

CHARITY NO: SC013682

COMPANY NO: SC092520



**ACCORD HOSPICE
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**



ACCORD HOSPICE

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees	Phil Hanlon, Chairman Colin Reid, Vice Chairman Brian Hunt Kirsty Dickson Cathy MacGillivray Louise Watson Aileen White (resigned 27/02/2023) Andrew Renwick Laurna Woods John Drury Colin Neil
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 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, Clyde Presbytery
Rt. Rev. John Keenan LLB PhL STB, Bishop of Paisley
Miss A G Cook, MBE

Donations from Charitable Trusts

Albert Hunt Trust
The Ashfield Trust
Christina Mary Hendrie Trust
Elizabeth Frankland Moore and STAR Foundation
February Foundation
The Hospital Saturday Fund
The Hugh Fraser Foundation
J & J R Wilson Trust
Malcolm Family Charity
Meikle Foundation
National Lottery Community Fund
Paisley Community Health Trust
Peter Brough Bequest Fund
W A Cargill Fund

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Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

Chairman's Report for the year ended 31 March 2023

“Everything must change for everything to remain the same”: this is the famous quotation pronounced by an Italian aristocrat in the renowned novel “The Leopard”, written by Giuseppe Tomasi di Lampedusa. What was true of the late 1800s is no less the case for ACCORD today.

We want to continue to provide the best quality of end of life care possible – that is what must stay the same. Yet, to achieve that aim, the manner in which we provide care and the means we use to find the finances to support all we provide, must change.

For example, we are exploring how to help those we care for spend more time at home if that is their wish – hence the development of our hospice at home service. This new service requires additional funds. The cost of living crisis means that what we pay for utilities and much else has risen dramatically. Pay rises in the NHS are matched by ACCORD and that is another additional claim on our funds.

In the report that follows, you will discover how staff and volunteers are responding to these challenges. I am grateful to them all for what they do for ACCORD. You will read many examples of innovation in service delivery and fundraising. The energy and commitment of all involved shines through this report – I find it inspiring.

I, therefore, commend this report to you as a testament to how well everyone associated with ACCORD is rising to the challenge of change so that those things we hold to be most important are preserved.

Professor Phil Hanlon

Chairman

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2023.

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 Vision

We see a community where everyone gets the care and support they need and deserve so that no-one ever has to die alone, or in distress or discomfort.

Our Mission

We are established as wholly charitable and to provide specialist supportive and palliative care to, and relieve pain, ease suffering, and maintain the dignity of patients, and to respond to the needs of the patients' family members and carers that we serve.

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.

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Our Values

ACCORD is renowned for the ethos it brings to those it serves. It is often intangible and difficult to describe but consists of the following traits. In short – ACCORD CARES.

We strive to be:

Compassionate - to care for and support patients, families, colleagues and the wider community with compassion and understanding.

Accountable - to be accountable for our own actions and decisions and to hold each other to account.

Respectful - to treat others with respect throughout all interactions, acknowledging and considering differing options.

Equitable - to act in an equitable manner for all, regardless of diversity, ensuring that individual needs are included, considered and supported.

Sustainable - to manage our resources efficiently, optimising use and value, whilst minimising waste.

This ethos is underpinned by the principles set out below and identified from staff and patient engagement. These are the golden threads which bind all of ACCORD's teams and services together.

Our principles:

- Needs and outcome focussed - putting people at the centre
- Relentlessly pursuing quality
- One team with one way of working
- Committed to enabling
- Committed to partnership and removing barriers
- Proud to part of a whole system in Renfrewshire
- Inclusive – available for all.

Strategic Report

Building a sustainable future

2022-23 has been another evolutionary one for ACCORD. As the impact of the worldwide coronavirus pandemic began to diminish and the world focussed on recovery and the future, ACCORD celebrated its 40th anniversary. We took time to remember all that had gone before and to acknowledge the contributions made by all involved over those years and we shared thanks and gratitude for everything done in support of us and our patients over the 40 years. There was so much of which we were rightly proud. We enjoyed celebrating with our communities as the challenging restrictions placed on everyone during the peak impact of the pandemic finally eased. We reported last year a stronger, more resilient charity but acknowledged there was much to do. The impact of the pandemic continued to put pressure on our finances, our workforce and the standards we set for the quality of our care and services.

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The context that the organisation operated in this year was complex, challenging and fragile. There were a number of extraordinary risks to navigate.

- Our workforce remained tired from working 'above and beyond' to support activity. This was exacerbated by an increase in absence rates and staff attrition associated with retirement and moving on, similar to other organisations post pandemic. It has become increasingly difficult to secure casual workers and so sustainability fell to the staff we employ. They were incredible in their commitment and we remained available as a result
- The cost of living crisis arising post pandemic challenged ACCORD with particular impact seen in increasing energy costs, reductions in some income streams and a desire to support our staff with pay increases and access to additional financial support and advice. The financial section of this report will describe that impact in more detail
- The threat of a data security breach made to the company who host our clinical information system meant that access to that system, known as Crosscare, was closed down with no warning in August 2022. Our business continuity arrangements were enacted re-introducing a paper-based system for almost 10 months
- ACCORD relies heavily on the contributions of volunteers across many parts of the organisation. The numbers of volunteers able to re-mobilise their support to us dropped last year, in line with trends across the third sector, and predominantly related to age profile. We had to work proactively to re-build our volunteer base and make sure ACCORD was reported as a place where reciprocity thrived and contributions were meaningful and valued
- Our statutory partners in the acute and community settings with whom we work closely have faced their most considerable challenges in decades. There were workforce and service gaps, challenges to the quality and reliability of care and services and a backlog of routine and elective care requests that seemed impossible to address. The result was an increased sense of pressure on ACCORD's teams and an increased number of referrals for help to 'fill the gaps'. ACCORD's teams worked flexibly to do the right thing for patients and partners amidst this as much as they were able

All in all, staff in ACCORD reported a strange year - one full of opportunity and a renewed sense of hope while still dealing with the remnant issues of a pandemic and an economic climate that has been so difficult for everyone to navigate. ACCORD staff are to be commended for the ability to again evolve and deliver high quality reliable services for the people who need them amidst these challenges. They did so every day with a compassion that appears endless and a commitment to match. ACCORD made a visible difference and emerged again stronger and more resilient.

Demonstrating Impact

In **last year's Strategic Report** we described this year's priorities as:

- *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 pilots*
- *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*

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The **Strategy for Recovery** that we described in last year's accounts was delivered successfully in August 2022 as we prepared to agree our next three year Strategic Plan. This has enabled us to adapt, improve and strengthen our future.

We had five broad aims:

- *To safely emerge from pandemic restrictions and get back to normal business whilst focussing on everyone's wellbeing*
- *To improve the effectiveness of our communications, relationships and accessibility*
- *To implement our revised community model*
- *To maximise our facilities providing services tailored to need*
- *To refresh our education offering and ensure we were at the centre of palliative and end of life care education in Renfrewshire*

All of these commitments were underpinned by long-standing objectives relating to financial management, governance and leadership. Our teams engaged with our plans and brought the vision and values it contained to life in their day to day activities.

We reported progress to our Board of Directors and Board Committees and escalated risks in the same way where necessary. We worked to ensure activity was aligned to local Health and Social Care Strategy and National Policy where appropriate. As always, we have focussed reporting on impact, outcomes and the difference we have made.

We are delighted to report delivery of those broad aims and priorities, made possible by breaking them down to objectives, actions and outcomes. In order to add depth to the re-assurance offered about delivery, we offer the following summary. It is not exhaustive.

Clinical Service Outcomes

- We mobilised fully after pandemic restrictions were lessened and have become as accessible as ever
- We increased our reach and diversity
- All of our clinical services saw an increase in referrals with circa 1,400 families supported by ACCORD across the year. **We have reached more people and families this year than ever before**
- Our Inpatient Unit remained open fully all year with approximately 70% occupancy, recognising peaks and troughs of referral. With flexibility, we admitted people for end of life care, for support with challenging symptoms and often just to support a home crisis situation and create support for families. We supported our colleagues in Acute Services with smooth transitions
- We implemented collaborative working models to make best use of resources
- We embedded and evaluated our revised community model ensuring fit with statutory and third sector partners. That evaluation was very positive from a range of stakeholders and the feedback received has allowed us to continually develop and evolve our community effort
- We have successfully delivered two new service pilots.

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Outcomes that support our people

- We developed and implemented a new strategy and approach to managing our volunteering effort ensuring we were modern and accessible as well as being a safe place for people to experience volunteering
- We have introduced a targeted recruitment campaign for volunteers aimed at bring a diverse range of ages, cultures and experiences to our volunteering team
- We have ensured that salaries of our workforce have been reviewed and adjusted to recognise cost of living challenges and to ensure we remain an attractive employer with salaries equivalent to roles in the statutory sector
- We have implemented a number of initiatives aimed at supporting staff through this economically challenged period
- We have increased the diversity of our workforce with sustainability in mind
- We have successfully introduced advancing nursing roles
- We have worked to manage and mitigate the risks of workforce gaps and the impact that has on staff wellbeing
- We have engaged with our staff to better understand the improvements needed to our culture that ensure ACCORD is a great place to work, learn and develop.

Income generation outcomes

- We completed a review of all income generation activities and agreed improvement plans for each service
- We invested to increase the income generation workforce
- We agreed new fundraising and retail strategies to focus efforts in 2023-24
- We opened a new retail store in Paisley
- Improvement plans are being delivered and the improvements already realised in quality and income levels are visible and commendable.

Communications and Technology Outcomes

- We invested in our marketing and communications team to expand our communication reach and build more connections with donors, partners and the public
- We have grown our reach through social media platforms by approximately 25% in the past year
- We embedded and evaluated our new web platform bringing improvements in communications for patients, families, supporters and donors and have made individual giving easier for people
- We completed an Information Technology (IT) upgrade program ensuring hardware, software and security systems kept people's information safe and allowed our staff to function virtually, seamlessly and reliably
- We have streamlined the use of technology to ensure virtual and hybrid connections are available to those with whom we support and engage. This is 'business as usual' now.

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Outcomes that enabled us

- Our Property Committee guided us through a number of property changes and issues to modernise our property portfolio and ensure best use of resources
- We delivered the organisation's education, quality and audit plan successfully, ensuring continuous quality improvement is at the core of the way that we work and the work that we do
- We agreed the organisation's next Strategic Plan (August 2022-25)
- We developed and implemented a new strategy and approach to managing our volunteering effort ensuring we were modern and accessible as well as being a safe place for people to experience volunteering
- We have continually sought feedback from the people we serve and their loved ones to ensure we remain a learning organisation. We continue to report overall satisfaction figures of 99%+ but also take time to hear and understand where things have not worked as well as expected and ensure we improve
- 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. ACCORD is recognised as an organisation that leads, follows, collaborates and delivers. We continue to participate actively 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, and Renfrewshire Council. St Vincent's Hospice, Ardgowan Hospice, Recovery Across Mental Health (RAMH), the Carers Centre, Engage Renfrewshire and many other third sector partners remained 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.

Service Developments

Last year we described the two interim services that were established at the start of the 2021-22 financial year in response to key concerns emerging during the pandemic. ACCORD had secured some of the funding required for these two services from grants and partners to allow them to run as pilots until March 2023. Evaluations of both services have been carried out towards the end of 2022-23. We are delighted that those evaluations and funding plans have allowed both to continue into 2023-24 and beyond.

The **ACCORD@Home** service, established in summer 2021, 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 130 patients have been supported this year with the team undertaking in excess of 1,100 visits.

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There are a number of key outcomes achieved in this pilot:

- Families report very positive experiences of the care and support in place to allow them to care for loved ones at home
- 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 to stay at home for longer during the end of life phase
- Families report greater resilience and increasing 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
- We have gained registration with the Care Inspectorate for this service to ensure quality and safety are maintained

ACCORD recognises the key contribution this service makes to our patients and have agreed to continue to deliver this service for a further three years during which robust financial planning will support this service, to be funded from 'core' funds.

The **Renfrewshire Bereavement Network (RBN)** started as a collaboration between ACCORD, St Vincent's Hospice, 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.

Now, in 2022-23, ACCORD's Patient and Family Support team deliver this service in its entirety on behalf of RHSCP. They also provide a strong and successful counselling and support service for ACCORD patients and their loved ones. The demand for support to people struggling with grief and loss is significant and referral numbers to this service continue to grow. Recurring funding has been secured for this service to allow its continuation. ACCORD is delighted to be able to report the following impacts in the last 12 months:

- Referral rates have increased to an average of 60 per month for all counselling services
- The service has no waiting list with the tiered model of counselling support being the final model of choice. This allows people to be contacted promptly on referral and assessed for appropriate next steps
- There are 11 listening volunteers in this service alongside 4 part-time counsellors, a social worker and an administrator/service co-ordinator
- The service has rapid onwards referral links for patients who require expert or statutory support
- The service moved its premises into the centre of Paisley in January 2023 to allow it to be more accessible to all. That allowed the drop-in model to be developed and implemented with great success. Approximately 20 people drop-in for support every month and that number is growing month on month.
- The team at RBN continues to support group activities and remembrance activities with great success.

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In response to recognised risk or opportunity we also commenced, and delivered elements of, development activities in the following areas:

Hospital Palliative Care

Our investment in hospital palliative care services in the Royal Alexandra Hospital along with the commitment and flexibility of our consultant workforce ensures that palliative care support to hospitalised patients is readily available. Our consultant workforce support seamless transitions from hospital to hospice and hospital to community settings, assisting patients to be where they wish and facilitating efficient use of hospital resources.

Last year we described the need for a revised model of Palliative Care Consultant 'Out of Hours' cover for the Clyde Sector and a commitment to find solutions to make that sustainable. ACCORD has successfully re-aligned the consultant resource available and has introduced a 4th Palliative Care Consultant to the team to make sure that "Out of Hours" working is less onerous and that succession planning for the future consultant workforce is underway. That rota is now stable.

Education

ACCORD's ethos for palliative and End of Life Care continues to be spread through the following programmes of education and training:

- We continued to focus on skills maintenance, education and quality improvement to ensure our teams were evolving and our services developing in line with standards and best practice
- We have embedded the Advanced Nurse Practitioner role into the workforce of ACCORD
- ACCORD's ECHO hub education platform has grown from strength to strength and co-ordinated 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 has seen 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. Examples of newer initiatives include:
 - Sage and Thyme communication skills training
 - Palliative Care Leadership
 - Hospice medicines management
 - Quality in End of Life Care training

Volunteers

Volunteers have always made a valuable contribution to the work of ACCORD. However, in 2020 at the height of the pandemic, we took the decision on the basis of a duty of care to "stand down" the majority of our existing volunteers. During 2021, we used the interruption in service time productively by conducting an independent, broad and systematic review of our Volunteer Services. Feedback from staff and volunteers was largely positive, but it also highlighted some areas for improvement. The review also helped us to benchmark and draw some comparisons to other similar volunteer involving organisations across central Scotland.

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In March 2023, having implemented a number of changes to process, we were in a stronger position to reach out and attract more volunteers from the rich diversity of our local communities. We have ensured ACCORD's volunteering opportunities are accessible to, and inclusive of, more local people. We have secured volunteers from a range of age groups and we will support these individuals to develop their skills and experience that may help them meet their own personal goals and ambitions in the future. We have expanded the involvement of younger people with the introduction of a youth ambassador programme.

As we marked our 40th anniversary, we re-inforced our vision for ACCORD to be recognised in Renfrewshire as a centre of excellence for volunteering experience. We continue to celebrate volunteers and volunteering and all the mutual benefits. We have provided a robust management framework to ensure our volunteers and staff can work seamlessly side by side and this will be critical to the success and sustainability of the programme. We continue to provide guidance and support and have sufficient resources in place to ensure our volunteers are safe, effective, feel valued and are able to have a rewarding volunteering experience at ACCORD.

Data and System support

The greatest learning realised post-pandemic is that of the vulnerability and risk that exists in single person systems or manual person-dependant systems that support delivery. In 2022-23, ACCORD has recognised the need to invest in and develop more sustainable and automated systems including:

- Introduction of the Vantage system to automate incident management and reporting, policy management and facilities management
- Introduction of Bright HR as a personnel management and reporting tool
- Introduction of E-reception sign in to assist with the identification and safety of staff and visitors in our building
- The revision, update and expanded knowledge of Raiser's Edge, our platform to support volunteers, individual giving and major donor giving

Late in 2022 we widely engaged, consulted on and agreed a **new three year Strategic Plan** that would describe our priorities for 2022-2025. That plan is focussed on sustainability, long term impact and ensuring people remain at the heart of everything that we do. "Making sure that what matters to them is what matters to us" was the message here. This Strategic Plan builds on all that was achieved in our recovery from the pandemic while building in opportunity to develop a longer term vision for our services and ensure prudent financial management and governance is in place to ensure that viability. We know from our stakeholders and our regulators that we make a big difference and, looking forward, we want to make a bigger difference for more people.

The high level ambitions in that plan are:

- We will deliver high quality care and services to everyone who needs us
- We will continue to manage our charity effectively and efficiently to ensure long term sustainability
- We will value and support our staff and volunteers to do their jobs well
- We will increase the capacity in the population to support each other to have good death and dying experiences

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The plan sets out how we will deliver these ambitions, how we will measure our successes and how we will continue to encourage a culture focus on people and what matters to them. The delivery of those ambitions is well underway.

Financial Review

Overall Summary

2022-23 showed a return to closer to the previous “normality” for the hospice with a heavy reliance on income generation activities to help balance the numbers. In addition, we faced the double challenge of a significant hike in utility charges for the second half of the year together with the financial impact of matching the NHS pay award for our staff in order to maintain parity between the NHS and the hospice. We have sought government support as part of a wider hospice-led initiative to offset the impact of the salary changes and await adjudication on this. Our reported deficit was £723,087 which was significantly offset by a very healthy legacies total of £520,723. Our investments reduced in value by £229,937. A more detailed review of our income and expenditure follows below.

Income

Our total operating income decreased by 17.6% to £3,343,334. The main reason for the decrease was within grant income where we had the benefit of £891,000 of government funding last year. The following paragraphs explain the movements within the main income streams this year.

As always, Health Board Funding is our largest source of income. This year we received a total of £1,463,609 which was slightly higher than the £1,445,679 of funding which was received last year.

In terms of our retail operations, income from shops and our Stores increased by 12.7% to £578,600 in the past year. There was a small benefit to revenue from our second Store which opened in March 2023 and an extra months’ revenue compared to last year’s lockdown month of April 2021, but generally increased footfall in our shops has been the main factor of the increase here allied to the usual phenomenal volume of donations made to our shops.

Donations income was £319,276 in the year, up slightly from last year’s total of £310,235. We were particularly pleased with this level of donations given the external and economic factors which have impacted most households in the past year or so. Lottery income too, increased slightly to £311,780 from £292,624 and again, we were pleased that this income stream performed so well given the same factors as mentioned in the previous sentence. Fundraising income was £281,432 compared with £164,810 last year. This increase reflects closer to a “normal” year of fundraising events, something we have not been able to do for the last couple of years. Our numbers here were bolstered by a very successful Kiltwalk event in April 2022. It was a more challenging year for Trust donations. Our total income was £195,124 of which £99,624 was from the National Lottery Community Fund for the second year’s partial funding of our ACCORD@Home service. Other Trusts who supported us are noted at the beginning of this report and we thank all those who did so. As more and more charities turn towards Trusts for funding, we are finding it more challenging than before to be successful in obtaining income this way.

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Investment income increased by 26.6% to £139,902 which reflects additional interest income which we received on our cash balances and a slightly higher level of distributions and dividends from our investments in the last year. Grant and other income totalled £53,611 compared with £986,985 last year which had included specific emergency government, council and furlough funding, and which explains the significant reduction.

Overall, we are very pleased at the ending position for income for the last financial year which reflects more or less a return to normality. We were particularly pleased to secure this total given some of the external economic and social pressures on our supporters.

Expenditure

Our total expenditure was £4,066,421, an increase of 9.4% from last year. As always, the largest element of our expenditure (at just less than 75%) is staff-related 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) particularly as we decided to match the NHS pay award offered to our staff. Again, as you have read earlier in this report, we maintained a full level of service despite the ongoing presence of Covid-19 spikes and compliance with the recommended isolation periods. Our staff costs increased by just under 8% in the year which included new additions to our income generation team towards the end of the year. Other costs also increased by 14.5% primarily as a result of significantly increased utility charges in the second half of the year when our contracts were renewed. We were relieved that government support was received to mitigate, by around 40%, the full impact of these price hikes.

Our total operating costs, as always, exclude the financial benefit we receive from our dedicated teams of volunteers which is significant, especially in the areas of retail and fundraising. We never underestimate the importance of our volunteers within our operating results and we look forward developing our volunteer base further in 2023-24 in conjunction with our new initiative.

Going forward

We hope that 2023-24 will see a stability in our costs as utility charges (and food/fuel) hopefully stabilise. We have invested in some additional income generation staff with a view to increasing our fundraising and retail income further in the coming year but we are under no illusion that the future remains as challenging as it has been for the past few years.

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Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

Financial Risk Assessment for 2023-24

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 2023-24 with a slightly worse financial position from this time last year. We are forecasting a significant deficit for the year before legacies (£672,000) which includes the costs for our ACCORD@ Home service which will be fully funded from our reserves as required following its success during the two year pilot. We are continuing to try to achieve some Trust or other funding to cover some of these costs. Our predicted deficit also assumes another successful year for shops and lottery and a return to pre-Covid levels of fundraising and similar events. We are expecting an overall increase this year with our additional superstore in Paisley and our investment of 2 new staff in the fundraising team. All of the budget assumptions are themselves subjective as these can easily be negated if there was to be any recurrence of Covid-19 or more severe cost of living challenges in the coming months. 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 also impact our final deficit. We expect to see our costs rise further this year with continued high levels of inflation. We also expect further pay awards in this year though we hope that these will be funded via government support. We have started to forecast legacy income into our forecasted deficit calculations and we would normally expect legacy income to cover a reasonable part of the deficit. We have a Service Level Agreement in place with RHSCP to 2025 which will guarantee funding for 2023-24 and subsequently with an expected 2% uplift for the current year. This income of course helps significantly by reducing the levels of income we are required to generate internally. Our slightly reduced reserves as we move into 2023-24 leave us in reasonable shape as we plan for the future.

Investment policy

ACCORD continues to retain Rathbones as Independent Advisers to manage its investments on a discretionary basis. We have one investment portfolio and this is operated on a “low to medium” risk basis with a focus on total return. Our investment policy was re-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. During the year, we considered our position relative to environmental, social and governance investments (ESG) in conjunction with our independent advisers. We were happy that the guidelines and philosophies in place at Rathbones align with our own objectives in this area and no changes were made to our portfolio as a result of this exercise. As always with our investments, we try to look beyond any short-term uncertainties and focus on the longer term horizon.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

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. We also have a Property Committee with a sub-group (Facilities Committee) to assist with managing matters associated with our estate, something which we relied heavily on last year for support with new premises evaluation.

We continue to update our Business Continuity Plan regularly and this, and associated policy documents, have been kept current in relation to our service provision, sustainability of care and availability of staff with appropriate risk assessments and action plans developed and reviewed as we moved away from the main restrictions imposed during the pandemic. As we did that, we were also adversely impacted by significantly increased utilities charges for 6 months of the last financial year and our income generation activities have been hit by the financial impact of the cost of living crisis on some of our supporters. These two risks are ACCORD's most critical and significant risks, both operationally and financially as we move forward.

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.

Our ACCORD@Home service will be regulated by the Care Inspectorate as it moves forward.

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.

Reserves Policy

Our total funds at 31 March 2023 are £7,476,893 of which £359,341 is in Restricted Funds. The largest part of this (£302,571) is our Resource Centre Fund, which covered the cost of creating our Community Hub and Resource Centre. This is restricted because, if this building was ever to be sold, the funding would be repayable. The ACCORD@Home fund received an award of £99,624 which was fully spent in the year. We received two further donations to our IPU Equipment fund totalling £14,000. We still have a balance of £33,007 in our Hospice Vehicle fund as we are still deciding on the best way to progress here, given the success of our ACCORD@Home service. We have a balance of £3,950 to be spent in conjunction with our Singing for Lung Health initiative. Our Complementary Therapy Fund benefitted from a donation of £2,000 which was spent during the year on developing our service offering in this area.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

Unrestricted funds total £7,117,552 of which £6,725,319 (94.5%) is designated. Our Designated funds are made up of:

- £1,148,000 in our Service Development Fund which represents a general fund to support development of our service offering including the next 4 years of financial support for our ACCORD@Home service in particular
- £1,791,823 in our Fixed Asset Fund which represents the net book value of the fixed assets held on the balance sheet less the Resource Centre fund total
- £3,266,246 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 RHSCP
- £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
- £26,250 in our RHSCP Special Projects Fund which covers cost of supporting initiatives in conjunction with RHSCP

During the past year, we have re-designated some amounts between funds to better represent our current plans in each of those areas. We also renamed some of the funds so these could be better identified and related to particular areas or projects.

Finally, we have a total of £392,233 of Unrestricted Funds which are available for use for any purpose.

ACCORD reviewed its reserves policy in February 2023 after taking cognisance of recent economic factors and ongoing reviews of the performance of our income streams and expected future core services 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 RHSCP each year covering approximately 36% 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.

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 RHSCP funding) and not more than twelve months' costs, where "core" costs exclude overheads relating to Fundraising, Lottery and trading activities. In addition we want to earmark 4 years of funding for ACCORD@Home. Looking at our initial 2023-24 budget, these core costs are expected to be around £3,528,000 and with funding expected at £1,492,000, our unrestricted funds should be in the range from £1,018,000 to £2,036,000.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

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, importantly, the next 4 years of ACCORD@Home. Our true unrestricted funds for these purposes therefore currently sit at around £1,959,000, which is within our parameters and therefore not a cause of any concern at this time. It should be noted that our RHSCP funding is normally received quarterly in advance and we held £1,266,220 of cash balances at the end of March 2023 together with longer term cash held within investments.

Looking Forward

Having spent much of the year celebrating the last 40 years since ACCORD was established, all heads have now turned with great enthusiasm to the next 40 years. In a context where financial challenges are greater than ever, income is more challenging to secure and people are struggling to secure a decent standard of living, ACCORD will focus much of the 2023-24 financial year on financial scenario planning that will support us to react and respond in ways already agreed and communicated should we have to make difficult financial decisions. While we have described a secure financial position this year and a vibrant and evolving charity into our future, we wish to plan proactively and with thought just in case.

We will deliver on years 1 and 2 (in part) of our Strategic Plan. With a clinical model recently reviewed and pilot services being brought on board permanently, we do not foresee much clinical service change over the coming year. We plan to explore models of intermediate type care at the interface of frailty and end of life care to make sure we can respond to the increases expected in general death and dying and in those who will need our specialist input in the future.

We will embed and refine our revised income generation plans, supporting those teams to do what they do best in a challenging context. The additional staff recruited to those teams early in 2023 are already making a big difference and there is a ground swell of excitement and renewed passion in those teams that is infectious.

We will focus on our entire workforce to ensure their wellbeing is maintained, their work conditions and experiences are positive and they report feeling valued and rewarded as such. They are our greatest and most valuable asset bringing great compassion to everything that they do.

We will plan for succession in key leadership and governance posts likely to become vacant in the coming years to prevent the negative impact that can come in disconnected leadership where recruitment plans are not in place.

Overall, we will deliver on our ambitions as we always do demonstrating compassion, flexibility and resilience, unfazed by, but aware of, the challenges around us.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

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.

The Board of Directors (which may have up to 25 members, but not less than 5) 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.

ACCORD HOSPICE

Report of the Trustees (incorporating the Strategic Report) for the year ended 31 March 2023

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 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 2023

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 group 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

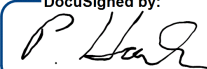
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets 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: 29th May 2023

ACCORD HOSPICE

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF ACCORD HOSPICE FOR THE YEAR ENDED 31 MARCH 2023

Opinion

We have audited the financial statements of ACCORD Hospice (the 'charitable company') for the year ended 31st March 2023 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 2023, 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 2023

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 21, 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 2023

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 2023

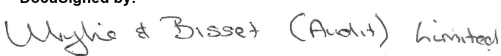
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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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Claire Dalrymple FCCA (Senior Statutory Auditor)

29th May 2023

*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 2023

	Notes	2023 Total £	2022 Total £
Expenditure			
Clinical pay costs	12	2,129,199	1,982,473
Non-clinical pay costs	12	341,394	287,127
Direct patient costs	12	104,858	103,571
Non direct patient costs	12	343,721	288,842
Administration	12	164,581	147,336
Governance costs	13	70,048	79,027
Support costs	13	317,664	336,982
Investment managers fees	11	25,841	27,814
Fundraising and publicity	10	73,006	47,032
Cost of operating shops	10	367,521	287,865
Lottery costs	10	128,588	128,541
Total expenditure		<u>4,066,421</u>	<u>3,716,610</u>
Operating Income			
Shop sales	6	578,600	513,239
Lottery income	6	311,780	292,624
Donations and benefits in kind	4	348,553	338,830
Fundraising events and other income	6	281,432	164,810
Trusts	4	195,124	222,938
Covid-19 support and other grants	4, 8	53,611	986,965
Investment income	7	139,902	110,523
Other operating income	8	-	9,000
		<u>1,909,002</u>	<u>2,638,929</u>
NHS – Greater Glasgow & Clyde (Renfrewshire HSCP)	5	<u>1,434,332</u>	<u>1,417,084</u>
Total Operating Income		<u>3,343,334</u>	<u>4,056,013</u>
(Deficit)/Surplus on operating activities		(723,087)	339,403
Other Income			
Legacies	4	<u>520,723</u>	<u>355,413</u>
(Deficit)/Surplus for the year before gains on investments		<u>(202,364)</u>	<u>694,816</u>

All incoming resources and resources expended derives from continuing activities.

ACCORD HOSPICE
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDING 31 MARCH 2023

	Note	Unrestricted Funds 2023 £	Designated Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Unrestricted Funds 2022 £	Designated Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £
Income and endowments from:									
Donations and legacies	4	955,519	46,868	115,624	1,118,011	1,746,643	-	154,438	1,901,081
Charitable activities	5	1,434,332	-	-	1,434,332	1,417,084	-	-	1,417,084
Other trading activities	6	1,171,812	-	-	1,171,812	970,673	-	-	970,673
Investments	7	139,902	-	-	139,902	110,523	-	-	110,523
Other incoming resources	8	-	-	-	-	9,000	-	3,065	12,065
Total Income		3,701,565	46,868	115,624	3,864,057	4,253,923	-	157,503	4,411,426
Expenditure on:									
Raising funds									
Other trading activities	10	680,799	-	-	680,799	588,215	-	-	588,215
Investment management	11	25,841	-	-	25,841	27,814	-	-	27,814
Charitable activities	12	2,590,257	660,828	108,696	3,359,781	2,360,818	603,564	136,199	3,100,581
Total Expenditure		3,296,897	660,828	108,696	4,066,421	2,976,847	603,564	136,199	3,716,610
Net income/(expenditure) and net movement in funds before gains and losses on investments									
		404,668	(613,960)	6,928	(202,364)	1,277,076	(603,564)	21,304	694,816
Net (losses)/gains on investments	22	-	(229,937)	-	(229,937)	-	129,743	-	129,743
Net income/(expenditure)		404,668	(843,897)	6,928	(432,301)	1,277,076	(473,821)	21,304	824,559
Transfers between funds	22	(405,937)	405,937	-	-	(1,303,894)	1,303,894	-	-
Net movement in funds		(1,269)	(437,960)	6,928	(432,301)	(26,818)	830,073	21,304	824,559
Funds reconciliation									
Total Funds brought forward	22	393,502	7,163,279	352,413	7,909,194	420,320	6,333,206	331,109	7,084,635
Total Funds carried forward	22	392,233	6,725,319	359,341	7,476,893	393,502	7,163,279	352,413	7,909,194


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

All income and expenditure derives from continuing activities.

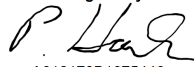
ACCORD HOSPICE**BALANCE SHEET AS AT 31 MARCH 2023**

	Note	2023	2022
		£	£
Fixed assets:			
Tangible assets	16	2,094,394	2,152,126
Investments	17	4,779,246	4,751,496
Total Fixed assets		<u>6,873,640</u>	<u>6,903,622</u>
Current assets:			
Stock	18	6,357	6,641
Debtors	19	283,768	430,563
Cash at bank and in hand	25	1,266,220	1,896,197
Total Current assets		<u>1,556,345</u>	<u>2,333,401</u>
Liabilities:			
Creditors falling due within one year	20	<u>(953,092)</u>	<u>(1,327,829)</u>
Net Current assets		603,253	1,005,572
Net assets		<u>7,476,893</u>	<u>7,909,194</u>
The funds of the charity:			
Unrestricted funds	22	392,233	393,502
Designated funds	22	6,725,319	7,163,279
		<u>7,117,552</u>	<u>7,556,781</u>
Restricted funds	22	359,341	352,413
Total Charity funds		<u>7,476,893</u>	<u>7,909,194</u>

Approved and authorised for issue by the trustees on 29 May 2023 and signed on their behalf by:

DocuSigned by:

 57131224EA294F4...

Name: Brian Hunt

DocuSigned by:

 A612178B1675446...

Name: Professor Phil Hanlon

Company no: SC092520

ACCORD HOSPICE**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 MARCH 2023**

	Note	Total Funds 2023 £	Total Funds 2022 £
<i>Cash flows from operating activities:</i>			
Net cash (used for)/provided by operating activities	24	(480,818)	564,497
<i>Cash flows from investing activities:</i>			
Interest received		25,349	2,288
Purchase of property, plant and equipment		(31,374)	(51,610)
Purchase of investments		(403,548)	(477,693)
Proceeds from the sale of investments		403,544	485,967
Cash (allocated to)/released from investments		(257,683)	(84,162)
Dividends received		114,553	108,235
Net cash (used in) investing activities		<u>(149,159)</u>	<u>(16,975)</u>
Change in cash and cash equivalents in the year		(629,977)	547,522
Cash and cash equivalent brought forward	25	<u>1,896,197</u>	<u>1,348,675</u>
Cash and cash equivalents carried forward	25	<u><u>1,266,220</u></u>	<u><u>1,896,197</u></u>

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

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 2023

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 2023****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 2023

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 2023

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 (2022: £nil). Expenses paid to the trustees in the year totaled £nil (2022: £nil).

Directors' Indemnity Insurance was paid on behalf of the directors during the year which amounted to £403 (2022: £370).

During the year no trustee had any personal interest in any contract or transaction entered into by the charity (2022: none).

Donations totaling £1,066 were made by 6 trustees and related parties of the charity (2022: £735 by 5 trustees). but this does 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 2023****4. Income from donations and legacies**

	2023	2022
	£	£
Donations	319,276	310,235
Treasury funding	19,868	891,000
Covid-19 support and other grants	33,743	92,900
Income from trusts	195,124	222,938
Legacies	520,723	355,413
Benefit in kind	29,277	28,595
	<u>1,118,011</u>	<u>1,901,081</u>

5. Income from charitable activities

	2023	2022
	£	£
Specialist palliative care	1,434,332	1,417,084
	<u>1,434,332</u>	<u>1,417,084</u>

6. Income from other trading activities

	2023	2022
	£	£
Fundraising and special events	281,432	164,810
Shop income	578,600	513,239
Lottery income	311,780	292,624
	<u>1,171,812</u>	<u>970,673</u>

7. Investment income

	2023	2022
	£	£
Dividends - equities	114,553	108,235
Interest on cash deposits	25,349	2,288
	<u>139,902</u>	<u>110,523</u>

8. Other incoming resources

	2023	2022
	£	£
Insurance income	-	9,000
Coronavirus Job Retention Scheme Income	-	3,065
	<u>-</u>	<u>12,065</u>

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****9. Government Grants**

	2023	2022
	£	£
NHS	1,463,609	1,445,679
Scottish Government - Treasury Funding	-	891,000
Coronavirus Job Retention Scheme Income	-	3,065
Renfrewshire Council - Business interruption grants	-	32,500
	<u>1,463,609</u>	<u>2,372,244</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 2023
	£	£	£
Fundraising costs	73,006	97,675	170,681
Costs of charity shops	367,521	4,203	371,724
Lottery costs	128,588	9,806	138,394
	<u>569,115</u>	<u>111,684</u>	<u>680,799</u>

	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>

11. Investment management costs

	2023	2022
	£	£
Investment manager fees	25,841	27,814
	<u>25,841</u>	<u>27,814</u>

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****12. Analysis of expenditure on charitable activities**

	Specialist Palliative Care	2023
	£	£
Clinical pay costs	2,129,199	2,129,199
Non-clinical pay costs	341,394	341,394
Direct patient costs	104,858	104,858
Non direct patient costs	343,721	343,721
Administration	164,581	164,581
Governance costs (note 13)	56,039	56,039
Support costs (note 13)	219,989	219,989
	3,359,781	3,359,781

	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
	3,100,581	3,100,581

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:

2023:					
Cost type	Total Allocated 2023 £	Raising funds £	Specialist palliative £	Governance related £	Basis of apportionment
Staff costs	310,047	70,759	175,121	64,167	Staff time
Travel	11,998	3,599	8,399	-	Staff time
Photocopier	2,433	1,217	1,217	-	Software cost and usage
Computer support	45,118	13,535	31,581	-	Usage
Postage	12,235	8,565	3,671	-	Usage
Total	381,831	97,675	219,989	64,167	

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****13. Allocation of governance and support costs (continued)****2022:**

Cost type	Total Allocated 2021 £	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	409,289	108,972	228,010	72,307	

Governance costs:

	2023 £	2022 £
Auditor's remuneration	5,881	6,720
Support costs (see above)	64,167	72,307
	70,048	79,027

Breakdown of governance and support costs by activity;

2023:	Support costs £	Governance £	2023 £
Raising funds	97,675	14,009	111,684
Specialist palliative care	219,989	56,039	276,028
	317,664	70,048	387,712

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

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****14. Analysis of staff costs and remuneration of key management personnel**

	2023	2022
	£	£
Salaries and wages	2,559,900	2,395,892
Social security costs	212,703	190,922
Other pension costs	263,102	225,178
Total staff costs and employee benefits	<u>3,035,705</u>	<u>2,811,992</u>

	2023	2022
	£	£
Key management personnel remuneration	<u>345,706</u>	<u>352,943</u>

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

	2023	2022
	No	No
£60,001 - £70,000	3	2
£70,001 - £80,000	2	1
£80,001 - £90,000	-	2
£90,001 - £100,000	1	-
£100,001 - £110,000	1	2
£110,001 - £120,000	1	-

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

	2023	2022
	No.	No.
	<u>90</u>	<u>84</u>

15. Net income/(expenditure) for the year

This is stated after charging/(crediting):	2023	2022
	£	£
Depreciation	89,106	118,000
Auditor's remuneration:		
Audit fees	<u>5,881</u>	<u>6,720</u>

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****16. Tangible Fixed Assets**

	Freehold Properties £	Medical Equipment £	Furniture & Fittings £	Motor Vehicles £	IPU Fit-out £	DTU Outlay £	Corridor Works £	Shop Costs £	General Refurbishment £	Total £
Cost or valuation										
At 1 April 2022	1,915,692	237,591	266,205	92,756	904,693	46,150	88,665	74,756	17,250	3,643,758
Additions	-	-	-	-	-	-	-	14,500	16,874	31,374
Disposals	10,644	-	-	-	-	-	-	-	-	10,644
Transfers	-	-	-	-	-	-	-	-	-	-
At 31 March 2023	<u>1,905,048</u>	<u>237,591</u>	<u>266,205</u>	<u>92,756</u>	<u>904,693</u>	<u>46,150</u>	<u>88,665</u>	<u>89,256</u>	<u>34,124</u>	<u>3,664,488</u>
Depreciation										
At 1 April 2022	856,767	208,289	223,089	59,296	64,889	1,922	6,206	71,059	115	1,491,632
Charge for the year	33,101	16,636	5,659	7,399	17,697	923	1,773	5,291	627	89,106
Eliminated on disposal	10,644	-	-	-	-	-	-	-	-	10,644
At 31 March 2023	<u>879,224</u>	<u>224,925</u>	<u>228,748</u>	<u>66,695</u>	<u>82,586</u>	<u>2,845</u>	<u>7,979</u>	<u>76,350</u>	<u>742</u>	<u>1,570,094</u>
Net book value										
At 31 March 2022	<u>1,058,925</u>	<u>29,302</u>	<u>43,116</u>	<u>33,460</u>	<u>839,804</u>	<u>44,228</u>	<u>82,459</u>	<u>3,697</u>	<u>17,135</u>	<u>2,152,126</u>
At 31 March 2023	<u>1,025,824</u>	<u>12,666</u>	<u>37,457</u>	<u>26,061</u>	<u>822,108</u>	<u>43,305</u>	<u>80,686</u>	<u>12,906</u>	<u>33,382</u>	<u>2,094,394</u>

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 2023****17. Fixed Asset and Current Investments**

Movement in listed investments	2023	2022
	£	£
Market value brought forward at 1 April 2022	4,584,179	4,462,710
Add: additions to investments at cost	403,548	477,693
Disposals at carrying value	(428,735)	(486,802)
Add net (loss)/gain on revaluation	(204,746)	130,578
Market value as at 31 March 2023	<u>4,354,246</u>	<u>4,584,179</u>

Net cash released from investments in the year was £257,679 (2022: £84,158).

	2023	2022
	£	£
Investments at fair value		
Comprised:		
Equities	4,354,246	4,584,179
Cash on deposit held within the investment portfolio	425,000	167,317
Total	<u>4,779,246</u>	<u>4,751,496</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 2023****18. Stock**

	2023	2022
	£	£
Housekeeping	960	1,007
Kitchen	1,571	745
IPU	2,997	3,932
Store	829	957
	<u>6,357</u>	<u>6,641</u>

19. Debtors

	2023	2022
	£	£
Other debtors and prepayments	253,446	412,297
VAT debtor	30,322	18,266
	<u>283,768</u>	<u>430,563</u>

20. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	83,900	676,152
Accruals	842,942	123,530
Deferred income (Note 21)	26,250	528,147
	<u>953,092</u>	<u>1,327,829</u>

21. Deferred income

	2023	2022
	£	£
Balance as at 1 April 2022	528,147	455,162
Amount released to income earned from charitable activities	(528,147)	(455,162)
Amount deferred in year	26,250	528,147
Balance as at 31 March 2023	<u>26,250</u>	<u>528,147</u>

Deferred income relates to payments in advance for Lottery draws. Last year's total included Health Board Funding received in advance for 2022-23.

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

22. Analysis of charitable funds

Analysis of Fund movements

	As at 1 April 2022 £	Income £	Expenditure £	Transfers £	Gains/ (Losses) £	As at 31 March 2023 £
Unrestricted funds						
Service Development Fund	60,000	-	-	1,088,000	-	1,148,000
Fixed Asset Fund	1,842,833	-	82,382	31,372	-	1,791,823
Investment Fund	4,584,183	-	-	(1,088,000)	(229,937)	3,266,246
Non-Health Board Funded Posts Fund	393,000	-	374,565	374,656	-	393,000
Dilapidations Fund	100,000	-	-	-	-	100,000
ACCORD@Home Fund	122,863	-	122,863	-	-	-
RHSCP Specific Projects Fund	60,400	27,000	61,150	-	-	26,250
Carers Training Fund	-	19,868	19,868	-	-	-
Total designated funds	7,163,279	46,868	660,828	405,937	(229,937)	6,725,319
General funds	393,502	3,701,565	3,296,897	(405,937)	-	392,233
Total unrestricted funds	7,556,781	3,748,433	3,957,725	-	(229,937)	7,117,552
Restricted funds						
Resource Centre	309,293	-	6,722	-	-	302,571
Elizabeth Frankland Moore and Star Foundation 1	8,007	-	-	(8,007)	-	-
Hospice Vehicle Fund	-	-	-	33,007	-	33,007
ACCORD@Home	-	99,624	99,624	-	-	-
Complementary Therapy Fund	-	2,000	2,000	-	-	-
Miss M J M Smith Trust	25,000	-	-	(25,000)	-	-
IPU Equipment Fund	5,813	14,000	-	-	-	19,813
Outreach Fund	4,300	-	350	-	-	3,950
Total restricted funds	352,413	115,624	108,696	-	-	359,341
TOTAL FUNDS	7,909,194	3,864,057	4,066,421	-	(229,937)	7,476,893

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****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 – this was reviewed in 2023 and now designates up to 4 years of funding to cover our ACCORD@Home service.

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 2023

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 from the Renfrewshire Health and Social Care Partnership (RHSCP).

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 rented premises).

ACCORD@Home - was designated to cover the incremental 2 year costs of creating the new community service offering up to March 2023, less the amount of funding which was already in place (see below in Restricted Funds).

RHSCP Specific Projects Fund – this includes funds received from RHSCP to cover specific projects including the Renfrewshire Bereavement Network. This was previously called the Renfrewshire Bereavement Network Fund.

Volunteer Strategy Programme Fund – was set up to cover the costs incurred for the creation and development of our Volunteer processes in the hospice in 2022.

Carers Training Fund – was set up in 2023 to cover educational costs associated with the training of carers.

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. This has now been transferred into an amalgamated Hospice Vehicle Fund.

Elizabeth Frankland Moore and Star Foundation 2 – The monies from this award were allocated towards the refurbishment and modernisation of our Day Therapy Unit (now Community Hub) in 2022.

Complementary Therapy Fund - this was set up in 2023 with funds received specifically to support our Complementary Therapy team's work.

ACCORD@Home Fund – these were funds from the National Lottery Community Fund to support part of the costs for this service up to March 2023.

Dr W & R Baxter Education Fund – was set up in 2018 to help fund ongoing training and educational activities within the hospice and funds were used up to 2022.

Coronavirus Job Retention Scheme Awards - These were funds provided through the government's furlough scheme which were received for staff who were furloughed in 2022.

Miss M J M Smith's Trust – this fund was set up in 2022 to fund the cost of a new patient transport solution. This has now been amalgamated into the new Hospice Vehicle Fund.

ACCORD HOSPICE

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

22. Analysis of charitable funds (continued)

W A Cargill Fund – the monies from this award went towards the ACCORD@Home service during 2022.

Trades House of Glasgow– the monies from this award are to fund a new IPU bed. This fund has been supplemented by new donations in 2023 and has been renamed the IPU Equipment Fund and will be utilised for any new equipment/resources for the IPU.

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. This has been renamed as The Outreach Fund.

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

Hospice Vehicle Fund – This is a fund set up from donations by Trusts and others to allow us to provide patient transport and vehicles for use at the hospice.

ACCORD HOSPICE**NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023****23. Net assets over funds**

At 31 March 2023	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2023 £
Tangible fixed assets	-	1,791,823	302,571	2,094,394
Investments	425,000	4,354,246	-	4,779,246
Stock	6,357	-	-	6,357
Debtors	283,768	-	-	283,768
Bank & Cash	630,200	579,250	56,770	1,266,220
Creditors	(953,092)	-	-	(953,092)
	<u>392,233</u>	<u>6,725,319</u>	<u>359,341</u>	<u>7,476,893</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 2023****24. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	2023	2022
	£	£
Net (loss)/income for the year per the Statement of Financial Activities	(432,301)	824,559
Adjustments for:		
Losses/(Gains) on investments	229,937	(129,743)
Depreciation charges	89,106	118,000
Interest received	(25,349)	(2,288)
Dividends received	(114,553)	(108,235)
Decrease in stock	284	480
Decrease/(Increase) in debtors	146,795	(320,378)
(Decrease)/Increase in creditors	(374,737)	182,102
Net cash (used for)/provided by operating activities	<u>(480,818)</u>	<u>564,497</u>

25. Analysis of cash and cash equivalents

	2023	2022
	£	£
Cash at bank and in hand	1,266,220	1,896,197
Total cash and cash equivalents	<u>1,266,220</u>	<u>1,896,197</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;

	2023	2022
	Land and Buildings	Land and Buildings
	£	£
Under 1 year	134,100	65,479
Between 2 and 5 years	387,579	34,479
	<u>521,679</u>	<u>99,958</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 2023****28. Capital Commitments**

Amounts contracted for but not provided in the financial statements:

	2023	2022
	£	£
Total committed	40,436	14,255