

CHARITY NO: SC013682

COMPANY NO: SC092520



**ACCORD HOSPICE
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**



ACCORD HOSPICE

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees

Phil Hanlon, Chairman
Colin Reid, Vice Chairman
Brian Hunt
Kirsty Dickson
Cathy MacGillivray
Louise Watson
Aileen White
Andrew Renwick
Laurna Woods
John Drury
Colin Neil (appointed 23 August 2021)

Chief Executive

Jacki Smart

Company Secretary

Alastair Crae

Principal Office

7 Morton Avenue
Paisley
PA2 7BW

Charity Number:

SC013682

Company Number:

SC092520

Independent Auditors

Wylie & Bisset (Audit) Limited
Chartered Accountants
168 Bath Street
Glasgow
G2 4TP

Bankers

Royal Bank of Scotland plc
Paisley Chief Office
Moncrieff Street
Paisley
PA3 2AW

Solicitors

Cochran Dickie
21 Moss Street
Paisley
PA1 1BX

Investment Advisors

Rathbones
George House
50 George Square
Glasgow
G2 1EH

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REFERENCE AND ADMINISTRATIVE INFORMATION

Honorary Patron of ACCORD Hospice

Guy W.N.H. Clark CVO. JP.
Former Lord Lieutenant of Renfrewshire

Honorary President of ACCORD Hospice

Mr Norman Walker, DL

Honorary Vice Presidents of ACCORD Hospice

Councillor Lorraine Cameron, Provost of Renfrewshire
Mrs Mary Ann Crichton-Maitland
Office of Moderator Church of Scotland, Presbytery of Greenock and Paisley
Rt. Rev. John Keenan LLB PhL STB, Bishop of Paisley
Miss A G Cook, MBE

Donations from Charitable Trusts

Albert Hunt Trust
Caron Keating Foundation
Cruden Foundation
Elizabeth Frankland Moore and STAR Foundation
J & J R Wilson Trust
Malcolm Family Charity
Meikle Foundation
Miss M J M Smith Trust
National Lottery Community Fund
Paisley Community Health Trust
Paul Charitable Trust
Sir Jules Thorn Charitable Trust
Trades House of Glasgow Commonweal Fund
W A Cargill Fund

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

Chairman's Report for the year ended 31 March 2022

This is a moment for reflection and gratitude. Living with the continually changing impact of the coronavirus pandemic over the past year has presented ACCORD with many challenges. Given that every face-to-face contact has represented a risk, we have been forced to make many adaptations to clinical care and to rethink our approach to fundraising. I have been impressed by the manner in which everyone at ACCORD has responded and I want to take this opportunity to thank them.

Our clinical staff has demonstrated extraordinary levels of adaptability and resilience and, as a consequence, our ability to provide care has not been interrupted – a major achievement in itself. Those who raise funds for ACCORD through our shops and fundraising activities have had a very difficult year. Yet, even while activities have been cancelled and shops closed, funds have been raised and the level of income generation since restrictions have been lifted is a testament to the resilience and efforts of all involved.

Our volunteers and supporters have been patient when they needed to be and active when called upon – I am grateful to them all.

The leaders within our organisation (the Senior Management Team, Trustees and Clinicians) have steered us through these difficult times, leading by example in a manner which I have found admirable.

Our sense of gratitude extends to many beyond ACCORD. Consider, for example, the scientists who developed vaccines, staff in the NHS and social care, the government that provided funds to the Hospice to compensate for lost income – and many more.

I therefore commend this report to you as a testament to how well everyone associated with ACCORD has overcome the many challenges with which we have been confronted.

Professor Phil Hanlon

Chairman

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK, effective 1 January 2019.

The legal and administrative information on pages one and two and the Chairman's Report on page three form part of this report.

Our purpose

Our purpose is to provide palliative and end of life care to people living with or affected by a life limiting illness. We serve a population of over 210,000 people living in Renfrewshire and parts of East Renfrewshire (Barrhead, Neilston and Uplawmoor). ACCORD is an independent charity which provides free palliative care for adult patients (over eighteen years of age) while also supporting their families and carers. We endeavour to improve the quality of life of everyone under our charge, ensuring each receives expert, dignified and compassionate care. We focus on each individual, encouraging the patient, their loved ones and carers to cope with their situation as best they can and make the most of the time available to them. We strive to retain the fruits of all we have achieved to date while, at the same time, evolving to meet future needs. In partnership with patients and their families, we provide compassionate, individualised care that addresses not only the physical signs of illness but also emotional, spiritual and social needs. We assist and support patients throughout their illness and end of life, continuing to comfort their loved ones into bereavement and remembrance. We are always adapting what we provide to the changing needs of individuals and communities. Consequently, our work is not confined to our hospice building and, through various collaborations, we are able to bring the ethos of hospice care to other settings. In short, we seek to optimise all that brings meaning, comfort and hope, ensuring that we value and celebrate life in all its diversity.

Strategic Report

Reflections on a strange time

All at ACCORD are extremely proud of what we have continued to achieve this year in the prolonged and fluctuating context of the Coronavirus pandemic. We have had another year where restrictions and disruption to what was normality has been a key factor in managing our operations. Our supporters and partners, patients and families, staff and volunteers have worked tirelessly to ensure that we have the resources and people we need available to maintain our services for the people that we serve. We have worked as one and for that loyalty and commitment we are genuinely grateful. The continued pressure on our finances, our workforce, our quality of care and services, and our resilience has been challenging but contained and we

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are emerging a stronger, more modern and more flexible organisation as a result. Despite a growing sense of weariness, we remained committed to our purpose and have proved ourselves to be resilient, responsive and steadfast and a team who stood firm in the storm. It has taught us who and what matters and we have been rewarded by gratitude, support and an overwhelming sense of reassurance reported by those whom we serve.

There were highlights:

- Our Inpatient unit (IPU) remained fully available and was well utilised throughout the year. The relentless focus on Infection Control standards and Covid-19 transmission prevention meant that we had no Covid-19 cases to report in 2021-22. All in the IPU are to be commended for this. It is a rare position for any clinical team to report this year and testament to commitment during adversity.
- We embedded our redesigned services in the community and established two new interim services brought about by need during the pandemic. That entire community effort has grown strong, visible, relied on and is busier than ever.
- Our income generation teams worked cleverly and in new ways to ensure we had the income needed to remain open and secure.
- We worked with our partners to remove barriers and combine forces and resources for the people that we all serve. Those relationships are stronger and we have learned from each other under the leadership of our statutory partners.

There were challenges to overcome:

- Our staff were weary. We have reinforced them as a priority more than ever recognising the pressure placed upon such a small team to deliver such vital services. We have tried to deliver what they need. We will continue to make that a priority in the coming year.
- We were vulnerable to systems failure and error due to pressure. In the back shop, we have worked on our infrastructure to make sure that our governance was robust and our support systems were modern and adaptable. We have mitigated risk skilfully.
- We were at risk of infection transmission. We invested in our facilities development and maintenance to ensure we protected everyone. We pursued standards relentlessly with support from local agencies.
- Everything changed regularly, including national guidance. We reviewed regularly and listened and learned to what people told us was not ideal and have continuously evolved.
- We lost vital income and responded by introducing new ways to secure alternative income from Trusts and grants.

Last year, as a result of the uncertainties of the future, we committed to a single year recovery strategy. Our teams have engaged with the strategy's intent and incorporated its vision and values into their day to day working practices and in their development and learning plans. Below is a brief synopsis of activities undertaken to deliver those commitments that are worthy of focus. By nature of the need to be succinct, the detail does not include everything achieved nor undertaken and is presented under our four existing Strategic Aims. Progress through this plan and any risks to delivery were reported regularly to the Board of Directors through governance channels, keeping our local Health and Social Care Partnership and Healthcare Improvement Scotland up to date when needed. We evidenced impact and activity to the Board at every

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meeting. Our main aim has been 'business as usual' and, despite the challenges, we have delivered that.

Strategic Aim 1

The whole community becomes more aware of the importance of good palliative and end of life care to the well-being of society.

Our outcomes

Communications

Healthcare staff, patients, carers and families have continually acknowledged ACCORD's experience in the area of death, dying and bereavement and have continued to turn to us for support, advice, guidance and friendship.

We have consistently responded and worked to increase awareness and guidance as much as possible.

- We established a much improved new website structured to ensure information is accessible and people's needs are met.
- We used the ECHO Hub model to share information virtually.
- We shared information that signposted to broader sources of help and support.
- We 'marketed' our Patient and Family support, Hub Zoom support and Bereavement Network support in the press, on the radio, on the web and on social media.
- We undertook stakeholder engagement and feedback to make sure we knew what people wanted our focus to be on this year and moving forward.
- Our communications team sent our ACCORDian newsletter to our supporters twice this year.
- We continue to grow our social media followings across Facebook, Twitter and Instagram with engagement across the platforms higher than ever before

Gleniffer Outreach has evolved to be part of the Community Hub which has continued to be a virtual community resource for individuals who sought advice and support. Example interactions included:

- Zoom group catch ups for those unable to continue to meet in person.
- Individual check in and follow up to contact.
- 'Singing for Health' Lung Cancer Zoom support group.
- 'Chatter Matters' weekly get together for patients in the community.

Staying Connected

We remain committed to learning and growing based on the experiences of the people we serve and in the last year those people have helped us shape and refine the way that we work at

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ACCORD and make improvements where we needed to. We have asked our service users to explore their experiences of ACCORD and share their views. Some examples are included in the service reporting sections below. We are fortunate to report overall satisfaction figures of >98% for all of our services.

In preparation for our next round of strategic planning, we are currently engaging widely with all stakeholders, staff and volunteers to inform our priorities for the next 3-5 years.

Influencing

ACCORD is recognised as an organisation that leads, follows, collaborates and delivers. We have continued to invest time in relationship building with key partners in a landscape where services and personnel are evolving at a rate rarely before experienced. We continue to actively participate in the community planning agenda in Renfrewshire and on the Renfrewshire Health and Social Care Partnership (RHSCP) Strategic Planning Group (SPG). ACCORD's name and the awareness of palliative and end of life care needs continues to grow in reach and impact as the partners we have connected with grow more diverse. We have supported the RHSCP to develop a new Strategic Plan and a new Palliative Care Strategy using both as opportunities to improve our networks and our reach.

We have worked in collaboration with statutory organisations like NHS Greater Glasgow and Clyde, RHSCP, Renfrewshire Council, St Vincent's Hospice, Ardgowan Hospice, RAMH, the Carers Centre and Engage Renfrewshire with other 3rd sector partners remaining close. The strength brought about by joining forces and combining knowledge, experience and resource has had a positive impact on the availability of support to the people we all serve.

We have remained visible and played an active role in National Forums and Groups and very much appreciated the support brought by the Scottish Hospice Leadership Group, Hospice UK and the Scottish Partnership for Palliative Care as key leaders in the palliative care world.

Strategic Aim 2

In each community, a network of care will be developed so that palliative and end of life services are provided in more settings and by a wider variety of professions. Access to these services will be available to all who can benefit regardless of age, gender, diagnosis, social group or location.

Outcomes

Understanding Demand

The pandemic has continued to delay the progression of the study we initiated last year to inform and understand local people's palliative and end of life care need but activity is increasing now. All data capture is now complete and has also been "cleaned" by the Safe Haven analysts ready for that analysis by the Information Services Division of NHS Scotland (ISD) colleagues who were redirected to Covid-19 reporting but who are being directed back to the day job.

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While waiting for the ISD analysts to return we have been working on Phase 2 which involves the linking of non-NHS data sources, such as those from hospices and The Marie Curie nursing service. Phase 1 data will tell us how many deaths there are in the hospital and how these patients have used hospital services. Phase 2 will show how the wider hospice services link into this network of care and will help both the hospices and our commissioners understand how we can continue to provide and develop our services in Renfrewshire.

Making a difference in the community

The community teams and functions at ACCORD continue to deliver for local people and to sustain services where restrictions and infection risks made it very difficult. Our investments in technology have allowed the blended, virtual model to continue to deliver for people wherever they are. Evaluations show a good success rate and this model is now the norm.

The newly formed Community Hub model which emerged following last years' review of community services has settled down well and direct referrals to all of its core services are now being received. The range of support in this model provides specialist palliative care clinical support from nurses, doctors and AHPs, therapeutics assessment and intervention, complimentary therapy, counselling and bereavement support and social work support. The model of assessment and care co-ordination involving this whole team is truly person-centred and increasingly recognised as an exemplar by care delivery partners. Over 1000 people were supported by that team collectively last year with over 5000 interactions... The teams are delighted with these statistics but would ask that they are considered alongside patient/carer experience information and other information sources that demonstrate that high quality and safe care was also maintained.

Some examples of feedback received from people supported by the Community Hub are:

“You have preconceived ideas about the hospice and that’s not what you get, it’s full of laughter”

“Chatter Matters gives me a feeling of belonging, being part of something bigger”

“After my diagnosis all the hospice services wrapped round me – someone does care”

“My Mum was one of the first to receive your Accord@Home care which we will never forget. Every one of the girls became part of our family at such a hard time in our lives. We will never forget the help you gave us”

Introducing New Services

Two new, interim services were established at the start the 2021-22 financial year in response to key concerns emerging during the pandemic. ACCORD has secured some of the funding required for these two services from grants and partners to allow them to run until March 2023 to test their effectiveness. Evaluations of both will be carried out prior to that time to support any decision to continue beyond March 2023 or to assist in securing the funding required to move them to core.

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The Hospice@home service was established in summer 2021 when staff were recruited and trained to deliver Hospice care to people in their own homes. It emerged from a recognition of the increasing demand for people's preferred place of death to be at home, somewhat heightened during the pandemic. Over 50 patients have been supported already with the team undertaking in excess of 700 visits.

There are a number of key outcomes already being achieved in this pilot.

- Crisis hospital/hospice admissions at end of life have reduced
- Discharges at end of life have increased to support people to get out of hospital/ hospice to die at home if they wish
- More people have been able to die at home if they wish or stay at home for longer during the end of life phase
- Families report greater resilience and some confidence in participating in the end of life care of loved ones
- We have supported primary and social care colleagues where social care packages were not reliable or in place

Aims for next year:

- Communities will begin to build capacity and capability to befriend and support families facing loss with less reliance on statutory and charity services.
- Complete the evaluation and if necessary, secure sustainable funding to continue this model.

The Renfrewshire Bereavement Network (RBN) started as a collaboration between ACCORD and St Vincent's Hospices, the RHSCP and Renfrewshire Council supported by RAMH and was commissioned in August 2020 to respond to the bereavement needs of Renfrewshire's community, recognising the difficulties anticipated during and after the pandemic. This year ACCORD alone has provided the staff and volunteer resource required to deliver this service, securing funding from NHS Greater Glasgow and Clyde's Mental Health Recovery fund. It has delivered above and beyond what was anticipated with 70 clients at the time of writing and support being delivered in a tiered model which has evaluated well.

Here are some quotes from the evaluation feedback from people who have used these services.

"I cannot fault the service in any way, the counsellor's support and guidance was fundamental in helping me cope and move on with my life"

"From the beginning I felt at ease and free to talk."

"The counsellor was fantastic I am where I am today with her help"

A no-cost exit plan is in place to allow ACCORD to withdraw these services should sustainable funding not be forthcoming.

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Strategic Aim 3

All palliative and end of life care should be characterised by an identifiable ethos. It should be multidisciplinary, clinically excellent and person centred while catering for physical, psychological and social needs of the patient and his or her family and carers.

Outcomes

Hospice care

ACCORD's 8 hospice beds have remained open for the past 12 months with bed utilisation over 78%. The staff have continued to use their ideally designed facility to support visitations where possible while maintaining social distancing. The IPU is well connected digitally with support available for patients in the form of tablets, PCs and televisions all connected and enabled to virtually connect with families and friends. The Community Hub team have assisted the ward offering therapeutic activity and complementary therapies to patients to tackle isolation and loneliness and the increased anxiety brought about by restrictions. In times of staffing pressure the teams have worked together flexibly to ensure services are protected and remain of high quality.

Referrals for inpatient care were fairly static. Rarely was there no bed available with occasional waits of a few days. Statistics also show our admissions for 'End of Life' care increased while discharges (indicating admission for symptom assessment and control) dipped.

Here is some of the feedback received from patients and the families who have used IPU services:

"All staff were friendly and took time to listen to you".

"If I can't stay at home I'd like to be here"

"It all comes down to how you treat the individual as a person and you do a great job"

Hospital Care

Our investment in hospital palliative care services in the Royal Alexandra Hospital along with the commitment and flexibility of our consultant workforce ensured that palliative care support to hospitalised patients, with and without Covid-19, was more accessible than ever. That team is to be commended for having worked tirelessly throughout to be available to support colleagues with some of the most difficult clinical decisions they had ever made. Their reach extended beyond Renfrewshire to Inverclyde Royal Hospital out of hours, an arrangement definitely above and beyond expectation and very much appreciated by all. We have agreed a revised model of Palliative Care Consultant out of hours cover for the Clyde Sector and are working to recruit resources to stabilise and sustain that rota.

Training and Development

ACCORD's ethos for palliative and End of Life Care is further promoted through the following programmes of education and training:

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- We focussed on skills maintenance, education and quality improvement to ensure our teams were evolving and our services developing in line with standards and best practice. Educational and quality programmes were maintained despite the challenging context and lack of 'in-person' training. Methods that emerged have evaluated well and will be retained as we move forward. Six hospices in Glasgow have used a virtual collaborative approach to train all staff on medicines management. This model will be retained.
- We have secured the Advanced Nurse Practitioner role into the workforce of ACCORD.
- ACCORD's ECHO hub education platform has grown from strength to strength and coordinated programmes of education and case management support using online technology for our own teams and other professionals in the Renfrewshire area.
- Helping other people to develop their skills, knowledge and expertise, to collectively improve standards of end of life care, has remained a priority for ACCORD. As such, our outreach training saw the Education Department continue to deliver a variety of palliative care education to local care staff and communication skills training has been delivered at foundation and advanced levels in conjunction with NHS Greater Glasgow Clyde Acute services.

98% of participants agreed that our Sage & Thyme® training would influence their practice and the same percentage would recommend the Sage & Thyme® workshop to a colleague.

Pursuit of Quality

We have successfully maintained safety and quality across all of our clinical services and have delivered on our quality and clinical effectiveness work plans under the guidance and scrutiny of our Clinical Governance committee. This was endorsed by the report arising from an unannounced inspection from our regulators Healthcare Improvement Scotland in July 2021. The report followed up on previous recommendations and marked those as delivered well. It assessed ACCORD against 3 standards and scored them as follows:

- 1. People's experience of care and the involvement of carers and families – rated Exceptional**
- 2. Delivery of safe, effective, compassionate and person-centred care – rated Good**
- 3. Quality improvement-focused leadership – rated Exceptional**

The report set no requirements on ACCORD and made two small recommendations about administrative processes that were quickly delivered.

Some quotes from the report are:

“Feedback we saw from inpatients and their relatives who had completed the service’s survey consistently demonstrated that the services provided at the hospice met each patient’s individual needs. Feedback also showed very high levels of confidence in staff and that patients felt treated with dignity and respect. All patients and relatives we spoke with told us they felt valued, included and had been involved in discussions around care”

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“We saw a comprehensive risk register in place which included COVID-19. Risks were discussed at the meetings and risk reviews allocated to staff throughout the hospice. Members of the risk management team included a wide range of staff from the senior management team to volunteers. The learning from these was shared with all teams in the hospice”

“An excellent leadership and assurance structure was in place. Innovative processes and new strategic plans were in place to improve patient and families’ experience of the service. We saw significant evidence of patient and staff participation in the day-to-day running of the Hospice”

This level of safety and quality of care would not be maintained without the vital support teams who have worked behind the scenes, often at home, to ensure our patient facing staff are supported to deliver the best standard of care possible. These teams of management, finance, reception and administration support essential governance, oversight and operational management to ensure the organisation and the staff are provided with the necessary information and guidance to maintain our standards of care and reporting. Our housekeeping, driving, maintenance and catering teams have become champions in ACCORD applying valuable skills and knowledge in many ways from nutritional support to patients and staff, facilities maintenance and repair, Infection Prevention and Control practice and to logistical support. All aimed to ensure our clinical and non-clinical environments met a high standard of cleanliness and our staff were set up for success. Again this year, their adaptability to ever changing guidance and regulation has been notable and valued by the whole of ACCORD.

Strategic Aim 4

The resources needed to fulfil this vision will come from central government, local authorities, health boards and wider sources of support within communities.

Outcomes

Year on year at ACCORD, we have set deficit budgets of up to £500,000 so that a wider range of services can be maintained. We rely on a range of income streams to fund more than half of the costs of the work that we do and we realise investment gains and legacies to help us to reduce that deficit. Like last year, this year’s planned budget and reported accounts have been ‘extraordinary’ in their make-up and have varied from our regular and expected position. It has been more difficult to secure our regular fundraising income but Government support has played a large part in offsetting that and we remain grateful for their recognition of our need. We have robust financial governance in place and a strategy that ensures that we focus on financial sustainability over the longer term and this year we have invested more time and effort in ensuring we are making prudent financial decisions for the short, medium and long term future of ACCORD.

Our Shops

We rely heavily on the income generated from our retail activity. The shops have managed to remain open for the majority of the year with activity and income reaching an all-time high. Retail activities as a whole reported over £513,000 in gross revenue by the end of March - the highest ever amount of income and testament to the small team’s ingenuity in maintaining sales and donations and to the collective effort of the battalion of volunteers who staff the shops on a daily basis. This year the shops have been complemented by an increasingly successful on-line retail

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programme which grew from strength to strength thanks to the volunteers who administered it. We will support our retail activities to be as successful as possible moving forward into 2022-23 by undertaking a review of their systems, processes and indeed the resources attached to the retail team and the property in our retail portfolio.

Our Lottery

Our lottery player numbers have seen a small increase through the year and we also implemented an increase in the price of the lottery tickets effective from February 2022. We reversed the decline in player numbers shown in the previous year as we were finally able to canvass new players.

Our Fundraising

Our fundraising team continued with virtual fundraising and events, regular giving campaigns and appeals while also supporting individuals remotely to fundraise for us. They have moved towards more in-person events as the year has progressed but that has remained difficult to commit to with the ever changing environment. They have had a successful year despite difficult operating circumstances and are to be commended for remaining positive when it was tough to do so. The team have networked across the country and engaged well with the evolutionary nature of fundraising and peer opportunities to learn new ways of working. We will support them to be as successful as possible moving forward into 2022-23 by undertaking a review of their systems, processes and indeed the resources attached to the fundraising team.

Donations have been generous and have come in many forms locally and ACCORD is grateful and thankful for the continued generosity of gifts and cash received from our local community who remain aware of our potential difficulties. Our new website is now well established and has made online donations, gift-aid and regular giving so much easier.

Trust/Grant Income

Our accounts revealed much to celebrate in this past year. This is in no small part down to the funding received from Trusts and grants, both Covid-19 specific and in general. This helped replace lost income and support investment needed to allow us to deliver in a different way. Despite economic challenges, we remain humbled by this support, often given without question or challenge and simply aimed at keeping us afloat and able to serve.

Government Income

Funding of around 40% of our total costs (including income generation activities) comes from the NHS via the RHSCP every year. We appreciate this income and seek to ensure it is used to best effect. We are also this year grateful to have received significant funds from the Scottish Government in recognition of the vital role that hospices had to play in the pandemic and the risks that we faced due to income losses. ACCORD wishes to express heartfelt thanks for this recognition and investment. We are extremely grateful to all our supporters for everything they have done for the hospice this year. With less than half of our costs being funded from the NHS via the RHSCP, our fundraising and trading income streams are vital in ensuring we can continue to provide the range and quality of care for which we know. We offer grateful thanks to everyone

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who has contributed to our success this year, whether by leaving a gift in their Will, donating to (or buying from) one of our shops, playing our lottery or joining in with one of our fundraising activities.

Our People

Our people remain our most valuable assets and we know that if they are supported to have a good experience at work and are able to have their needs met that they in turn will deliver world class care and services for us. The conditions of work for ACCORD staff have been tougher than ever this year and we have worked to support them, to listen to them, to assist them where we can and to give them the tools they need to continue to work well. Our absence and attrition figures show that we have managed that quite well and our staff are reporting better communication and being listened to this year.

Specifically in support of them we have:

- Continued to support staff wellbeing using the 'Healthy Working Lives' approach. This has promoted good physical and mental health as well as offering education on healthier diet, exercise and how to recognise the signs of ill health early.
- Ensured all Covid-19 protective measures remain in place to protect staff.
- Reviewed and improved our staff forum to ensure it is meaningful and mutually supportive.
- Introduced revised salary schedules that support staff to be paid at an equivalent rate to similar jobs in the public sector, honouring the Scottish Government pay rises for NHS staff.
- Embedded Bright HR and secured the support of a new, vibrant HR company. This has allowed us to refresh and modernise our HR policies, contracts and systems.
- Managed recruitment, retention and succession planning to minimise the impact of vacancy pressure on staff
- Continued to respond to requests for financial guidance, wellbeing support and flexible working in the wake of restrictions.
- Invested in equipment and facility upgrades that ensure staff have the tools that they need to work, learn and grow well.

Volunteers

While the pandemic has restricted our full volunteer activity, volunteers have returned to some key areas and have donated in excess of 14,000 hours of their time throughout the year. We remain indebted to them for their contribution to ACCORD's business, without them we would simply struggle to maintain the level of support we provide to our patients and their families. One notable team this year are the bereavement support volunteers working in the Renfrewshire Bereavement Network who have regularly supported people affected by grief and loss during the pandemic in a manner that is appreciated and valued.

With approximately 400 volunteers linked to ACCORD in some way and our desire to be an exemplar volunteering organisation, we secured the assistance of a volunteer expert this year to review our systems and processes in ACCORD and to make recommendations for change. That review is now complete, a significant number of improvement actions have been delivered and

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we now report a modern, robust volunteering approach that promotes inclusion, reciprocity and ensures a duty of care for our volunteers. We have been fortunate enough to have the support over many years of a 'volunteer' volunteer services co-ordinator and are grateful for all of the support that she has brought to the volunteers at ACCORD. We plan to dedicate some further resource to support volunteering that will work alongside our co-ordinator in order to learn from her and to build sustainability and a succession plan for the future of the programme.

Our work is only possible because of the dedicated service that our staff and volunteers provide, and we would like to thank them for their hard work and commitment. During the year ACCORD employed 84 members of staff to deliver the range of care and services needed to provide the quality care for patients and their families and to meet regulatory requirements.

Financial Review

For the second year running, our financial statements are significantly impacted by external factors. Our total income for the year has been bolstered by two lots of government funding of £891,000 and as a result we show an overall surplus for the year of £824,559. As a result, we emerge from the last two years in a significantly more favourable position than we had anticipated.

Income

Our total operating income increased by 19.7% to £4,056,013. The pandemic continued to impact a few of our income streams in different ways and is explained in detail in the next few paragraphs.

Grant income – the total of £986,965 is made up of government funding (£891,000), support for our Renfrewshire Bereavement Network (£60,400), income of £32,500 from Renfrewshire Council's COVID support funds and £3,065 of income received via the government job retention scheme ("furlough"). In total terms, grant funding awards was 57% higher than in the previous year. The most recent tranche of government funding (£351,000) was received post year end.

Health Board Funding – a total of £1,445,679 of funding was received or accrued (including benefits in kind) in the past year. This total is slightly less than last year which included funding to cover the government announced £500 payment for NHS and associated staff.

Retail operations – our income from shops and the Store increased by 144% to £513,239 as most of our shops were able to remain open for the majority of the financial year, starting from 26 April 2021. The shops have been able to remain fully open and show increased revenues and footfall for the past year or so. We were delighted to hit the £500,000 revenue milestone for the first time ever this year.

Lottery income – this increased by 3.1% (£8,908) to £292,624. The main reasons for this were a small increase in player numbers through the year and also an increase in the price of the lottery tickets effective from February 2022. We reversed the decline in player numbers shown in the previous year as we were finally able to canvass new players. We also decided to postpone our Christmas Bumper Draw until summer 2022. We are fairly pleased with the end result in what was a challenging year for our Lottery.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

Fundraising – together with retail operations, this was the income stream most impacted by the lockdown restrictions which effectively meant either cancellation or a long-term postponement of a number of the larger face to face events which were planned. As a result, our income suffered and, although things picked up a little from December onwards, revenue was lower than we had hoped for, at £164,810 for the year.

Trust Donations – total income from all Trusts was £222,938 in the year, an 18% increase from the prior year. The main award was from the National Lottery Community Fund (for our Hospice at home service) at £99,525. We have been fortunate also to continue to benefit from the ongoing support and generosity of a number of our other “local and regular” trusts listed at the front of this document, most of whom were willing and able to continue to provide financial support to us as we moved through the pandemic.

Donations – we were delighted with our Donations total of £310,235 although this amount reduced from the previous year total of £345,217. Monetary donations, in general, continued at very pleasing levels and we would like to thank anyone who made a donation in the past 12 months, of whatever size. This income stream is very difficult to forecast each year but the last two years in particular have shown how important and welcome supporters’ donations are to us.

Investment income – this increased by just over 10% to £110,523 which reflects a slightly higher level of distributions and dividends from our investments in the last year offset by lower interest on our cash deposits.

Overall, we are very pleased at the ending position for income for the last financial year. There are one-off and specific amounts received due to the Covid-19 situation which have significantly bolstered our numbers in certain areas which were adversely affected by it.

Expenditure

Our total expenditure was £3,716,610, an increase of £449,305 (or 13.8%) from last year. As always, the largest element of our expenditure (at just less than 76%) is staff-related and associated with our main objective of providing care to those who need it. We were especially pleased that we were able to operate under-budget for the year both in terms of staff and other operating costs and that, more importantly, we were again able to maintain our services throughout the period of the pandemic with minimal impact. Our staff costs increased by 9.9% in the year but included a number of new staff in our Hub. There were lower than anticipated absences throughout the year which helped maintain salary-related costs at a satisfactory level. Other costs also increased significantly in the past year (by almost 28%) as shops re-opened fully and we moved closer towards the previous operating practices.

Our total operating costs, as always, exclude the financial benefit we receive from our wonderful teams of volunteers. In the past couple of years, their involvement has been much less in real terms compared to previous years but there was still a significant saving to ACCORD as a result.

We never underestimate the importance of our volunteers within our operating results and we look forward to having many more of them back with us in 2022-23.

ACCORD HOSPICE**Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022****Overall Summary**

We had an operating surplus this year of £339,403 compared with a surplus of £119,901 last year as a result of the items noted above within income and expenditure. The second tranche of government funding accrued into 2021-22 has turned a small operating deficit of £11,597 into this surplus. When legacies of £355,413 and investment gains of £129,743 are added to the operational surplus, this brings the total for the year to £824,559. We are very pleased with how our financials ended for 2021-22 but we are under no illusion that the future outlook remains as challenging as ever as the funding which we have been delighted to receive, will almost certainly cease.

Financial Risk Assessment for 2022-23

The normal financial risk within ACCORD is that we typically forecast sizeable deficit budgets to allow us to operate at the most efficient levels we can while allowing legacies and the use of our reserves if necessary to cover any shortfalls. We move into 2022-23 with an improved financial position from this time last year and we have recently received a third tranche of government funding of £351,000 which is expected to cover a large part of our forecasted deficit for this year. This funding was received in April 2022 but accounted for in 2021-22. We are forecasting a significant deficit for the year (£739,006) which includes the costs for our Hospice at Home service which is partially funded and in its second trial year. We have a no-cost exit plan if it is decided that this service should be withdrawn in March 2023. Our predicted deficit assumes another successful year for shops and lottery and a return to pre-Covid levels of fundraising and similar events. These assumptions are themselves subjective as these can easily be negated if there was to be any recurrence of Covid-19 or further lockdowns or restrictions are placed on us in the coming months. We have started this financial year with some fairly strong fundraising income. Any future financial uncertainty either domestically or internationally can also have an impact on donations received and to a lesser extent the levels of future investment income. Any reductions in these income streams will impact our final deficit. We also expect to see our costs rise this year following recent inflationary increases in utilities and fuel costs. We do not forecast legacies but we would normally expect legacy income to cover a reasonable part of the deficit. We have a Service Level Agreement in place with Renfrewshire HSCP to 2025 which should guarantee funding for 2022-23 and subsequently though it is uncertain how much of an increase will be applied for the current year. This income of course helps significantly by reducing the levels of income we are required to generate internally.

Our increased reserves as we move into 2022-23 put us in good shape as we plan for the future. There is not expected to be any further support funding so we move back closer to the operating model we had in place prior to the Covid-19 pandemic.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

Investment policy

ACCORD continues to retain Rathbones as Independent Advisers to manage our investments on a discretionary basis. This was ratified by our Finance and Governance committee last financial year following a review. We have one investment portfolio and this is operated on a “low to medium” risk basis with a focus on total return. This investment policy was confirmed this year by the Finance and Governance Committee. The objectives are still to generate medium to long term capital growth as well as reasonable levels of investment income, without exposure to high risk equities, bonds or other more speculative investments. It remains ACCORD’s policy to specifically exclude any investments in the tobacco sector, but, apart from that, there are no restrictions nor limitations currently in place on investments held. We reviewed the stocks held within our portfolio following the Russian invasion of Ukraine and there was nothing which was noted as a major concern. We are currently in discussion with Rathbones regarding creating a more comprehensive ethical investment policy. As always with our investments, we try to look beyond any short-term uncertainties and focus on the longer term horizon.

Risk Management

The Directors have a formal risk management process in place to assess major risks to which the Charity is exposed – these are categorised as clinical, financial, reputational and those specific to the charity. The process involves identifying the types of risks, prioritising them in terms of potential impact and likelihood of occurrence and reviewing the systems and controls established to mitigate those risks. The hospice ensures good governance through a committee structure with sub-groups. The Finance and Governance and Clinical Governance Committees are chaired by Trustees who report to the Board on matters considered at each meeting. Registers for strategic and operational risks are reviewed on a regular basis. There are also four sub-committee groups covering Quality and Practice Development, Drugs and Therapeutics, Risk Management and Infection Control, where Risk Management is an item on the meeting agenda of all these groups. In the past year, we have set up a Property Committee with a sub-group (Facilities Committee) to assist with managing matters associated with our estate.

With the prolonged period of the COVID-19 pandemic, our Business Continuity Plan and associated policy documents have been kept current in relation to the impact on service provision, sustainability of care and availability of staff with appropriate risk assessments and action plans developed and reviewed as information and guidance emerged and changed. The Coronavirus pandemic of 2020 and beyond continues to be one of ACCORD’s most critical and significant risks, both operationally and financially.

Our services are regulated and were last inspected by Healthcare Improvement Scotland in July 2021. The report can be accessed on our website, www.accordhospice.org.uk.

The Directors are satisfied that appropriate policies, procedures, controls and systems are already in place and are being continually reviewed to mitigate exposure to the major risks.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

Reserves Policy

Our total funds at 31 March 2022 are £7,909,194 of which £352,413 is in Restricted Funds. The largest part of this (£309,293) is our Resource Centre Fund, which covered the cost of creating our day care area (now our Hub) and Resource Centre. This is restricted because, if this building was ever to be sold, the funding would be repayable. We received three Trust awards totalling £114,525 which were fully spent in the year on expenditure of our new Hospice@home service. £25,000 was received in March 2022 for the specific purchase of a hospice vehicle and a further £5,813 was for the purchase of new IPU equipment. We received a final amount of £3,065 from the Coronavirus Job Retention Scheme against wages costs paid for staff who were furloughed in April 2021. We received a further £5,000 from Dr Ronald Baxter (in memory of his late wife Wendy) which, with the residue from last year's donation, was used to cover costs associated with further developing our ECHO training capability and education programme. We have a balance of £4,300 to be spent in conjunction with our Singing for Lung Health initiative and £8,007 to go towards the purchase of a hospice vehicle.

Unrestricted funds total £7,556,781 of which £7,163,279 (95%) is designated. Our Designated funds are made up of:

- £60,000 in our Service Development Fund which represents a general fund for the future development of our buildings.
- £1,842,833 in our Fixed Asset Fund which represents the net book value of the fixed assets held on the balance sheet.
- £4,584,183 in our Investment Fund representing the market value of the investments in our main investment account which are identified as longer-term.
- £393,000 in our Non-Health Board Funded Posts Fund which represents the expected annual costs of positions (and projects) we retain in ACCORD which are not funded by the HSCP.
- £100,000 in our Dilapidations Fund which is expected to cover the currently anticipated costs required to return each of our shops to its original state on exiting the lease, if required.
- £122,863 in our "Hospice@home" Fund which covers the final year trial costs this new community service offering less the amount of funding which already in place.
- £60,400 to fund the Renfrewshire Bereavement Network project for a further 12 months.

In addition, we have a total of £393,502 of Unrestricted Funds which are available for use for any purpose.

ACCORD reviewed its reserves policy within the last year after taking cognisance of recent economic factors and ongoing reviews of the performance of our income streams and our expenditure against budgets. We operate with a deficit budget each year with an expectation that a part of the deficit will be covered by legacies. In addition to our main palliative and end of life care costs, we also have costs associated with our Shops, Lottery and Fundraising activities. We receive funding from Renfrewshire HSCP each year covering approximately 38% of our total operating costs and which is received quarterly in advance. We attempt to cover the remainder of our costs from a mixture of Donations, Trusts, Investment, Fundraising, Shops and Lottery income. All of these revenue streams have an element of uncertainty which could mean that there is a shortfall at any time.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

We have a degree of certainty associated with our income due to the funding we have received from the government already to cover just less than half of our projected 2022-23 deficit (as mentioned earlier).

We recognise the importance of ensuring financial security, especially in the current climate, but also the need to continue to offer a level of services which our many supporters would expect. Taking that into account, our reserves policy remains to retain sufficient unrestricted funds to cover at least six months' of our "core" palliative care costs (net of HSCP funding) and not more than twelve months' costs, where "core" costs exclude overheads relating to Fundraising, Lottery and trading activities. Looking at our initial 2022-23 budget, these core costs are expected to be around £3,392,000 and with funding expected at £1,470,000, our unrestricted funds should be in the range from £961,000 to £1,922,000.

For the purposes of aligning with our reserves policy, the designated Fixed Asset Fund, the Investment Fund and the Dilapidations Fund are excluded from what we view as unrestricted funds immediately available to cover our "core" costs. The undesignated balance in General Funds in addition to the other Funds not mentioned above are funds which are truly available to us to cover these costs for the coming year and the second year of Hospice@home. Our true unrestricted funds for core use therefore currently sit at around £1,030,000, which is above our minimum target level and not a cause of undue concern at this time. It should be noted that our HSCP funding is received quarterly in advance and we held £1,896,197 of readily accessible cash balances at the end of March 2022.

Looking Forward

This year has in some ways been more challenging than the last as the progression of the pandemic meant labile economic and environmental fluctuations for all to deal with. The long standing nature of restrictions and controls has taken its toll on everyone and ACCORD staff are no different. Alongside our patients we have and will continue to make our staff our priority and know that safe care of them means great care for patients and families. We have continued to focus on remaining financially secure, available at all times and accessible to as many as possible while at the same time completing numerous service reviews and continuously evolving and improving the services and care that we offer.

As we move forward, we have four main priorities:

- To continue to recover from this pandemic and take stock of the impact of it on our people and our organisation as we plan for the next 3 years.
- To secure sustainable funding that allows us to embed our new service model
- To ensure there is a strong focus on equality of access, encouraging diversity and ensuring inclusiveness in all that we do.
- To improve our income by refreshing our strategy for Income generation through review of all income generation streams.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

The need for collaborative and partnership working across all sectors is as important as ever and we will work hard to broaden our networks and build our profile and relationships with all.

As a charity, we continue to rely on the tremendous kindness and generosity of the partners we work with, the families we serve and the populations of Renfrewshire and East Renfrewshire who work tirelessly to give of their time, skills, money and gifts to ensure we continue to thrive and be available to those who need us. Despite the economic and wellbeing challenges that this prolonged pandemic has placed on everyone, you are all still there giving and we are humbled and grateful. Together we will survive and thrive.

Structure, governance and management

ACCORD Hospice is a charitable Company limited by guarantee to the extent of £1.05 per member and has no share capital. ACCORD Hospice was incorporated on 1st April 1985 and is a registered Scottish Charity. It is established under its Memorandum of Association which sets out the objects and powers of the company and is governed by its Articles of Association which set out the legal and organisational procedures to which its administration must adhere. Revised Articles of Association were signed off in September 2021. We have also developed a policy that sets out the role of Company Members and the mutual commitments involved in that role to ensure there is clarity and understanding.

The Directors are appointed in accordance with the Articles of Association. The Directors of the Hospice are its Trustees for the purpose of charity law and throughout this report are referred to as the Directors or as the Board of Directors. Each Director may serve for a period of three years and at each Annual General Meeting a third of the members of the Board of Directors shall retire and are eligible for re-election.

The Board comprises of individuals with a wide range of skills, based in business, financial and healthcare areas. To maintain the balance, retiring Directors are replaced by those with a similar skill set, wherever possible.

Potential Directors are identified by existing Board members and meet the Chairman and other Directors to establish whether their appointment is appropriate. They then require to become members of the Company before being appointed by the whole Board. All Trustees are vetted through the Protection of Vulnerable Groups Act (PVG). In addition, Healthcare Improvement Scotland, our regulators, now also undertake a vetting process (PVG) and take up two references for the selected charity Trustees.

New Directors meet the Chairman of the Board and senior management at the Hospice for a tour of the facilities and familiarisation with the services provided. They receive a copy of the Directors' Manual which contains the salient documents governing the management of the Hospice and which are updated as required. Directors are encouraged to attend relevant courses and the annual Strategic Planning Away Day for Directors and senior management.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

The Board of Directors (which may have up to twenty five members, but not less than five) administers the Charity. The Board meets regularly and holds an annual meeting to review policy and strategy. A Management sub-committee meets more frequently and there are also sub-committees for clinical, finance and property matters. The Chief Executive, the Director of Finance and Governance and the Senior Management Team, appointed by the Board of

Directors manage the day to day operation of the Charity. To facilitate effective operations, the Chief Executive, the Director of Finance and Governance and the Senior Management Team have authority (within the terms of delegation approved by the Directors) for operational matters, including finance, employment and service provision.

The Hospice is a member of Hospice UK and the Scottish Partnership for Palliative Care, both organisations are umbrella and representative organisations which, through a collaborative approach, supports and contributes to the development and strategic direction of palliative care in the United Kingdom and Scotland respectively. The hospice is also a member of the Lotteries Council, an organisation which provides helpful information on good practice and changes in law affecting fundraising activities.

Key management personnel and remuneration: The Trustees consider the Board of Directors, the Chief Executive, the Director of Finance and Governance and the Senior Management Team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running the charity on a day to day basis. All Trustees give their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in note 3 to the accounts. Trustees are required to disclose all relevant interests and register them with the Chief Executive and, in accordance with the Hospice's policy, withdraw from decisions where a conflict of interest arises. The salaries of the charity's Chief Executive and its Director of Finance and Governance are reviewed annually along with other members of the Senior Management Team.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2022

Trustees' responsibilities in relation to the financial statements

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

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

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

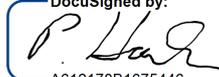
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charity auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Trustees is signed by the Chair on behalf of the Board. The Trustees also approve the Strategic Report which is contained within the Report of the Trustees in their capacity as company directors.

DocuSigned by:


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Name: Professor Phil Hanlon

Date: 30th May 2022

ACCORD HOSPICE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ACCORD HOSPICE FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of ACCORD Hospice (the 'charitable company') for the year ended 31st March 2022 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

ACCORD HOSPICE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ACCORD HOSPICE FOR THE YEAR ENDED 31 MARCH 2022

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees incorporating the strategic report and the directors report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the director's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

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

ACCORD HOSPICE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ACCORD HOSPICE FOR THE YEAR ENDED 31 MARCH 2022

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

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures response to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing the risks or material misstatements in respect of irregularities, including fraud and non-compliance with laws and regulations we considered the following;

- The nature of the charity, the environment in which it operates and the control procedures implemented by management and the trustees; and
- Our enquiries of management and trustees about their identification and assessment of the risks of irregularities.

Based on our understanding of the charity and the sector we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- Regulations and legislation pertinent to the charity's operations;
- Submission of gift aid claims; and
- The charity's memorandum & articles.

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006. We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks were related to;

- Posting inappropriate journal entries.
- Overstated gift aid claims

Audit response to the risks identified;

Our procedures to respond to the risks identified included the following;

- Gaining an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management, trustees and legal advisors concerning actual and potential litigation and claims;
- Reading minutes of meetings of those charged with governance;
- In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; evaluating rationale of any significant transactions that are unusual or outside the normal course of business.
- Substantive testing of gift aid claims.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

ACCORD HOSPICE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ACCORD HOSPICE FOR THE YEAR ENDED 31 MARCH 2022

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006.

Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

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Jenny Simpson (Senior Statutory Auditor)

30th May 2022

*168 Bath Street
Glasgow
G2 4TP*

For and on behalf of Wylie & Bisset (Audit) Limited, Statutory Auditor

Wylie & Bisset (Audit) Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

ACCORD HOSPICE
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDING 31 MARCH 2022

	Notes	2022 Total £	2021 Total £
Expenditure			
Clinical pay costs	12	1,982,473	1,796,373
Non-clinical pay costs	12	287,127	284,830
Direct patient costs	12	103,571	97,639
Non direct patient costs	12	288,842	267,543
Administration	12	147,336	78,788
Governance costs	13	79,027	70,639
Support costs	13	336,982	286,087
Investment managers fees	11	27,814	6,063
Fundraising and publicity	10	47,032	22,028
Cost of operating shops	10	287,865	256,767
Lottery costs	10	128,541	100,548
Total expenditure		<u>3,716,610</u>	<u>3,267,305</u>
Operating Income			
Shop sales	6	513,239	210,506
Lottery income	6	292,624	283,716
Donations and benefits in kind	4	338,830	371,796
Fundraising events and other income	6	164,810	136,258
Trusts	4	222,938	188,185
Covid-19 support and other grants	4, 8	986,965	628,627
Investment income	7	110,523	100,411
Other operating income	8	9,000	43,600
		<u>2,638,929</u>	<u>1,963,099</u>
NHS – Greater Glasgow & Clyde (Renfrewshire HSCP)	5	<u>1,417,084</u>	<u>1,424,107</u>
Total Operating Income		<u>4,056,013</u>	<u>3,387,206</u>
Surplus on operating activities		339,403	119,901
Other Income			
Legacies	4	<u>355,413</u>	<u>182,537</u>
Surplus for the year before gains on investments		<u>694,816</u>	<u>302,438</u>

All incoming resources and resources expended derives from continuing activities.

ACCORD HOSPICE
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDING 31 MARCH 2022

	Note	Unrestricted Funds 2022 £	Designated Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Unrestricted Funds 2021 £	Designated Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £
Income and endowments from:									
Donations and legacies	4	1,746,643	-	154,438	1,901,081	1,269,533	-	23,985	1,293,518
Charitable activities	5	1,417,084	-	-	1,417,084	1,424,107	-	-	1,424,107
Other trading activities	6	970,673	-	-	970,673	630,480	-	-	630,480
Investments	7	110,523	-	-	110,523	100,411	-	-	100,411
Other incoming resources	8	9,000	-	3,065	12,065	43,600	-	77,627	121,227
Total Income		4,253,923	-	157,503	4,411,426	3,468,131	-	101,612	3,569,743
Expenditure on:									
Raising funds									
Other trading activities	10	588,215	-	-	588,215	480,012	-	-	480,012
Investment management	11	27,814	-	-	27,814	6,063	-	-	6,063
Charitable activities	12	2,360,818	603,564	136,199	3,100,581	2,218,392	459,702	103,136	2,781,230
Total Expenditure		2,976,847	603,564	136,199	3,716,610	2,704,467	459,702	103,136	3,267,305
Net income/(expenditure) and net movement in funds before gains and losses on investments									
		1,277,076	(603,564)	21,304	694,816	763,664	(459,702)	(1,524)	302,438
Net gains on investments	22	-	129,743	-	129,743	-	603,635	-	603,635
Net income/(expenditure)		1,277,076	(473,821)	21,304	824,559	763,664	143,933	(1,524)	906,073
Transfers between funds	22	(1,303,894)	1,303,894	-	-	(703,953)	703,953	-	-
Net movement in funds		(26,818)	830,073	21,304	824,559	59,711	847,886	(1,524)	906,073
Funds reconciliation									
Total Funds brought forward	22	420,320	6,333,206	331,109	7,084,635	360,609	5,485,320	332,633	6,178,562
Total Funds carried forward	22	393,502	7,163,279	352,413	7,909,194	420,320	6,333,206	331,109	7,084,635

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

ACCORD HOSPICE

BALANCE SHEET AS AT 31 MARCH 2022

	Note	2022	2021
		£	£
Fixed assets:			
Tangible assets	16	2,152,126	2,218,516
Investments	17	4,751,496	4,545,865
Total Fixed assets		<u>6,903,622</u>	<u>6,764,381</u>
Current assets:			
Stock	18	6,641	7,121
Debtors	19	430,563	110,185
Cash at bank and in hand	25	1,896,197	1,348,675
Total Current assets		<u>2,333,401</u>	<u>1,465,981</u>
Liabilities:			
Creditors falling due within one year	20	<u>(1,327,829)</u>	<u>(1,145,727)</u>
Net Current assets		1,005,572	320,254
Net assets		<u>7,909,194</u>	<u>7,084,635</u>
The funds of the charity:			
Unrestricted funds	22	393,502	420,320
Designated funds	22	7,163,279	6,333,206
		7,556,781	6,753,526
Restricted funds	22	352,413	331,109
Total Charity funds		<u>7,909,194</u>	<u>7,084,635</u>

Approved and authorised for issue by the trustees on 30 May 2022 and signed on their behalf by:

DocuSigned by:

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Name: Brian Hunt

DocuSigned by:

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Name: Professor Phil Hanlon

Company no: SC092520

ACCORD HOSPICE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDING 31 MARCH 2022

	Note	Total Funds 2022 £	Total Funds 2021 £
<i>Cash flows from operating activities:</i>			
Net cash provided by operating activities	24	564,497	380,376
<i>Cash flows from investing activities:</i>			
Interest received		2,288	7,274
Purchase of property, plant and equipment		(51,610)	(18,448)
Proceeds from the sale of property, plant and equipment		-	2,600
Purchase of investments		(477,693)	(555,683)
Proceeds from the sale of investments		485,967	205,683
Cash (allocated to)/released from investments		(84,162)	313,977
Dividends received		108,235	93,137
Net cash (used in)/provided by investing activities		(16,975)	48,540
Change in cash and cash equivalents in the year		547,522	428,916
Cash and cash equivalent brought forward	25	1,348,675	919,759
Cash and cash equivalents carried forward	25	1,896,197	1,348,675

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies

(a) Basis of preparation and assessment of going concern

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

The charity constitutes a public benefit entity as defined by FRS 102.

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The financial statements are presented in sterling which is the financial currency of the charity and rounded to the nearest £.

(b) Funds structure

Unrestricted income funds comprise those funds which the Trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the Trustees, at their discretion, have created funds for specific purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor or trust deed, or through the terms of an appeal. Further details of each fund are disclosed in note 22.

(c) Income recognition

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

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacy gifts are recognised on a case by case basis following the granting of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment advisor of the dividend yield of the investment portfolio.

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies (continued)

Income from government and other grants, whether 'capital' or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met (see note 21).

(d) Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings. For more information on this attribution refer to note (f) below.

- Expenditure on charitable activities includes Specialist Palliative Care and other activities undertaken to further the purposes of the charity and their associated support costs;
- Raising funds – other trading activities includes fundraising costs, shop costs and lottery costs;
- Investment management costs – costs associated with the management of the charity's investment portfolio

Irrecoverable VAT is charged as a cost against the activity for which the expenditure is incurred.

(e) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised. Refer to the Report of the Trustees (incorporating the Strategic Report) for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

(f) Allocation of support and governance costs

Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

Governance costs and support costs relating to charitable activities have been apportioned based on time spent. The allocation of support and governance costs is analysed in note 13.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****1. Accounting Policies (continued)****(g) Tangible fixed assets and depreciation**

All assets costing more than £10,000 are capitalised and valued at historical cost. Depreciation is charged as follows:

	Basis
Freehold property	2% - 10% straight line
Medical equipment	20% straight line
Furniture and fittings	10% - 20% straight line
Motor vehicles	20% straight line
Shop costs	25% - 33.33% straight line
DTU Outlay	2% straight line
Corridor Works	2% straight line
IPU-Fit out	2% straight line
General refurbishment	2% straight line

(h) Fixed asset investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gains and losses arising on revaluation and disposals throughout the year. The charity does not acquire put options, derivatives or other complex financial instruments.

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

(i) Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

(j) Debtors

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

(k) Cash at bank and in hand

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

(l) Creditors and provisions

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

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies (continued)

(m) Realised gains and losses

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.

(n) Pensions

A number of hospice employees have opted to remain in the National Health Service Superannuation Scheme. This is a defined benefit scheme administered independently from the hospice and the directors understand that the scheme was adequately funded at the balance sheet date. The contributions payable to the scheme are charged to the Statement of Financial Activities in respect of the relevant accounting period.

The National Health Service Pension Scheme is available to staff of more than one employer and it is not possible to identify each institution's share of the underlying assets and liabilities of the scheme. In these circumstances Financial Reporting Standard 102, provides for contributions to such schemes to be accounted for as if it were a defined contribution scheme. As such the cost recognised within the hospice Statement of Financial Activities will be equal to the contribution payable to the scheme for the year.

The hospice also operates a defined contribution pension scheme. Contributions payable for the year are charged in the Statement of Financial Activities.

(o) Contingent liabilities

A contingent liability is identified and disclosed for those grants resulting from:

- a possible obligation which will only be confirmed by the occurrence of one or more uncertain future events not wholly within the trustees' control; or
- a present obligation following a grant offer where settlement is either not considered probable; or
- the amount has not been communicated in the grant offer and that amount cannot be estimated reliably.

(p) Operating leases

The charity classifies the lease of properties as operating leases; the title to the properties remains with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

(q) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

(r) Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

1. Accounting Policies (continued)

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(s) Judgements and key sources of estimation and uncertainty

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

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

Depreciation of fixed assets – fixed assets are depreciated over the useful life of the asset. The useful lives of fixed assets are based on the knowledge of senior management, with reference to assets expected life cycle.

Allocation of expenditure between activities – Support costs are allocated between charitable activities and governance based on the time spent by senior management on undertaking the charity's activities.

2. Legal status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.05.

3. Related party transactions and Trustees' expenses and remuneration

The Trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2021: £nil). Expenses paid to the Trustees in the year totalled £nil (2021: £nil).

Director's Indemnity Insurance was paid on behalf of the Trustees during the year which amounted to £370 (2021: £670).

During the year no Trustee had any personal interest in any contract or transaction entered into by the charity (2021: none).

Donations totalling £735 (2021: £2,165) were made by 6 trustees and related parties of the charity (2021: 7). These amounts do not include the significant contribution Trustees make in supporting many of the hospice's fundraising events. This level of support is greatly appreciated from a financial and ambassadorial undertaking.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****4. Income from donations and legacies**

	2022	2021
	£	£
Donations	310,235	345,217
Treasury funding	891,000	396,000
Covid-19 support and other grants	92,900	155,000
Income from trusts	222,938	188,185
Legacies	355,413	182,537
Benefit in kind	28,595	26,579
	<u>1,901,081</u>	<u>1,293,518</u>

5. Income from charitable activities

	2022	2021
	£	£
Specialist palliative care	1,417,084	1,424,107
	<u>1,417,084</u>	<u>1,424,107</u>

6. Income from other trading activities

	2022	2021
	£	£
Fundraising and special events	164,810	136,258
Shop income	513,239	210,506
Lottery income	292,624	283,716
	<u>970,673</u>	<u>630,480</u>

7. Investment income

	2022	2021
	£	£
Dividends - equities	108,235	93,137
Interest on cash deposits	2,288	7,274
	<u>110,523</u>	<u>100,411</u>

8. Other incoming resources

	2022	2021
	£	£
Gain on disposal of fixed assets	-	2,600
Insurance income	9,000	41,000
Coronavirus Job Retention Scheme Income	3,065	77,627
	<u>12,065</u>	<u>121,227</u>

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****9. Government Grants**

	2022	2021
	£	£
NHS	1,445,679	1,450,686
Scottish Government - Treasury Funding	891,000	396,000
Coronavirus Job Retention Scheme Income	3,065	77,627
Renfrewshire Council - Business interruption grants	32,500	155,000
	<u>2,372,244</u>	<u>2,079,313</u>

There are no unfulfilled conditions or contingencies associated with any government grants received in the year. The charity did not receive any other form of government assistance.

10. Raising funds – expenditure on other trading activities

	Direct Costs	Support Costs	Total 2022
	£	£	£
Fundraising costs	47,032	108,972	156,004
Costs of charity shops	287,865	4,742	292,607
Lottery costs	128,541	11,063	139,604
	<u>463,438</u>	<u>124,777</u>	<u>588,215</u>

	Direct Costs	Support Costs	Total 2021
	£	£	£
Fundraising costs	22,028	86,542	108,570
Costs of charity shops	256,767	4,238	261,005
Lottery costs	100,548	9,889	110,437
	<u>379,343</u>	<u>100,669</u>	<u>480,012</u>

11. Investment management costs

	2022	2021
	£	£
Investment manager fees	27,814	6,063
	<u>27,814</u>	<u>6,063</u>

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****12. Analysis of expenditure on charitable activities**

	Specialist Palliative Care	2022
	£	£
Clinical pay costs	1,982,473	1,982,473
Non-clinical pay costs	287,127	287,127
Direct patient costs	103,571	103,571
Non direct patient costs	288,842	288,842
Administration	147,336	147,336
Governance costs (note 13)	63,222	63,222
Support costs (note 13)	228,010	228,010
	<u>3,100,581</u>	<u>3,100,581</u>

	Specialist Palliative Care	2021
	£	£
Clinical pay costs	1,796,373	1,796,373
Non-clinical pay costs	284,830	284,830
Direct patient costs	97,639	97,639
Non direct patient costs	267,543	267,543
Administration	78,788	78,788
Governance costs (note 13)	56,512	56,512
Support costs (note 13)	199,545	199,545
	<u>2,781,230</u>	<u>2,781,230</u>

13. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

2022:					
Cost type	Total Allocated 2022 £	Raising funds £	Specialist palliative £	Governance related £	Basis of apportionment
Staff costs	331,423	77,133	181,983	72,307	Staff time
Travel	5,543	1,663	3,880	-	Staff time
Photocopier	702	351	351	-	Software cost and usage
Computer support	50,775	15,233	35,542	-	Usage
Postage	20,846	14,592	6,254	-	Usage
Total	<u>409,289</u>	<u>108,972</u>	<u>228,010</u>	<u>72,307</u>	

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****13. Allocation of governance and support costs (continued)****2021:**

Cost type	Total Allocated 2021	Raising funds	Specialist palliative	Governance related	Basis of apportionment
	£	£	£	£	
Staff costs	297,961	66,051	166,866	65,044	Staff time
Travel	896	269	627	-	Staff time
Photocopier	657	328	329	-	Software cost and usage
Computer support	40,594	12,178	28,416	-	Usage
Postage	11,023	7,716	3,307	-	Usage
Total	351,131	86,542	199,545	65,044	

Governance costs:

	2022	2021
	£	£
Auditor's remuneration	6,720	5,595
Support costs (see above)	72,307	65,044
	79,027	70,639

Breakdown of governance and support costs by activity;

2022:

	Support costs	Governance	2022
	£	£	£
Raising funds	108,972	15,805	124,777
Specialist palliative care	228,010	63,222	291,232
	336,982	79,027	416,009

2021:

	Support costs	Governance	2021
	£	£	£
Raising funds	86,542	14,127	100,669
Specialist palliative care	199,545	56,512	256,057
	286,087	70,639	356,726

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****14. Analysis of staff costs and remuneration of key management personnel**

	2022	2021
	£	£
Salaries and wages	2,395,892	2,179,051
Social security costs	190,922	162,207
Other pension costs	225,178	217,920
Total staff costs and employee benefits	<u>2,811,992</u>	<u>2,559,178</u>

	2022	2021
	£	£
Key management personnel remuneration	<u>352,943</u>	<u>336,619</u>

The number of employees whose employee benefits fell within the following bands are as follows:

	2022	2021
	No	No
£60,001 - £70,000	2	1
£70,001 - £80,000	1	-
£80,001 - £90,000	2	2
£90,001 - £100,000	-	1
£100,001 - £110,000	<u>2</u>	<u>1</u>

The average weekly number of persons, by headcount, employed by the charity during the year was:

	2022	2021
	No.	No.
	<u>84</u>	<u>71</u>

15. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation	118,000	108,921
Gain on disposal of fixed assets	-	(2,600)
Auditor's remuneration:		
Audit fees	<u>6,720</u>	<u>5,595</u>

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

16. Tangible Fixed Assets

	Freehold Properties £	Medical Equipment £	Furniture & Fittings £	Motor Vehicles £	IPU Fit-out £	DTU Outlay £	Corridor Works £	Shop Costs £	Assets Under Construction £	General Refurbishment £	Total £
Cost or valuation											
At 1 April 2021	1,915,692	249,366	223,372	92,756	904,693	46,150	88,665	74,756	9,750	-	3,605,200
Additions	-	-	-	-	-	-	-	-	34,360	17,250	51,610
Disposals	-	11,775	1,277	-	-	-	-	-	-	-	13,052
Transfers	-	-	44,110	-	-	-	-	-	(44,110)	-	-
At 31 March 2022	1,915,692	237,591	266,205	92,756	904,693	46,150	88,665	74,756	-	17,250	3,643,758
Depreciation											
At 1 April 2021	823,666	203,428	206,189	51,898	47,192	999	4,433	48,879	-	-	1,386,684
Charge for the year	33,101	16,636	18,177	7,398	17,697	923	1,773	22,180	-	115	118,000
Eliminated on disposal	-	11,775	1,277	-	-	-	-	-	-	-	13,052
At 31 March 2022	856,767	208,289	223,089	59,296	64,889	1,922	6,206	71,059	-	115	1,491,632
Net book value											
At 31 March 2021	1,092,026	45,938	17,183	40,858	857,501	45,151	84,232	25,877	9,750	-	2,218,516
At 31 March 2022	1,058,925	29,302	43,116	33,460	839,804	44,228	82,459	3,697	-	17,135	2,152,126

The IPU fit-out relates to the refurbishment of the Inpatient Unit at the hospice and the Corridor works relates to the recent modernisation works carried out throughout the main hospice building. DTU Outlay relates to the refurbishment of the Day Therapy Unit (now the Community Hub).

Freehold property is carried at cost. A valuation was undertaken by an independent valuer on 1 July 2006, wherein the property was valued on an open market basis at £2,000,000.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****17. Fixed Asset and Current Investments**

Movement in listed investments	2022	2021
	£	£
Market value brought forward at 1 April 2021	4,462,710	3,509,075
Add: additions to investments at cost	477,693	555,683
Disposals at carrying value	(486,802)	(182,243)
Add net gain on revaluation	130,578	580,195
Market value as at 31 March 2022	<u>4,584,179</u>	<u>4,462,710</u>

Net cash released from investments in the year was £84,158 (2021: £235,212).

Investments at fair value	2022	2021
Comprised:	£	£
Equities	4,584,179	4,462,710
Cash on deposit held within the investment portfolio	167,317	83,155
Total	<u>4,751,496</u>	<u>4,545,865</u>

All investments are carried at their fair value. Investment in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sales and purchases are recognised at the date of trade at cost (that is their transaction value). The significance of financial instruments to the ongoing financial sustainability of the Charity is considered in the financial review and investment policy sections of the Report of the Trustees (incorporating the Strategic Report).

The main risk to the charity from financial instruments lies in the combination of uncertain investment markets and volatility in yield. In terms of specific risks including foreign exchange and credit risks, the charity uses specialist investment managers to balance and limit the overall financial risk by operating a portfolio which provides a high degree of diversification of holdings within a fairly wide band of investment asset classes all of which are quoted on recognised stock exchanges. In addition, the charity does not make use of riskier derivatives or more complex financial instruments in this area. Liquidity risk is expected to be low as all assets are traded in markets with high trading volumes and not in any markets subject to exchange controls or trading restrictions.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****18. Stock**

	2022	2021
	£	£
Housekeeping	1,007	991
Kitchen	745	850
IPU	3,932	3,786
Store	957	1,494
	<u>6,641</u>	<u>7,121</u>

19. Debtors

	2022	2021
	£	£
Other debtors and prepayments	412,297	95,035
VAT debtor	18,266	15,150
	<u>430,563</u>	<u>110,185</u>

20. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	676,152	557,974
Accruals	123,530	132,591
Deferred income (Note 21)	528,147	455,162
	<u>1,327,829</u>	<u>1,145,727</u>

21. Deferred income

	2022	2021
	£	£
Balance as at 1 April 2021	455,162	378,271
Amount released to income earned from charitable activities	(455,162)	(378,271)
Amount deferred in year	528,147	455,162
Balance as at 31 March 2022	<u>528,147</u>	<u>455,162</u>

Deferred income comprises Health Board Funding received in advance for 2022/23 and payments in advance for Lottery draws.

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

22. Analysis of charitable funds

Analysis of Fund movements

	As at 1 April 2020 £	Income £	Expenditure £	Transfers £	Gains/ (Losses) £	As at 31 March 2021 £
Unrestricted funds						
Service Development Fund	20,000	-	-	-	-	20,000
Fixed Asset Fund	1,986,245	-	102,196	18,447	-	1,902,496
Investment Fund	3,009,075	-	-	-	603,635	3,612,710
Non-Health Board Funded Posts Fund	370,000	-	357,506	357,506	-	370,000
Dilapidations Fund	100,000	-	-	-	-	100,000
ACCORD@Home Fund	-	-	-	242,000	-	242,000
Renfrewshire Bereavement Network Fund	-	-	-	56,000	-	56,000
Volunteer Strategy Programme Fund	-	-	-	30,000	-	30,000
Total designated funds	5,485,320	-	459,702	703,953	603,635	6,333,206
General funds	360,609	3,468,131	2,704,467	(703,953)	-	420,320
Total unrestricted funds	5,845,929	3,468,131	3,164,169	-	603,635	6,753,526
Restricted funds						
Resource Centre	322,744	-	6,724	-	-	316,020
Elizabeth Frankland Moore and Star Foundation 1	8,007	7,000	7,000	-	-	8,007
February Foundation	382	-	382	-	-	-
Dr W & R Baxter Education Fund	-	7,000	118	-	-	6,882
Coronavirus Job Retention Scheme Awards	-	77,627	77,627	-	-	-
National Lottery Community Fund	-	9,985	9,985	-	-	-
Community Fund – Outreach	1,500	-	1,300	-	-	200
Total restricted funds	332,633	101,612	103,136	-	-	331,109
TOTAL FUNDS	6,178,562	3,569,743	3,267,305	-	603,635	7,084,635

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

22. Analysis of charitable funds (continued)

Analysis of Fund movements

	As at 1 April 2021 £	Income £	Expenditure £	Transfers £	Gains/ (Losses) £	As at 31 March 2022 £
Unrestricted funds						
Service Development Fund	20,000	-	-	40,000	-	60,000
Fixed Asset Fund	1,902,496	-	111,272	51,609	-	1,842,833
Investment Fund	3,612,710	-	8,270	850,000	129,743	4,584,183
Non-Health Board Funded Posts Fund	370,000	-	387,291	410,291	-	393,000
Dilapidations Fund	100,000	-	-	-	-	100,000
ACCORD@Home Fund	242,000	-	10,731	(108,406)	-	122,863
Renfrewshire Bereavement Network Fund	56,000	-	56,000	60,400	-	60,400
Volunteer Strategy Programme Fund	30,000	-	30,000	-	-	-
Total designated funds	6,333,206	-	603,564	1,303,894	129,743	7,163,279
General funds	420,320	4,253,923	2,976,847	(1,303,894)	-	393,502
Total unrestricted funds	6,753,526	4,253,923	3,580,411	-	129,743	7,556,781
Restricted funds						
Resource Centre	316,020	-	6,727	-	-	309,293
Elizabeth Frankland Moore and Star Foundation 1	8,007	-	-	-	-	8,007
Elizabeth Frankland Moore and Star Foundation 2	-	10,000	10,000	-	-	-
Dr W & R Baxter Education Fund	6,882	5,000	11,882	-	-	-
Coronavirus Job Retention Scheme Awards	-	3,065	3,065	-	-	-
Miss M J M Smith Trust	-	25,000	-	-	-	25,000
W A Cargill Fund	-	5,000	5,000	-	-	-
Trades House of Glasgow	-	5,813	-	-	-	5,813
National Lottery Community Fund	-	99,525	99,525	-	-	-
Community Fund – Outreach	200	4,100	-	-	-	4,300
Total restricted funds	331,109	157,503	136,199	-	-	352,413
TOTAL FUNDS	7,084,635	4,411,426	3,716,610	-	129,743	7,909,194

The unrestricted funds are available to be spent for any of the purposes of the charity.

The Trustees have created the following designated funds:

The Service Development Fund – was set up in 2016 and supplemented in 2019 and represents monies designated for the future development of the buildings.

The Fixed Asset Fund – was set up during 2011 and represents the net book value of the unrestricted assets held on the balance sheet.

The Investment Fund – represents the long term element of the investment portfolio which is held for long term gains and dividend income.

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022

22. Analysis of charitable funds (continued)

Non-Health Board Funded Posts Fund – was set up in 2017 and represents monies designated for annual recurring staff costs to ACCORD Hospice that are outwith funding allocation (50% of agreed costs) from the Renfrewshire Health & Social Care Partnership.

Dilapidations Fund – was set up in 2017 and represents monies designated for costs of repairs required at the end of a tenancy or lease (applicable to all charity shops, store and Gleniffer Outreach Centre).

ACCORD@Home - was designated to cover the incremental 2 year costs of creating the new community service offering less the amount of funding which is already in place.

Renfrewshire Bereavement Network Fund – was set up to cover the cost of this project for a further 12 months.

Volunteer Strategy Programme Fund – was set up to allow the creation and further development of a cohesive Volunteer strategy for the hospice.

Restricted funds comprise:

The Resource Centre Fund – established in 2000 to provide for the building of a day care and resource centre. The Centre was funded by the Big Lottery and if sold, the funding would be repayable. Accordingly the asset has been treated as restricted.

Elizabeth Frankland Moore and Star Foundation 1 – the monies from this are to be allocated towards helping replace the vehicle transportation for patients.

Elizabeth Frankland Moore and Star Foundation 2 – The monies from this award are to be allocated towards the refurbishment and modernisation of our Day Therapy Unit.

February Foundation – the monies from this award are to go towards the cost of uniforms for our clinical staff.

Dr W & R Baxter Education Fund – was set up in 2018 to help fund ongoing training and educational activities within the hospice.

Coronavirus Job Retention Scheme Awards - These were funds provided through the government's furlough scheme which were received for staff who were furloughed in the year.

The Miss M J M Smith's Trust – this fund was set up in 2018 to fund the cost of motorised bathing equipment and the creation of a wet-room and also to fund part of the refurbishment of the IPU. In 2020, this was received to fund the capital cost of a new mini bus.

W A Cargill Fund – the monies from this award are to go towards the Hospice at Home initiative.

Trades House of Glasgow– the monies from this award are to fund a new IPU bed.

Community Fund Outreach – the monies from this award are to go towards our 'Singing for Lung Health' activities currently carried out at our Outreach centre

National Lottery Community Fund - Funding for an Education Everywhere initiative to assist ACCORD in providing education and training from a mobile platform.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****23. Net assets over funds**

At 31 March 2021	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2021 £
Tangible fixed assets	-	1,902,496	316,020	2,218,516
Investments	933,155	3,612,710	-	4,545,865
Stock	7,121	-	-	7,121
Debtors	110,185	-	-	110,185
Bank & Cash	515,586	818,000	15,089	1,348,675
Creditors	(1,145,727)	-	-	(1,145,727)
	<u>420,320</u>	<u>6,333,206</u>	<u>331,109</u>	<u>7,084,635</u>

At 31 March 2022	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2022 £
Tangible fixed assets	-	1,842,833	309,293	2,152,126
Investments	167,313	4,584,183	-	4,751,496
Stock	6,641	-	-	6,641
Debtors	430,563	-	-	430,563
Bank & Cash	1,116,814	736,263	43,120	1,896,197
Creditors	(1,327,829)	-	-	(1,327,829)
	<u>393,502</u>	<u>7,163,279</u>	<u>352,413</u>	<u>7,909,194</u>

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****24. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	2022	2021
	£	£
Net income for the year per the Statement of Financial Activities	824,559	906,073
Adjustments for:		
(Gains) on investments	(129,743)	(603,635)
(Gain) on disposal of fixed assets	-	(2,600)
Depreciation charges	118,000	108,921
Interest received	(2,288)	(7,274)
Dividends received	(108,235)	(93,137)
Decrease in stock	480	3,235
(Increase) in debtors	(320,378)	(24,798)
Increase in creditors	182,102	93,591
Net cash provided by operating activities	<u>564,497</u>	<u>380,376</u>

25. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash at bank and in hand	1,896,197	1,348,675
Total cash and cash equivalents	<u>1,896,197</u>	<u>1,348,675</u>

26. Operating lease commitments

At the reporting date the charity had outstanding commitment for future minimum lease payments under non-cancellable operating leases, which fall due as follows;

	2022	2021
	Land and Buildings	Land and Buildings
	£	£
Under 1 year	65,479	89,250
Between 2 and 5 years	34,479	64,146
	<u>99,958</u>	<u>153,396</u>

27. Contingent Liability

In relation to existing shop premises leases it is recognised that there are contingent liabilities for dilapidations however it is not yet possible to quantify the liabilities.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2022****28. Capital Commitments**

Amounts contracted for but not provided in the financial statements:

	2022	2021
	£	£
Total committed	14,255	29,250