). A greater emphasis on workforce flexibility and adaptability in addition to ongoing operational efficiency drives meant that we managed to keep 2021 remuneration levels on par with 2020.

We made a significant capital investment in 2019 and 2020 to enhance our healing environment. This project completed early 2021, as such this was a natural juncture to pause and reflect on our spending priorities for 2021. In light of the impact of Covid-19 in 2020 and the anticipated impact in 2021 it was deemed prudent by management to switch from capital projects to ensure resources were fully committed to supporting operating expenditure and staffing costs in support of maintaining service delivery standards

## THE IMPORTANCE OF FUNDRAISING TO HOSPICE

**Hospice is a free service to the Isle of Man community.**

In 2021 we received 10.2% (2020: 8.8%) from Government sources with the rest being raised from our own direct Fundraising efforts and from the kind support of donors and the wider community

We look to generate resources to enable Hospice to fulfil its core purpose, ‘to support you to live well, your way, to the end of your life’.

In order to achieve this purpose and our objectives, funds must be raised in the order of £5.5 million each year. Raising these funds is a core function of Hospice and activity to raise funds and attract appropriate resource must be a key activity in the forefront of the minds of not only Hospice staff and volunteers, but all of our stakeholders be that families, corporate partners or other charitable bodies.

To that end, our fundraising mission statement is:

*‘To do all such things as may be appropriate to generate income and attract resources for the attainment of any or all of the Hospice objectives’*

Under the mission statement we have four objectives that direct and focus all activity:

Achieve revenue targets	Attract donations of goods and services
Create opportunities for volunteer fundraising activity	Raise awareness of Hospice services

# ALIGNMENT OF FUNDRAISING VALUES WITH HOSPICE VALUES

It is important that we direct our effort in line with achieving our objectives, however as a value driven organisation it is equally important that we ensure all our fundraising activities meet our high standards.

## Hospice values

### Caring

Care when & where it matters

### Working Together

Together we make a difference

### Respect

Treat others as you want to be treated

### Professional

Always delivering high standards

## Fundraising values

### Caring

We care about our cause and your investment in it

### Working Together

We see and hear our stakeholders and support their activities

### Respect

We respect your opinions and information

### Quality

Always striving for excellence in planning and delivery

# REVIEW OF FUNDRAISING AND OTHER INCOME GENERATION ACTIVITY IN 2021

## LEGACIES & DONATIONS

Gifts left to Hospice in Wills are a key source of our annual income. Each year we are left legacy donations by people who have either had a personal experience with Hospice or know someone who has.

The income received from legacy donations varies year on year and the pattern of receipts within the year can be very uneven which makes it challenging to forecast what will be received. 2021 illustrates this perfectly. We received £1,716,420 (2020: £2,674,577) which accounted for 30% of total Group revenue for the year (2020: 40%) of which £1.3m of the legacy income received in 2021 was received in quarter 4 of the year.

Donations are equally an important source of income. Money is donated to Hospice in a variety of ways such as via coin collection boxes, Tap2Donate electronic terminals, external fundraising activities and events, our lottery and donations made in memory of a loved one. In memory donations themselves come to us in different ways; online, at funerals through our Hospice in memory envelopes, and through our rebranded Trees of Life here within the Hospice building.

Donation receipts share similarities with Legacy receipts in that they are largely unpredictable year on year as well as within the year. In 2021 we received £1,106,918 (2020: £1,780,737) which accounted for 19% of total Group revenue for the year (2020: 26%).

When we view both legacies and donations together we see combined receipts in 2021 of £2,823,338 (2020: £4,455,314) which equates to 49% (2020: 66%) of our total Group revenue.

Thus, working capital management is very important and is prioritised at Hospice over the short, medium and long term timescales with each requiring a distinct approach. Fortunately, our

daily cash-flow monitoring, updated monthly forecasts and policy of maintaining 18 months of liquid reserves ensures we should be able to weather most financial storms (as indeed we have done in two of the last three years)

Legacy and donations enable us to continue our important work to help our patients and their families. However, we recognise they cannot be relied upon as a steady source of income into 2022 and a key Fundraising strategic drive is underway to develop new sustainable income lines in addition to developing existing ones.

## GRANTS AND TRUSTS

We are incredibly grateful for the support of a number of grant-making Trusts and Foundations throughout the year. Awards made to us are limited to a purpose e.g. funding items of equipment or contributing to our core running costs. Our grateful thanks goes to the Forget me Not Trust who continue to fund our Admiral Nurse service for patients with dementia. In particular, a special mention to The Diana Princess of Wales Hospice Care at Home Trust whose aim is to provide financial support to Hospice Care to support the provision of its Palliative Care Home Nursing Service. DPOW raised £122,000 in 2021 which has taken the total of contributions distributed to Hospice since its inception in 1998 past the £1m mark!

The single largest grant we received in 2021 was from our partners at the Department of Health and Social Care (DHSC) and latterly Manx Care (the existing agreement was novated across to Manx care 1 April, 2021). Funding has continue to be received in line with the original agreement whilst a new agreement and working arrangement with Manx Care is finalised. In 2021 we received £592,572 (2020 - £592,572). In addition, across the Group we also received Salary Support Scheme grant income of £153,116 (2020: £820,184).

As part of continuing negotiations Hospice received an uplift in funding for the 2022/23 year to £896,000 per annum and received the first quarterly payment of £224,000 in May 2022. In addition to helping with cash flow this will increase our overall proportion of income derived from a more certain and stable footing.

## EVENTS AND INNOVATIVE CAMPAIGNS

Similar to the situation we were faced with in 2020, 2021 brought its challenges to us here at Hospice. Throughout the year we were unable to hold many of our face to face fundraising events and activities which always provide a valuable source of income for us.

Accordingly we adapted our approach and focused more on remote fundraising. For the first time, we held one of our special online prize draws with an e-Bike as the prize. This was very well received by the local community with over 2400 tickets sold and £37k made in income.

As we proceeded throughout the year, events were still majorly affected due to rising Island Covid-19 numbers and the existence of the Omicron variant. Some of our annual events, such as the Christmas Fair, was able to proceed as normal. However, another key annual event, our Light up a Life ceremony, was conducted virtually. We felt that going ahead with a face to face gathering of around 1000 people would have put our attendees, the public, our staff and volunteers at too much risk.

Encouragingly, people continued to make their donations in memory of their loved ones online, and £30.6k income was achieved through the Christmas campaign. We look forward to 2022 and hope that we can gain a sense of normality when it comes to our events, however we are confident now in our ability to hold successful hybrid events if or when we need to.

## RETAIL

Our seven shops based in various towns around the Island and our Superstore in addition to generating much needed revenue, enable us to reach out, engage and be part of the Isle of Man Community.

In January 2021 measures to contain the Covid-19 global pandemic on the Isle of Man required retail premises to close for a period of three weeks. Further restrictions and lock-downs across the Isle of Man were in place in March & April 2021. A gradual re-opening of shops took place after the lifting of lockdown on 19th April 2021 with all shops being re-opened by the end of April 2021.

During this time, we encouraged the local community to help us continue making a life-changing difference through donating in other ways via our Hospice website. We also continued to focus on our online e-commerce platforms and the sale of our personalised greetings cards.

The periods of lockdown in the first half of the year resulted in some loss of income. Measures were taken to keep costs to a minimum during this period with support of landlords and the Isle of Man Government.

Ultimately, our Hospice Shops and Property made up £1,015,578 of our income. Our retail subsidiary, Share the Care Limited made a profit of £433,899 (2020: £315,685) which was very close to being our best ever year. This was a fantastic result and reflection of the dedication of the retail team to get things back on track and of course for the ongoing community support from our generous Donors and various contributors.

## OUR VOLUNTEERS

Of course we wouldn't be able to deliver all of our services without the support of our wonderful volunteers. Their combined effort and donated time saves Hospice in the region of £1m each year. Thanks to them we can direct and focus more of our resources on patient care.

Volunteers are wonderful Hospice ambassadors. They help us to raise much needed funds through the hosting of their own fundraising events and are our voice in the local community. Our volunteers all have their own reasons for wanting to be part of the Hospice Team and we have various roles to suit everyone including in our shops and warehouse, on reception, at events, driving patients,

gardening, therapy support, and more.

We also endeavour to find roles to suit anyone who wishes to join the Hospice volunteering team. Regardless of how much time our volunteers are able to give us, they truly do help us make a difference to the lives of our patients and their families.

As valued members of the team our volunteers were sheltered along with our staff at the beginning of 2021 in line with our COVID-19 response. A few months into 2021, COVID-19 on the island started to settle, therefore we were ready to welcome our volunteers back when they felt able and comfortable to resume their roles.

## COMING THROUGH THIS TOGETHER

COVID-19 affected all our lives over the last two years, including work and personal circumstances in many different ways. However our team pulled together to get us through and ensured we could continue to deliver services to our patients as well as continue raising vital funds through the various means above to support the sustainability of Hospice.





Hospice Care  
Company Number 022473C, Isle of Man

# REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2021

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# REPORT OF THE BOARD OF GOVERNORS

The Board of Governors present their annual report and the audited consolidated financial statements for Hospice Care (The Charity) for the year ended 31 December 2021.

## PRINCIPAL ACTIVITY

The principal activity of the group is that of a number of registered charities established to make provision for the care of persons in the Isle of Man suffering from terminal illness or who are otherwise suitable for Hospice Care.

## RESULTS AND DIVIDENDS

The group has reported a loss for the year of £447,724 (2020: Surplus of £1,068,952) which has been transferred to / from reserves.

The Board of Governors do not propose the payment of a dividend (2020: £Nil).

## FUTURE DEVELOPMENTS

The Board of Governors anticipate that the business will continue its activities in a similar manner.

Events since the Statement of Financial Position date

The events that require to be disclosed are detailed in Note 17.

## GOING CONCERN

The financial statements have been prepared on a going concern basis as the Board of Governors consider that there are sufficient reserves within the Group and Company and that the ongoing Covid-19 situation

will not impact on the going concern assumption made in note 1c.

## BOARD OF GOVERNORS

The composition of the Board of Governors who served as directors throughout the year and to date were:-

<b>Chairman:</b>	Mr C Hall MA MSc FloD
<b>Hon Treasurer:</b>	Mr C Eaton LLB (Hons) C Dir (appointed 24 February 2022)
<b>Other Members:</b>	Mr H Craig
	Mr P E Dearden BA (Hons), FCA ATII
	Mr R Fayle BMed Sci (Hons) BM BS FRCOG MO ObstetGynaecol (L'pool) (resigned 21st September 2021)
	Mr J McC W Rimmer
	Ms E A Kelly BSc MRICS
	Mr J McChesney
	Mr G Sissons
	Ms H Blackley BSc DipM FCIM
	Mrs D P Fletcher, MBE
	Mr P C Crossley BA (Hons), FCA (resigned 9th December 2021)
	Ms L Radcliffe, RN, BSc (hons), MSc, CMgr FCMI
	Mr A J Corlett, OBE (appointed 7th October 2021)
	Mr J Geldart, BA (Hons) Chartered FSCI (appointed 7th October 2021)
<b>Company Secretary:</b>	Mr PC Halliday FloD FCG

# REPORT OF THE BOARD OF GOVERNORS (CONTINUED)

## AUDITORS

Ernst & Young LLC have indicated their willingness to continue in office in accordance with Section 12(2) of the Companies Act 1982.

## MEMBERSHIP

As at 31 December 2021 there were 316 members of Hospice Care compared with 371 at the end of 31 December 2020. In addition, there were 143 life members at the end of 31 December 2021 compared with 146 at the end of 31 December 2020.

By order of the Board of Governors



Date 25.05.2022

Governor

# STATEMENT OF BOARD OF GOVERNORS’ RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

Company law requires the Board of Governors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the Group and of the surplus of the Charity and of the Group for the year. The Board of Governors have elected to prepare financial statements in accordance with applicable law and United Kingdom accounting standards, including FRS 102 “The Financial Reporting Standard applicable to the UK and Republic of Ireland”. In preparing those financial statements, the Board of Governors is required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom accounting standards have been followed, subject to any material departures discussed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Board of Governors is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and of the Group and to enable them to ensure that the financial statements comply with the Companies Acts 1931 to 2004, Charities Registration & Regulations Act 2019 and Charities Regulations 2020. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOSPICE CARE

## OPINION

We have audited the consolidated and parent company financial statements of Hospice Care for the year ended 31 December 2021 which comprise of the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Consolidated Cash Flow Statement and the related notes, 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the group's and of the parent company's affairs as at 31 December 2021 and of the group's loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Accounting Standards; and
- have been prepared in accordance with the requirements of the Companies Act 1931-2004, the Charities Registration & Regulations Act 2019 and the Charities Regulations 2020.

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the Isle of Man, 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 Board of Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent 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 Board of Governors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's ability to continue as a going concern.

## OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board of Governors are responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Companies Acts 1931-2004 require 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 financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF BOARD OF GOVERNORS'

As explained more fully in the Board of Governors' responsibilities statement set out on page 3, the Board are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board of Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Governors are responsible for assessing the group's and the parent 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 Board of Governors' either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

## EXPLANATION AS TO WHAT EXTENT THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING

## IRREGULARITIES, INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and parent company and determined that the most significant are those that relate to the reporting framework (United Kingdom Accounting Standards; including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"), Isle of Man Companies Act 1931 – 2004, GDPR, Isle of Man Employment Laws, Isle of Man Health and Safety Legislation, Gaming, Betting and Lotteries Act 1988, the Charities Registration & Regulations Act 2019 and the Charities Regulations 2020.
- We understood how the group is complying with those frameworks by making enquires of management to understand how the group maintains and communicates its policies and procedures in these areas and corroborated this by reviewing supporting documentation.
- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur through discussions with management, by

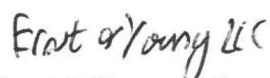
considering the risk of management override and assuming revenue to be a fraud risk. Our procedures involved testing journals identified by a specific risk criteria and by testing specific transactions back to source documentation, ensuring appropriate authorisation of the transactions.

- Based on this understanding we designed our audit procedures to identify noncompliance with such laws and regulations. Our procedures involved identifying relevant laws and regulations having a direct and indirect impact, obtaining an understanding of management's procedures for identifying and complying with laws and regulations and review of board meeting minutes.

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

## USE OF OUR REPORT

This report is made solely to the company's members, as a body, in accordance with Section 15 of the Companies Act 1982. Our audit work has been undertaken so that we might state to the 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

  
Ernst & Young LLC,

Isle of Man  
Date 27.05.2022

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2021	2020
<b>INCOME:</b>	1(g)	£	£
Donations		1,106,918	1,780,737
Legacies		1,716,420	2,674,577
<b>Commercial Trading Operations:</b>			
Hospice		596,654	340,401
Shops and Property		1,015,578	791,355
Investment return	1(k),1(g)	717,451	562,526
Government Grant – DHSC		592,572	592,572
Other Income		-	25,183
Profit on Sale of Fixed Asset		60,338	-
<b>Total Income</b>		<b>5,805,931</b>	<b>6,767,351</b>
<b>EXPENDITURE:</b>			
	1(h)		
<b>Costs of raising funds:</b>			
Commercial Trading Operations		(538,309)	(478,509)
Fundraising Costs		(571,792)	(365,865)
<b>Expenditure on Charitable Activities:</b>			
Operation of Hospice		(5,283,508)	(5,671,953)
Other expenditure		(13,162)	(2,256)
Government Grant Salary Support Scheme	1 (g)	153,116	820,184
<b>TOTAL EXPENDITURE</b>		<b>(6,253,655)</b>	<b>(5,698,399)</b>
<b>Comprehensive income / (loss) for the year</b>		<b>(447,724)</b>	<b>1,068,952</b>
<b>Other comprehensive income</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income / (loss)</b>		<b>(447,724)</b>	<b>1,068,952</b>

The Consolidated Statement of Financial Activities should be read in conjunction with the Consolidated Statement of Changes in Equity. There was no other comprehensive income during the year (2020: £Nil).

All items are considered to arise from continuing transactions.

## COMPANY PROFIT AND LOSS ACCOUNT

Under Section 3(5)(b)(ii) of the Companies Act 1982, the company is exempt from the requirements to present its own profit and loss account. Of the consolidated surplus of income over expenditure, a deficit of £1,004,715 (31 December 2020: Surplus of £688,373) has been retained by Hospice Care.

# CONSOLIDATED BALANCE SHEET

FOR THE YEAR ENDED 31 DECEMBER 2021

		2021	2021	2020	2020
	Notes	£	£	£	£
<b>FIXED ASSETS</b>					
	1(i)				
Tangible Assets	3(a)	12,055,042		12,412,455	
Investments at fair value through profit or loss	1(k),4(a)	5,224,938		7,090,595	
Investment property	1(j),6	-		252,309	
<b>Debtors due after more than one year</b>	1(k),7	-		92,832	
<b>CURRENT ASSETS:</b>					
Stock	1(l)	7,851		5,367	
Sundry Debtors	1(k)	245,318		49,650	
VAT		20,462		72,619	
Bank Deposits	1(k), 9	4,229,106		2,266,737	
Balances with Brokers	1(k), 9	93,838		119,685	
Cash in Hand	1(k), 9	1,121		1,319	
		<b>4,597,696</b>		<b>2,515,377</b>	
<b>LIABILITIES</b>					
<b>Creditors amounts falling due within one year</b>	1(k)	(335,211)		(373,379)	
<b>Net Current Assets</b>			<b>4,262,485</b>		<b>2,141,998</b>
<b>Total Assets Less Current Liabilities</b>			<b>21,542,465</b>		<b>21,990,189</b>
<b>Creditors due after more than one year</b>					
Loan payable	1(m),10		(750,000)		(750,000)
			<b>20,792,465</b>		<b>21,240,189</b>
<b>Funds</b>					
Unrestricted Funds	1(f),12		<b>17,463,097</b>		<b>17,875,247</b>
Restricted Funds	1(f),13		<b>3,329,368</b>		<b>3,364,942</b>
			<b>20,792,465</b>		<b>21,240,189</b>

Approved by the Board of Governors on 25.05.2022

C. J. Hall 



# COMPANY BALANCE SHEET

FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2021 £	2020 £	2020 £
<b>FIXED ASSETS</b>	1(i)				
Tangible Assets	3(b)		<b>10,659,386</b>		10,838,924
Investments at fair value through profit or loss	1(k),4 (a)		<b>5,224,938</b>		7,090,595
Investment in Subsidiaries	4 (b)		<b>288,194</b>		288,194
Investment property	1(j),6		-		252,309
<b>Debtors due in greater than one year</b>					
Amount due from Subsidiaries	1(m),8		<b>871,938</b>	1,167,815	
<b>Loan Receivable</b>	1(k),7		-	92,832	1,260,647
<b>CURRENT ASSETS:</b>					
Stock	1 (l)	<b>3,532</b>	-	2,999	-
Sundry Debtors	1 (k)	<b>224,576</b>		26,835	
VAT		<b>9,291</b>		64,406	
Bank Deposits	1 (k)	<b>3,459,368</b>		1,750,042	
Balances with Brokers	1 (k)	<b>93,838</b>		119,685	
Cash in Hand	1 (k)	<b>259</b>		487	
		<b>3,790,864</b>		1,964,454	
<b>Current Liabilities</b>					
Amount due to Subsidiaries	8	<b>(960,711)</b>		(769,781)	
Creditors	1(k)	<b>(286,552)</b>		(332,570)	
		<b>(1,247,263)</b>		(1,102,351)	
<b>Net Current Assets</b>			<b>2,543,601</b>		862,103
<b>Total Assets Less Current Liabilities</b>			<b>19,588,057</b>		20,592,772
<b>Creditors due after more than one year</b>					
Loan payable	1(m), 10		<b>(750,000)</b>		(750,000)
<b>Total Net Assets</b>			<b>18,838,057</b>		19,842,772
<b>Funds</b>					
Unrestricted Funds	1(f)		<b>15,508,689</b>		16,477,830
Restricted Funds	1(f), 13		<b>3,329,368</b>		3,364,942
<b>Total Funds</b>			<b>18,838,057</b>		19,842,772

Approved by the Board of Governors on 25.05.2022

C. J. Hall 

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2021

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
<b>OPENING VALUE OF FUNDS at 1 January 2020</b>	17,968,182	2,203,055	<b>20,171,237</b>
<b>TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE YEAR</b>	(92,935)	1,161,887	<b>1,068,952</b>
<b>CLOSING VALUE OF FUNDS at 31 December 2020</b>	17,875,247	3,364,942	<b>21,240,189</b>
<b>OPENING VALUE OF FUNDS at 1 January 2021</b>	17,875,247	3,364,942	<b>21,240,189</b>
<b>TOTAL COMPREHENSIVE (LOSS)/ INCOME FOR THE YEAR</b>	(412,150)	(35,574)	<b>(447,724)</b>
<b>CLOSING VALUE OF FUNDS at 31 December 2021</b>	17,463,097	3,329,368	<b>20,792,465</b>

# CONSOLIDATED CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2021

		2021	2020
	Notes	£	£
Net cash (outflow) from operating activities			
	9 (a)	(124,607)	(124,607)
<i>Investing activities</i>			
Interest received		14,346	25,298
Dividends received		40,433	41,410
Payments to acquire tangible fixed assets		(254,892)	(2,834,504)
Payments to acquire investments		(1,271,676)	(1,693,706)
Receipts from the sale of investments		3,740,473	1,447,327
Receipt from sale of fixed assets		225,000	-
Receipt from sale of investment properties		276,000	-
Receipt from debtor due after one year		134,378	-
Net cash (outflow) / inflow from investing activities		1,881,702	(3,138,782)
<i>Financing activities</i>			
Received for specific capital items		54,622	1,246,939
Net cash flow from financing activities		54,622	1,246,939
Increase / (decrease) in cash and cash equivalents	9 (b)	1,936,324	(1,891,843)
Cash and cash equivalents at 1 January	9 (b)	2,387,741	4,279,584
Cash and cash equivalents at 31 December	9 (b)	4,324,065	2,387,741

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2021

### 1 ACCOUNTING POLICIES

#### **Statement of compliance**

Hospice Care is a company limited by guarantee and is incorporated in the Isle of Man. The Isle of Man registered charity number is 317 and the registered office is Strang, Douglas, Isle of Man, IM4 4RP.

The group's financial statements have been prepared in compliance with FRS 102 as it applies to the financial statements of the group for the year ended 31 December 2021.

#### **a) Basis of preparation and consolidation**

The financial statements have been prepared in accordance with applicable accounting standards. They are prepared in sterling which is the functional and presentational currency of the group.

The group financial statements incorporate the financial statements of Hospice Care and all of its subsidiary undertakings up to 31 December each year. The results of businesses are included from the effective date of acquisition being the date on which the Group obtains control and continue to be consolidated until the date that such control ceases. Control comprises the power to govern the financial and operating policies of the investee so as to obtain benefit from its activities.

The group financial statements consolidate the financial statements of Hospice Care and its subsidiary undertakings (see Note 4(b)), for the year to 31 December 2021, on a line-by-line basis.

#### **b) Legal Status of the Charity**

Hospice Care is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the Charity.

#### **c) Going concern**

The Board of Governors consider that there are no material uncertainties about Hospice Care's ability to continue as a going concern.

The financial statements have been prepared on a going concern basis as the Board of Governors consider that there are sufficient reserves within the Group and Company that the ongoing Covid-19 Situation will not impact on the going concern assessment.

The most significant areas of uncertainty are the levels of donation income which needs to be raised each year.

#### **d) Public Benefit Group considerations**

The group meets the definition of a public benefit group under FRS 102 Section 34. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### **e) Judgements and estimation**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported as income and expenditure during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. Management believes that the estimates utilised in preparing its financial statements are reasonable and prudent. The following judgements and estimates have had the most significant effect on amounts recognised in the financial statements.

#### **Revaluation of investment properties**

The group carries its investment properties at fair value, with changes

in fair value being recognised in the Statement of Financial Activities. The fair value of the investment properties has been determined by the Board of Governors' with reference to publicly available market data and applied to properties similar in nature. An independent valuation specialist has not been engaged.

#### **f) Fund accounting**

Monies received by the charity are credited to reserves according to the circumstances in which the resources were originally received or the way in which they have been subsequently treated. Such reserves are either unrestricted or restricted funds.

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Designated funds are unrestricted funds of the Charity which the Board of Governors have decided at their discretion to set aside to use for a specific purpose. Unrestricted funds comprises of General Fund, Olsson Fund, Life Members Fund and the New Hospice Fund.

Restricted funds are those funds which are subject to specific conditions imposed by the donor, concerning income or capital or both, such conditions being binding on the Board of Governors. Restricted funds comprises of Endowment Funds and Capital Funds. Endowment Funds are those restricted funds where the capital sum must be maintained permanently although the constituent assets of the fund may change from time to time. Capital Funds comprises monies received to defray specific items of capital expenditure.



The balance on each separate fund, as represented by the assets less the liabilities comprised in that fund, constitutes monies received after deducting the day to day expenses chargeable against that fund.

The aim and purpose of each material unrestricted and restricted (whether designated or otherwise) is set out in the notes to the Financial Statements (below).

### **g) Revenue recognition**

Revenue is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Income comprises of donations, income raised from events, gifts, contributions from the Isle of Man Government, membership income, income for specific purposes, legacy income, income from donated goods and services, investment income and rental income. Income is accounted for as stated below.

#### ***Donations, income from events and gifts***

Donations and gifts are recognised when received. In the event that a donation is subject to fulfilling performance conditions before the Charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

Income received in advance for a future fundraising event is deferred until the criteria for income recognition is met. Sponsorship from events, fundraising and event registration fees are recognised in income when the event takes place.

Lottery income is accounted for in respect of those draws that have taken place in the year.

#### ***Life Membership Subscriptions***

Life membership subscriptions are credited to a separate Life Members'

Fund on receipt. Income arising on the Fund is transferred to the Fund from the General Revenue Account. A transfer is made each year to the General Revenue Account in respect of each life member of a sum equivalent to the annual subscription prevailing for that year. The Fund is an unrestricted fund.

#### ***Income for Specific Purposes***

Monies received to defray specific items of day-to-day expenditure are credited to a capital restricted fund. The relevant expense is then charged against that fund.

Monies received to defray specific items of capital expenditure nominated by the donor are not included in the Statement of Financial Activities, being credited direct to the Capital Fund.

Similarly, endowment monies received are not included in the Statement of Financial Activities. They are credited directly to separate restricted funds.

#### ***Isle of Man Government Contribution***

Income from the Isle of Man Government Department of Health and other grants, whether 'capital' or 'revenue' grants are recognised when the Charity has entitlement, any performance conditions to the grants have been met or the amount has been received and the amount, or part thereof, is not deferred.

Hospice Care receives an annual cash contribution from the Department of Health. A Service Level Agreement for a five year period was signed on 1 November 2013, beginning on that date. The Agreement provides for the Department to make two payments on 5 May and 5 November during a Fiscal Year. These payments represent the contribution for the year ended 31 December each year. Payments are accounted for on a receivable basis. The cash contribution payable by the Department will, in the absence of exceptional circumstances, be equal to the prior years' payment (based on Department accounts) plus any increases agreed in relation to Hospice as part of the normal budgeting cycle (to include annual inflationary increases). Any further expenditure requiring support from the Department

shall be subject to a detailed quantified Business Case to be submitted to the department as part of its budgetary cycle. The existing agreement was initially extended to 31 March 2019 and subsequently to 31 March 2021. Funding has continue to be received in line with the original agreement whilst a new agreement with Manx Care is finalised.

In addition to the above the Group receives IT support from the Isle of Man Government's IT department and this forms part of the service level agreement referred to above. It is not possible to easily quantify the fair value of the support that the group receives and this support is documented by way of this note only.

The amounts received in cash in the year and included in these accounts in respect of the DHSC Grant income is £592,572 (2020 - £592,572). The amounts received in cash in the year end and included in these accounts in respect of Salary Support Scheme grant income is £153,116 (2020: £820,184).

#### ***Legacies***

Legacies received are credited to the General Fund, unless otherwise specified. For legacies, entitlement is taken on a case by case basis as the earlier of the date on which: the Charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset being passed to the Charity. 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 been met, then the legacy is treated as an asset and disclosed, if material.

#### ***Income from the sale of bought in and donated goods***

Trading income is recognised on point of sale for both donated and purchased goods.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

### 1 ACCOUNTING POLICIES (CONTINUED)

#### g) Revenue recognition (continued)

##### *Donated assets and services*

Donated assets are taken to income at the fair value to the Charity, being amount received, with the other entry being capitalised in fixed assets.

##### *Investment income*

Interest on deposit funds held is recognised as it accrues using the effective interest rate method.

Dividends are recognised once the Group's right to receive payment has been established.

Unrealised and realised gains and losses on financial investments are recognised based on their appropriate classification which is covered under the accounting policy for financial instruments.

##### *Rental Income*

Rental income is accounted for on an accruals basis in line with the underlying contract terms of the rental agreements.

#### h) Expenditure and irrecoverable VAT

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. All day-to-day running expenses are included in the Consolidated Statement of Financial Activities and is charged against the General Fund with the exception of expenses met out of income for specific purposes which is charged against the appropriate restricted fund. Expenditure is shown under the following headings:

##### *Costs of raising funds*

These expenditures comprise fundraising costs incurred in seeking

donations, grants, and legacies; investment management fees; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information of support of the charitable activities.

##### *Expenditure on charitable activities*

These expenditures include the costs of providing specialist palliative care and support, community services, research and other educational activities undertaken to further the purposes of the Charity and their associated support services.

##### *Other costs*

These expenditures comprise those costs which are incurred directly in support of expenditure on the objects of the Charity and include governance costs, finance and other office costs. Governance costs are those costs incurred in connection with maintaining compliance with the constitutional and statutory requirements of the Charity. Irrecoverable VAT is included as other costs.

##### *Volunteers*

The value of the services provided by volunteers is not incorporated into these financial statements as it cannot be reliably measured.

#### i) Fixed Assets

All assets costing more than £500 are capitalised at their historical cost when purchased.

Fixed assets are depreciated evenly over their expected economic and anticipated useful lives on a straight line basis at the following rates:

- freehold land on which the Hospice exists, is not depreciated;

- freehold buildings depreciated at the rate of 2% per annum of original cost;
- the remaining fixed assets are depreciated at the rate of 20% per annum of original cost

The need for any impairment of a fixed asset write down is considered if there is a concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

The depreciation charge for the year is included in the Consolidated Statement of Financial Activities within the operation of Hospice expense category and is charged against the funds in which the relevant fixed assets are comprised.

Assets under construction are assets which have been capitalised and are not yet available for use. Once the asset is complete, a transfer is made to the final fixed asset class.

#### j) Investment property

Properties are sometimes received as legacies and are then sold by the company at a future date. Whilst waiting to be sold the property is often rented out. When such assets are held for a period of more than one year they are accounted for as investment properties.

Investment properties are initially recorded at the fair value determined at the date of the legacy for the property less the costs of sale and are not depreciated. After initial recognition, investment properties whose fair value can be reliably measured are measured at fair value. The surplus or deficit on revaluation is recognised in the profit and loss account. In the comparative year the Charity had one investment property which is being rented out on a month by month basis. See note 6 for further details.

## k) Financial Instruments

As permitted by FRS 102, the group and company has elected to apply the recognition and measurements provisions of Sections 11 and 12 in full for all of its financial instruments.

The group and company classifies its financial instruments as either equity investments at fair value through profit or loss, loans and receivables, cash and cash equivalents, short-term debtors and creditors. Classification is determined at date of initial recognition.

### **Investments at fair value through profit or loss**

The Charity holds positions in a number of listed and non-listed entities which are held as investments at fair value through profit and loss. These investments are initially recognised at fair value which equates to the transaction price, excluding any transaction costs. Subsequently they are measured at fair value through profit or loss except for those investments that are not publicly traded and whose fair value cannot otherwise be measured reliably which are recognised at cost less impairment until a reliable measure of fair value becomes available.

The Charity uses the following hierarchy for determining the fair value of financial instruments by valuation technique:

- Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities. Quoted in an active market in this context means quoted prices are readily and regularly available and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted price is usually the bid price.
- Level 2: when quoted prices are unavailable the instrument is valued using inputs that are observable either directly or indirectly including quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in inactive markets, inputs that are observable such as interest rates and yield curves observable at commonly quoted intervals, implied volatility or credit spreads and market-corroborated inputs.

- Level 3: when observable inputs are not available, unobservable inputs are used to measure fair value by use of valuation techniques. The objective of using the valuation technique is to estimate what the fair value would have been on the measurement date.

See note 4 for details of financial instruments classified by fair value hierarchy.

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

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

The main form of financial risk faced by the Charity is that of volatility in equity investment markets due to the wider economic conditions, the attitude of investors to investment risk and changes in sentiment concerning equities and within particular sectors or sub sectors. Risks are discussed further in note 5.

### **Loan notes receivable**

Loan notes which are basic financial instruments are initially recorded at the present value of future payments discounted at a market rate of interest for a similar loan. Subsequently, they are measured at amortised cost using the effective interest method. Loan notes that are receivable within one year are not discounted.

### **Cash and cash equivalents**

Cash comprises current deposits with banks and balances with brokers. Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value and are held for the purpose of the meeting short-term

cash commitments rather than for investments or other purposes.

### **Short-term debtors and creditors**

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the Statement of Financial Activities in other costs.

## l) Stock

Stock of bought-in retail goods is included at the lower of cost or net realisable value. Net realisable value is the estimated selling price reduced by all costs of selling and marketing.

Donated goods for resale or distribution on hand, as at the balance sheet date, are not valued for stock purposes and are not to be included in the financial statements as the Board of Governors' consider it impractical to be able to assess the amount of donated stocks 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 outweigh the benefits.

## m) Public benefit entity concessionary loans

Public benefit entity concessionary loans are loans made or received between a public benefit entity or an entity within the public benefit entity group, and another party at below the prevailing market rate of interest that are not repayable on demand and are for the purpose of furthering the objectives of the public benefit entity or public benefit entity parent.

The group and company have elected to account for such loans in accordance with Section 34.90 – 34.97 of FRS 102. Such loans are initially measured at the amount received or paid and are recognised in the Balance Sheet at that amount. Subsequently the carrying value of concessionary loans are adjusted to reflect any accrued interest payable or receivable. To the extent that the loan made is irrecoverable, an impairment loss is recognised within other costs in the Statement of Financial Activities.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

### 1 ACCOUNTING POLICIES (CONTINUED)

#### n) Foreign currencies

Transactions in foreign currencies are initially recorded in the group and company's functional currency by applying the spot rate ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rate ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities. All entities in the group have the same functional and presentational currency.

#### o) Pensions

The Charity operates two pension schemes. Qualifying members of the nursing staff are permitted to join the GUS (Government Unified Scheme). The GUS scheme provides for a pension based on earnings and salary but the Charity has no obligation beyond the requirement to pay annual contributions in respect of salary paid in the year. Other members of staff may be eligible to join a group defined contribution personal pension plan. The Charity contribution is restricted to the amounts shown below. All contributions payable in respect of the year to 31 December 2020 have been included in Statement of Financial Activities.

Payments were made to two (2019: one) employee's personal pension schemes for the year ended 31 December 2020. All contributions have been included within the Statement of Financial Activities. The costs of the defined contribution schemes are included with associated staff costs and allocated therefore to costs of raising funds and charitable activities and are charged to the unrestricted funds of the Charity.

The group personal pension scheme is managed by Aviva and the plan is tailored to the individual's requests and invests the contributions made by employee and employer into cash deposits or an investment fund to build up over the term of the plan. The pension fund is then converted into a pension upon the employee's normal retirement age which is defined as when they are eligible for a state pension unless another age from 65 years upwards has been agreed with the individual. The Charity has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

The contributions paid in the year were as follows:

	2021	2020
	£	£
Group personal pension plan	43,795	54,321
Isle of Man Government Unified Scheme	246,685	227,312
Payments to employees own private pension schemes	7,616	3,455
	298,096	285,088

£3,375 (2020: £13,323) of the contributions due were unpaid at the year end.

#### p) Taxation

As the group and company is a registered charity, its income is exempt from Isle of Man Corporate Income Tax by virtue of Section 15 of the Income Tax Act 1970. As such, a provision for Isle of Man Corporate Income Tax has not been made.



## 2. STATEMENT OF FINANCIAL ACTIVITIES – OTHER DISCLOSURES

Income and costs of management of the group are stated after charging / (crediting):

	2021	2020
Group	£	£
Interest received	(734)	(3,672)
Dividends	(87,302)	(110,426)
Rental income	-	(6,650)
Mortgage amortised interest	(4,396)	(6,194)
Depreciation	447,643	471,951
Audit Fee	12,000	12,237

## 3. TANGIBLE FIXED ASSETS

### a) Group Fixed Assets

	Freehold Land & Buildings	Furniture & Fittings	Equipment	Motor Vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 31 December 2020	15,228,921	655,438	458,969	129,686	16,473,014
Additions	142,489	38,012	74,391	-	254,892
Disposals	(195,199)	-	-	-	(195,199)
Transfers	-	-	-	-	-
At 31 December 2021	<b>15,176,211</b>	<b>693,450</b>	<b>533,360</b>	<b>129,686</b>	<b>16,532,707</b>
<b>Depreciation</b>					
At 31 December 2020	(3,174,763)	(495,182)	(289,165)	(101,449)	(4,060,559)
Charge for the year	(290,517)	(64,882)	(82,274)	(9,970)	(447,643)
Disposals	30,537	-	-	-	30,537
At 31 December 2021	<b>(3,434,743)</b>	<b>(560,064)</b>	<b>(371,439)</b>	<b>(111,419)</b>	<b>(4,477,665)</b>
<b>Net Book Value</b>					
At 31 December 2021	<b>11,741,468</b>	<b>133,386</b>	<b>161,921</b>	<b>18,267</b>	<b>12,055,042</b>
At 31 December 2020	12,054,158	160,256	169,804	28,237	12,412,455

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

### 3. TANGIBLE FIXED ASSETS (CONTINUED)

Included in Group Fixed Assets are four properties (2020 – four) which are rented to third parties with a net book value of £599,008 (2020: £724,937) in respect of which rent of £38,914 (2020: £43,286) has been received..

#### b) Company Fixed Assets

	Freehold Land & Buildings	Furniture & Fittings	Equipment	Motor Vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 31 December 2020	13,136,578	533,416	457,610	72,884	14,200,488
Additions	142,489	38,012	46,964	-	227,465
Disposals	-	-	-	-	-
Transfers	-	-	-	-	-
At 31 December 2021	<b>13,279,067</b>	<b>571,428</b>	<b>504,574</b>	<b>72,884</b>	<b>14,427,953</b>
<b>Depreciation</b>					
At 31 December 2020	(2,627,471)	(373,405)	(287,804)	(72,884)	(3,361,564)
Charge for the year	(265,578)	(64,636)	(76,786)	-	(407,000)
Disposals	-	-	-	-	-
At 31 December 2021	<b>(2,893,049)</b>	<b>(438,041)</b>	<b>(364,590)</b>	<b>(72,884)</b>	<b>(3,768,564)</b>
<b>Net Book Value</b>					
At 31 December 2021	<b>10,386,018</b>	<b>133,387</b>	<b>139,984</b>	<b>-</b>	<b>10,659,389</b>
At 31 December 2020	10,509,107	160,011	169,806	-	10,838,924

## 4. INVESTMENTS

### (a) Investments at fair value through profit or loss – Company and Group

	2020	2019
	£	£
Listed investments including listed equities and bonds – Level 1	5,224,937	7,090,594
Non listed investments	1	1
	<b>5,224,938</b>	<b>7,090,595</b>
Realised and unrealised gains and losses on investments at fair value through profit or loss		
Unrealised gain	397,340	364,862
Realised gain	172,813	59,438
Total realised and unrealised gain on investments	<b>570,153</b>	<b>424,300</b>

The financial instruments above are recognised at fair value, based on quoted prices in active markets for identical assets or liabilities (Level 1 as defined Section 11.27 of FRS 102).

### (b) Investment in Subsidiary undertakings – Company only

#### *Share the Care Limited*

The Charity's wholly-owned subsidiary, Share The Care Limited, operates the Hospice shops and is incorporated in the Isle of Man.

#### *Hospice Properties Limited*

The Charity's wholly owned subsidiary, Hospice Properties Limited owns and maintains the Douglas, Ramsey and Castletown shops and warehouses operated by Share the Care Limited. It is incorporated in the Isle of Man. During the year the company has reviewed the underlying net assets of this entity and identified an unrealised gain of £Nil (2019: Nil) against the cost of this investment. This has been charged through the entity statement of comprehensive income.

#### *Investment in Subsidiaries Comprises:*

	2021	2020
	£	£
Share Capital – Share the Care Limited	2,000	2,000
Investment in Hospice Properties Ltd	286,194	286,194
	<b>288,194</b>	<b>288,194</b>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

### 5. INVESTMENTS AND RISK MANAGEMENT

The company's assets comprise investments which include:

- Investments in listed and non-listed entities. These are held in accordance with the company and group's investment objectives and policies;
- Loans and receivables at amortised cost; and
- Cash.

As a charity, the company and group maintain high levels of cash reserves, which are to be utilised for charitable activities.

As such the company and group aims to spread its credit risk by placing cash deposits with a number of financial institutions, and in addition during the year the company and group placed cash in listed investments, through a recognised broker, which provided greater yields than cash deposits.

The investment objective of the company and group is to achieve capital appreciation while maintaining a controlled level of risk and volatility.

The company and group is exposed to market risk (which includes fair value interest rate risk and price risk), credit risk, liquidity risk and cash flow interest rate risk arising from the financial instruments it holds.

The company and group's investment guidelines are set at the discretion of the Board of Governors.

#### Market Risk

During the year the company and group has placed funds with a broker in investments, taking positions in listed investments, namely equities and bonds, to take advantage of market movements. The broker considers the asset allocation of the portfolio in order to minimise the risks associated with particular market sectors whilst continuing to follow the company and group's investment objectives.

Market risk represents the potential loss that can be caused by a change in the market value of the investments. The company and group's exposure to market risk is determined by a number of factors, including interest rates and market volatility. The investment committee continually monitors the company and group's exposure to market risk.

Management's estimate of the effect on net assets and profits of the company and group due to a decrease in market prices, is as follows:

	2021	2021	2020	2020
	Change in market prices	Effect on profit and net assets	Change in market prices	Effect on profit and net assets
	%	£	%	£
Investments	+/-5	261,247	+/-5	354,530

#### Interest Rate Risk

The company and group is exposed to risks associated with the effects of fluctuations in the prevailing levels of market interest rates on its financial position and cash flows.

Cash and equivalents are exposed to cash flow interest rate risk, as these balances, although mostly held on fixed deposits, interest rates are reset on maturity to take into account any changes in the market rates. The value of interest in the current year was £734 (2020: £3,672). A movement in interest rates of 1% would not be expected to have a material impact on the financial statements.

#### Liquidity Risk

The company and group's policy is to maintain cash balances with a spread of reputable financial institutions, and investments in tradable investments, to maintain a high degree of liquidity. The approach to liquidity is determined by the investment committee which discusses the liquidity of investments on a regular basis.

The Board of Governors established a policy to ensure that a minimum of 18 months cost is maintained within free reserves at any one time (2020: 18months). At 31 December, this would have amounted to £10.01m (2020: £9.78m).

Free reserves are that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes. This definition excludes restricted income funds and endowment funds. Free reserves will also normally exclude tangible fixed assets held for the charity's use and amounts designated for future spending.



## Credit Risk

Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet commitments that it has entered into with the company and the group. Financial assets, which potentially expose the company and the group to concentrations of credit risk, consist of holdings in investments, balances with broker and cash balances. It is the company and group's policy to deal with a range of reputable financial institutions believed to be creditworthy, and place investments in listed and highly liquid investments. Therefore, the company and group do not expect to incur material credit losses on financial instruments.

The company and group's maximum exposure to credit risk in the event that counterparties fail to perform their obligations as of 31 December 2021 in relation to each class of recognised financial assets, is the carrying amount of those assets as indicated in the balance sheet.

The credit ratings of financial institutions with which the Charity and the group hold funds per S&P are

Barclays Bank A, Santander A, Lloyds Bank A+ , Investec BB- and RBS Group A.

Concentrations of credit risk exist when changes in economic, industry or geographic factors affect counterparties whose aggregate credit exposure is significant in relation to the company's total credit exposure. Transactions are entered into with creditworthy counterparties, thereby mitigating any significant concentration of credit risk.

The maximum credit exposure of the company is as follows:

	2021	2020
	£	£
Investments	5,224,938	7,090,595
Due from subsidiaries	871,938	1,167,815
Debtors and Loans Receivable	224,576	119,667
Cash	3,459,368	1,750,042
Balances with Brokers	93,838	119,685
	9,874,658	10,247,804
Investments	5,224,938	7,090,595
Debtors and Loans Receivable	245,317	142,482
Cash	4,229,106	2,266,737
Balances with Brokers	93,838	119,685
	9,793,199	9,619,499

There are no financial assets that are past due or impaired.

## Currency Risk

Exchange rate risk represents the risk that the exchange rate of the British Pound relative to other currencies may change in a manner, which has an adverse effect of the reported value of assets, which are denominated in currencies other than the British Pounds. Currency investments account for £359,883 (2020: £1,037,987) of the total investment value. A movement in exchange rates of 5% is not expected to have a material impact on the financial statements.

## 6. INVESTMENT PROPERTY

The Hospice occasionally receives residential properties as part of legacies. These properties are occasionally rented out whilst awaiting sale and recorded at fair value.

The company and group currently has no investment property on its balance sheet. During the year the company and group has received £nil (2020: £6,650) in rental income from the property. The property was sold on 23 April 2021 at a value of £276,000.

	2021	2020
	£	£
Brought forward		
Investments	252,309	252,309
Fair value movement	-	-
Carried forward	252,309	252,309

## 7. DEBTORS DUE AFTER MORE THAN ONE YEAR: LOAN RECEIVABLE

Half of the amount due in respect of a loan secured on residential property was received as a legacy in prior years. Hospice Care acquired the other half of the loan at an estimate of fair value. The loan was fully repaid on 10th September 2021.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

### 8. AMOUNTS DUE TO / FROM SUBSIDIARIES

#### Amount due from Subsidiaries Comprises:

	2021	2020
	£	£
Public Benefit Concessionary Loan – Hospice Properties Limited	871,938	1,167,815
	871,938	1,167,815

This public benefit entity concessionary loan is unsecured, interest free and repayable upon demand, although repayment will not be sought within one year.

#### Amount due to subsidiaries comprises:

	2021	2020
	£	£
Loan – Share the Care Limited	960,711	769,781
	960,711	769,781

### 9. NOTES TO THE STATEMENT OF CASH FLOWS

#### (a) Reconciliation of surplus / (deficit) to net cash (outflow) from operating activities

	2021	2020
	£	£
Group surplus / (deficit) for the year	(447,724)	(1,887,937)
<i>Adjustments to reconcile (deficit) / surplus for the year to net cash flow from operating activities</i>		
Depreciation of tangible fixed assets	447,643	1,068,952
(Increase) / decrease in debtors	(143,511)	
(Increase) / decrease in stocks	(2,484)	471,951
(Decrease) / Increase in creditors	(38,168)	26,400
Interest received	(734)	12,207
Dividend income	(87,302)	81,220
Funds for specific capital items	(54,622)	(3,672)
Realised and unrealised movement on investments	(570,153)	(110,426)
Realised gain on sale of fixed asset	(60,338)	(1,246,939)
Realised gain on sale of investment property	(23,691)	(424,300)
Realised gain on repayment of debtor due after one year	(41,546)	-
Net cash (outflow) from operating activities	(1,022,630)	(124,607)

#### (b) Reconciliation of cash and cash equivalents

	Opening cash 1 January 2021	Cash flow	Closing cash 31 December 2021
	£	£	£
Cash and cash equivalents (group)	2,387,741	1,936,324	4,324,065

## 10. PUBLIC BENEFIT CONCESSIONARY LOAN PAYABLE

The Charity has received a loan of £750,000 from the Henry Bloom Noble Healthcare Trust. The funds were provided in order to assist in the funding of building the new Hospice in 2007. The loan is interest free, repayable in 2156 and is secured on the site of the new Hospice. If the charity ceases to be a charity, ceases to operate the children's hospice or transfers the hospice to the Department of Health then the loan becomes repayable. The Board of Governors has considered the circumstances of the loan and have concluded that it meets the requirements of a Public Benefit Concessionary Loan and have accounted for it in this way.

## 11. SHARE CAPITAL

Hospice Care is a private company limited by guarantee and not having a share capital.

## 12. UNRESTRICTED FUNDS

	2021	2020
	£	£
General Funds	5,408,055	3,793,352
Designated amounts for future spending	-	1,669,440
Tangible Fixed Assets	12,055,042	12,412,455
	17,463,097	17,875,247

In June 2019 major refurbishment works commenced at the main Hospice building to enhance and update the facilities provided (see note 16). This has been made possible due to the commitment by a generous benefactor to donate £2.5m to the Hospice for significant capital work. At 31 December 2020 £2.5m (2019: £1.5m) of this had been received and the corresponding capital expenditure is included in the Tangible Fixed Assets total above.

## 13. RESTRICTED FUNDS

	2021	2020
	£	£
Capital Fund	3,314,368	3,349,942
Endowment Fund	15,000	15,000
	3,329,368	3,364,942

A sum of £15,000 has been received on the basis that the capital of the funds is retained intact but the income is used for the maintenance and operation of the Hospice. This fund is included within restricted funds in the balance sheet.

## 14. THE DIANA PRINCESS OF WALES PALLIATIVE CARE AT HOME TRUST

The Diana Princess of Wales Hospice Care at Home Trust was created on 19 June 1998. The aim of the trust is to provide financial support to Hospice Care to support the provision of its Palliative Care Home Nursing Service. £122,000 was received during the year ended 31st December 2021 (2020: £75,000). This has been included within donations and legacies in the Statement of Financial Activities.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2021 (CONTINUED)

### 15. RELATED PARTY TRANSACTIONS OF HOSPICE CARE

The following transactions took place with the Charity's wholly owned subsidiaries, Share the Care Limited and Hospice Properties Limited.

	2021	2020
	£	£
<b><i>Share the Care Limited</i></b>		
Balance brought forward – due to Share the Care Limited	769,781	304,767
Cash received from subsidiary as payment on account in respect of dividend	254,000	475,000
Expense recharge	(63,070)	(9,986)
Dividend Paid	-	-
Amount at the end of the year – due to Share the Care Limited	960,711	769,781

	2021	2020
	£	£
<b><i>Hospice Properties Limited</i></b>		
Balance brought forward – amount (payable)	(1,167,815)	(1,170,236)
Loan re expenses	(4,123)	(6,376)
Repayment	300,000	8,797
Amount at the end of the year – due from Hospice Properties Limited	(871,938)	(1,167,815)

#### Key management personnel

All Governors and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Group are considered to be key management personnel. The Governors give their time freely and receive no remuneration for their services. During the year executive management team was made up of 7 key roles (2020: 7 key roles). Total remuneration in respect of these individuals is £611,177 (2020 - £549,250).

### 16. CAPITAL COMMITMENTS

The Group had entered into commitments to carry out improvement works to its main building. The total anticipated contracted price was £3.75m (2020: £3.75m) of which £3.75m (2020: £3.75m) was invoiced and £56k (2020: £0.1m) being retention monies remains unpaid as at 31 December 2021 as it falls due July 2022.

### 17. COVID-19 IMPACT

In March 2020 measures to contain the Covid-19 global pandemic on the Isle of Man required retail premises to close. Further restrictions and lock-downs across the Isle of Man were in place in January 2021 and again in March & April 2021. A gradual re-opening of shops took place after the lifting of lockdown on 19th April 2021 with the aim that all shops being re-opened by the end of May 2021. The Covid-19 pandemic has not had a significant impact on the operational controls of the Group. This has resulted in a significant loss of income. Measures have been taken to keep costs to a minimum during this period with support of landlords and the Isle of Man Government. Further, the outbreak of the Covid-19 pandemic has adversely impacted global commercial activity and contributed to significant volatility in certain equity and debt markets. The Board of Governors and the charities advisors will continue to monitor the situation.

### 18. POST BALANCE SHEET EVENTS

In April 2022, it was agreed to offer staff the new style Freedom Pension. Several new staff had not been able to join the Hospice Care Group Personal Pension until this decision had been made. The age restriction was also removed. A paper is being put to the Board of Governors regarding the possible back dating of contributions for 14 staff at a total cost of £72,477. A decision is expected to be made in June 2022.

# FUTURE PLANS

It is really important to emphasise that alongside our strategic delivery plans, we continue to deliver our existing services ensuring our clear commitment to our community. Our Annual Business Plan demonstrates that our focus keeps people at the centre of all our decisions and actions and below outlines what we expect to deliver in 2022.

## Our Goals

## What we expect to deliver in 2022

### We will:

1

## Support people to be independent

Continue with and promote our wellbeing model (Your Hospice, Your Way) in partnership with other services across the Island, with the aim of maximising independence and wellbeing.

### Indicators of Success

- Re-establish respite care
- Continue to promote and develop the Wellbeing Centre sessions here at Hospice

2

## Reach more people earlier with easier access

Review and improve access to palliative and end of life care via the new pathways developed in partnership with key stakeholders in the Oversight Group.

### Indicators of Success

- Increase the number of people receiving end of life care in their 'preferred place' – target of 70%
- Implement ReSPECT document which is a recommended summary plan for emergency care and treatment in partnership with the Oversight Group
- Increase the number of patients who have an Advance Care Plan – target of 50% (dependent on referral process)

3

## Share, learn and educate

We will continue to develop our expertise in Palliative and End of Life Care within the Scholl Academic Centre.

### Indicators of Success

- Further expand Project ECHO to enhance Hospice influenced care by developing a Palliative and End of Life care network for Hospital wards and District Nurses
- Embed Quality Improvement programme
- Complete the Memory Lane Games research study for people with dementia
- Roll out clinical passports for HCA bands 2 and 3 and nursing bands 5 and 6
- Develop clinical passports for specific roles within the nursing team
- Deliver a taught programme on clinical leadership to develop our workforce
- Re-establish pre Covid levels of palliative care education
- Actively participate in the International Collaborative for Best Care for the Dying Person - University of Liverpool
- Deliver a taught programme on ACP to support increase in uptake for personalised plans and preferred place of death
- Consider all opportunities for digital education



# 4

## Drive innovation for better care

We will implement 3 key digital projects to improve the way we work.

### Indicators of Success

- Complete Donorflex migration
- Complete EPOS installation to other 6 sites
- Explore fundraising software options
- Complete phase 1 roll out of Mie Trent including additional functionality for managers and commence phase 2
- Expand Project ECHO
- Maximise the role and contribution of Compassionate Volunteers across services
- Develop a volunteer strategy that maximises the range of volunteering opportunities available

# 5

## Be sustainable and fit for the future

Deliver the year 1 actions of our People and Culture Strategy.

Negotiate a new service specification and SLA with Manx Care.

Finalise development of a Hospice Balanced Scorecard to demonstrate how we put patients, staff and supporters in the centre of our care.

Deliver our plans to protect and grow our income.

### Indicators of Success

- Agree the draft People and Culture strategy with the People and Culture Committee/ Hospice Board and Deliver Year 1 actions
- Develop a volunteer strategy that increases the number of active volunteers to pre-Covid levels. (approx. 540)
- Finalise the dataset for People and Culture
- Negotiate a new service specification and SLA with Manx Care
- Finalise development of a Hospice Balanced Scorecard to demonstrate how we put patients and families, staff and volunteers, donors and supporters at the centre of our care
- Develop a Monthly Executive Report
- Produce a Strategic Commercial Development Plan to identify new income streams
- Deliver on the fundraising strategy (2022) objectives
- Convert WIA relationships into long term partnerships



# SUPPORTING HOSPICE

Every penny raised really does make a life-changing difference in ensuring that our services will remain available, at no cost, to our patients, friends and carers when they need it most, in a setting of their choice.

Here at Hospice, our one purpose is supporting you to live well, your way, to the end of your life. We don't charge a single penny for our services, receiving only a small proportion of our funding from the government and therefore rely on donations and legacies from generous people in the community.

There are many ways that you can help us be sustainable and fit for the future. To find out more visit [hospice.org.im/support-us](http://hospice.org.im/support-us). We are so grateful to everyone who supports us, and thank you in advance for thinking of us.