



# Annual report and financial statements

For the year ended 31 March 2018

ellenor

(Company limited by guarantee)

Company No. 06302132 Charity No. 1121561

*ellenor.\**

## CONTENTS

## PAGE

Reference and Administrative details	1 – 2
Trustees' Report (incorporating the Strategic Report)	3 – 27
Independent Auditors' Report	28 – 30
Statement of Financial Activities	31
Balance Sheet	32
Cash Flow Statement	33
Notes to the Financial Statements	34 – 50

Status	The organisation is a charitable company limited by guarantee, incorporated on 4 July 2007 and registered as a charity on 9 November 2007 in England and Wales.
Governing Document	The company was established under Memorandum and Articles of Association which established the objects and powers of the charitable company.
Company Number	06302132
Charity Number	1121561
Registered Office	Coldharbour Road, Gravesend, Kent, DA11 7HQ
Registered name	From 4 April 2017 Ellenor Lions Hospices changed its registered name to <b>ellenor</b> .
Operating Office	The main operating office is at Coldharbour Road, Gravesend, Kent, DA11 7HQ. The company also has support functions operating from 42-44 High Street, Swanscombe, Kent, DA10 0AB.
Subsidiaries	<p>Ellenor Group has two subsidiaries; Ellenor Lions Hospices Trading Limited (registered number 5985820), Ellenor Lions Hospices Lottery Company Limited (registered number 03116416).</p> <p>From the 1 April 2017 <b>ellenor</b> entered into an agreement with Ellenor Lions Hospices Trading Ltd to transfer all the assets, liabilities and activities relating to the sale of donated goods to the charity. Therefore the principal activities of Ellenor Lions Hospices Trading Limited are to conduct the trading elements of the charity, mainly through the sale of new goods from our charity shops.</p> <p>The principal activity of Ellenor Lions Hospices Lottery Company is to raise funds for the charity through the administration of a Lottery.</p> <p>The distributable profits of the two subsidiary companies are gift aided to the charity at year end.</p> <p>Post year end, 1 May 2018, <b>ellenor</b> Group dissolved a dormant company Ellie Elephant Limited (registered number 09525742). During the year the company had only one asset (1 ordinary share of £1). It has no bank account and one sole director – Tim Hammond (Company Secretary).</p>

## REFERENCE AND ADMINISTRATION DETAILS

For the year ended 31 March 2018

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Trustees serving during the year	Maurice Tutty	(Chair of Trustees)
	Val Elms	(Resigned 11 September 2017)
	Barry Palmer	(Resigned 11 September 2017)
	Mary Saunders	
	Dr Bhargawa Vasudaven	
	Bryan Harris	
	Nancy Cogswell	
	Catherine Rossiter	
	Jan Stanton	
	Kerry- Jane Packman	
	David Philpott	(Resigned 1 May 2018)
Glynis Rogers	(Appointed 3 April 2017)	
Roger Wedderburn-Day	(Appointed 12 June 2017)	
Ann Barnes	(Appointed 11 September 2017)	

Company Secretary Tim Hammond

### Key Management

Chief Executive	Claire Cardy
Director of Patient Care	Jacque Hackett
Director of Income Generation	Rachel Holweger
Director of Finance & Resources	Tim Hammond
Director of Human Resources	Natalie Webb

Rachel Holweger resigned on the 2 February 2018.

### Bankers

Barclays Bank PLC  
PO Box 427  
Maidstone  
Kent  
ME14 1TW

### Auditors

haysmacintyre  
Chartered Accountants & Registered Auditors  
10 Queen Street Place  
London  
EC4R 1AG



## MAURICE TUTTY – CHAIR OF TRUSTEES

It seems every year we get busier and time passes quicker. 2017–2018 was no exception and we have continued to deliver outstanding care across our local community.

We keep our mission to 'lead and coordinate the best personalised care for all ages' at the heart of everything we do. We strive to reach as many families as we can and have refreshed our strategy to develop community led services.

We cared for 2,874 patients and their families this year, continuing to meet increasing demand year on year. We also saw increased diversification of our services with our wellbeing, outreach and education services being prime examples.

I am very grateful for the incredible hard work undertaken by both our staff and volunteers. Their dedication allows us to continue to offer the very best care to families facing terminal illness in our local community.

We have seen plenty of public recognition and appreciation of our services this year. We achieved an Outstanding rating from CQC and received the KCA Care Charity of the year Award. We were honoured to have a member of staff invited to the Royal Wedding and the breadth/quality of our services are available for all to see in the highly acclaimed TV Series, The Hospice, which is available on the Together Channel.

We are working hard at raising our profile and increasing our income. We have seen much success on these fronts and remain extremely grateful for all the support we receive from right across the community.

Our robust governance arrangements have enabled the Board and Executive team to continue operating effectively.

I would like to thank my fellow Board members for their continued support, hard work and commitment as Trustees of this charity. This is a particularly poignant report for me as this is my last report as Chair of the Board. I am delighted to report that Roger Wedderburn-Day (currently Vice Chair) will take over as Chair in September. I believe I will be leaving **ellenor** in extremely safe hands. I look forward to seeing the continued expansion and delivery of high quality care as the local demographics and other external factors place new and different demands on the organisation.

I remain immensely proud of the work we do and the very real impact we have on people's lives. On behalf of our patients and their families, I would like to say a massive thank you to all of our supporters, staff and volunteers. Your contributions are invaluable and we simply could not provide the services we do without your continued support.



**Maurice Tutty**  
Chair of Trustees



## OBJECTIVES

As a charity caring for patients of all ages, and their families, we aim to provide the highest standards of palliative and hospice care, and ensure we can make every moment count. We also want to be able to expand and enhance what we do, in order to ensure that more people can get the help and support they need.

2017-18 was the last year of our five year strategic plan. We continued to deliver high quality care and support services, and lead and promote awareness of good end of life care. Over the past twelve months, we have developed our new strategy, following widespread engagement with staff, volunteers, patients, families and the wider community, to enable the organisation to meet its objectives for the next three to five years, in aiming to ensure that all families facing terminal illness get the help and support they need.

## Our mission, vision and core values

*Our Values, Vision and Mission guide everything that we do at ellenor*

## OUR VALUES

● PATIENT AND  
FAMILY CENTRED

● COMPASSIONATE

● COLLABORATIVE

● PROFESSIONAL



## VISION ●

FOR ALL FAMILIES FACING TERMINAL ILLNESS TO RECEIVE THE BEST QUALITY, PERSONALISED CARE & SUPPORT.

## MISSION

TO PROVIDE THE BEST HOSPICE CARE TO PATIENTS AND FAMILIES.

TO LEAD, COORDINATE AND SHARE OUR EXPERTISE TO ENABLE THE COMMUNITIES THAT WE SERVE TO ACCESS CARE AND SUPPORT IN THEIR PLACE OF CHOICE, ENSURING THAT THEY MAKE THE MOST OF THE TIME THEY HAVE.



#### Our main aims

- As a provider of Specialist Palliative Care and Hospice Care for adults and children, to extend and develop our services that support patients and families, in order to reach more people who need our care.
- To act as a Palliative Care Lead – raising awareness of end of life issues, promoting good practice and developing our role in educating others to enable more people to get the best care at the end of life.
- To raise and develop our funding and resources to ensure delivery of care and support is maintained and sustainable.

#### Our Care and Services



##### Hospice at Home for Adults

Adults under our care can receive our services in their own homes, 24 hours a day. We offer support to care home residents and also have a rapid response service to give hands on and emotional support whenever needed.

##### Children's Hospice Care

We provide Hospice care for children, young people and their families, in the comfort of the family home. We provide respite care and short breaks, to support the whole family.

Our dedicated care team is available around the clock for children at the end of life.

##### Emotional and Spiritual support

We care for the whole person to promote wellbeing, offering counselling, therapies and spiritual support for patients and their families through treatment and beyond, with the aim of reducing fears and anxieties.

##### Support for Carers

We give information, advice and practical help for carers and their families to assist with the common challenges people face when caring for someone who is ill. Our award-winning Carers Cuppa and bereavement drop-ins offer carers an opportunity to come together for real peer to peer support.

##### Outpatient and Day Services

Our team help and support patients with any symptoms they may have, helping them to make the most of life and to overcome any concerns. We provide a variety of therapies to offer relief, enable rehabilitation and to give a chance to meet others.

##### Inpatient Ward

Our Inpatient Ward at Gravesend provides specialist inpatient care for people from the age of 14 upwards, in a reassuring and peaceful environment. The ward offers symptom control as well as end of life care. A typical patient stay lasts around two weeks.

#### Sharing Expertise

We provide education and training opportunities for healthcare professionals from any background to ensure that anyone approaching the end of life has access to the highest quality care and support, wherever they live, regardless of their condition.

We have extended our programme of courses for school students, along with links to schools. Through this work we hope to attract a diverse range of people into careers in care through training the next generation of staff.

#### OUR VOLUNTEERS



We are thankful for the commitment and hard work of our 618 volunteers at ellenor who play important roles in helping us deliver our care work during the year. The majority of our volunteers give up their time to work as carers, in our shops, participate in fundraising activities such as lottery collections, help with reception enquires and in finance. The indicative value of this work we estimate to be about £1,025k pa, totalling about 130,000 hours of work.

#### Our staff

We are a service-led charity, so as well as our volunteers, our 177 skilled staff remain our most important asset. Without their skills, expertise and hard work we would not be able to support and deliver our care achievements during the year. We have an organisation-wide People Strategy, led by the Director of Human Resources, which sets out the way we attract, develop and retain a skilled and engaged workforce to enable us to maintain the highest standards of care. This remains a priority area, and a number of initiatives are underway to ensure staff have the right training and support to deliver our objectives.



## ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE

### How did we do?

Our vision of reaching more people is being achieved, ensuring that more families facing terminal illness are able to receive the best quality care and support. We have cared for more people than ever before, and have had a number of successes in recruiting and developing new staff and volunteers to our clinical workforce to ensure that we have the right people with the right skills in place to deliver our care.

We are particularly proud to have been recognised for our excellent services, having been awarded "Kent Care Charity of the Year", as well as achieving the highest rating of "Outstanding" following our inspection by the Care Quality Commission.

We have also had a significant boost to our profile, as we took part in the filming of a 13 part television documentary series, entitled "The Hospice". Exclusively filmed at ellenor, the series follows the lives of patients and families under our care, and the staff and volunteers caring for them. The series gives viewers the opportunity to witness the incredible palliative care provided to all ages, demonstrating how every single precious moment matters. The feedback about the series since it started to be aired has been very positive, and it is rewarding to know that we are able to show the difference we can make to people under our care.

The Trustees have adhered to the Charity Commission public benefit guidance when they review the charity's purpose, objectives, activities, achievements and performance annually.

### The key priorities for the year 2017–18 were as follows:

- Continued improvements to the Quality and Safety of our Care

#### What we said we would do

We said we would develop a quality strategy to ensure we could improve patient safety and clinical effectiveness, including a restructure of our clinical meetings to enhance clinical governance within the organisation.

To help us achieve these important areas of improvement, we said we would look to appoint a Clinical Governance Lead Nurse, to ensure the right leadership and support is in place to deliver safe services of the highest quality.

#### What impact did we make?

We appointed a Head of Quality and Clinical Governance, to lead on this important work and provide senior oversight in conjunction with clinical heads of department. The clinical meetings have been restructured in order to facilitate the delivery of care, and support governance requirements, ensuring that quality and safety issues are overseen at senior management level, with appropriate scrutiny from the Board. Representatives of the NHS commissioning body's Quality and Safety Team attend the meetings and have commented that they have seen significant improvements in the way we manage clinical governance.

We had an inspection from the Care Quality Commission in July 2017 and were delighted to achieve an **"Outstanding"** rating, the highest that can be awarded. The inspectors particularly praised the compassion and responsiveness of the organisation, and commended the dedication of the staff, saying that they *"went 'the extra mile' when providing care and support"*.

They commented that during their visit, they were told by families that staff were exceptionally kind, caring, and compassionate in the support they provided: *"I find staff here so caring and thoughtful. They cannot do enough; They make you feel special and respect you"*.

"The service provided outstanding end of life care where children and adults were enabled to experience a comfortable, dignified and pain-free death in the place of their choice when possible".

*CQC Report Oct 2017*



## • Development of our Property and Facilities

### What we said we would do

We said we would continue to implement the plans to improve our facilities under the oversight of the Property Development Sub-Group. This includes working towards a planning application for redevelopment of the Gravesend site.

In the interim, we said we were committed to ensuring that our staff and volunteers have the right environment to carry out their roles effectively. In response to feedback from our staff, and following a review of our current facilities, there was a plan to relocate staff away from the Dartford site.



#### What impact did we make?

We successfully completed interim moves to co-locate all our clinical and care staff onto one site at Gravesend. Teams have been based together since February 2018 and are already reporting on the positive benefits of cross-departmental working.

Our HR, Finance and Fundraising departments moved into our existing vacant offices at Swanscombe, thus making better use of our freehold premises.

All these moves happened smoothly thanks to a robust project plan, and have resulted in greater cohesion and efficiency.

A member of staff in the children's team said *"it's great to be based at Gravesend now with our colleagues in the adult team. We can work more closely together and already that's improving the service we offer to families, as well as having a positive effect on staff morale"*.

The project to develop our facilities for the longer term continues, and the property Development Sub-Committee meets regularly to oversee progress. We have appointed a design team and many of the contractors required to get the proposal to the planning application stage. Clinical staff have been involved in the plans to ensure that the facilities we design are fit for the future needs of our patients and families.

#### • Demonstrating the impact of our work

##### What we said we would do

We said we would continue to develop new ways to assess and evaluate the impact of the care we provide to patients and families, and build a stronger evidence base for our strategic plan.

We wanted to ensure that feedback from our patients about their experience was obtained consistently and that we could monitor that patients were receiving the care that they need, irrespective of their diagnosis, in a measured way. We wanted to embed a number of tools fully in practice, by incorporating them into the core documentation system, accessible to all members of care staff.

##### What impact did we make?

We have implemented the Integrated Patient Outcome Scale (IPOS) and are using this as the basis for all our clinical assessments for patients in the community setting. On the Inpatient Ward, we have implemented a range of Care Plans, with a focus on patients' wishes and preferences being achieved.

We had hoped to embed Views on Care more widely but have not been able to develop the team of trained care volunteers needed to fully implement this in the way we had intended. We also continue to use the Carers Support Needs Assessment Tool but have been unable to incorporate this into our electronic patient care documentation system due to other priorities – both of these remain in the plan for the year ahead.



"At the start of last year, my beautiful Granny, Patricia Bowen, was diagnosed with Merkel Cell Carcinoma and by July she had become extremely poorly and was admitted to **ellenor** Gravesend. Nothing will ever quite prepare you for the loss of a loved one but the **ellenor** staff seemed to make something so difficult that little bit easier. Not only did they provide incredible care to my Granny in her final weeks but they always extended this love and support to every friend and family member who visited her too. Thank you to everyone who made her so comfortable, no matter what time of day or night. Thank you to everyone who smiled at us, held the door open or made us tea and coffee, sometimes the little things mattered most." – Millie Gooch

## Reaching more of our local community

### What we said we would do

Although we have helped more people than ever before, we know there are still key groups we are not supporting as fully as we might. We said we would set out a clear plan to reach members of our local community who are currently under represented on our caseload. This would include building on links with people from BME communities in our local area, ensuring that we offer culturally appropriate services for patients and families regardless of religion or ethnicity, and exploring opportunities to work with hard to reach groups such as homeless people or Gypsy Travellers who need hospice or palliative care. We wanted to target remote areas, as well as increase the number of patients with conditions other than cancer under our care.

### What impact did we make?

We have continued to work with our local communities to increase awareness about our services. The television documentary series has helped us to raise our profile, and has featured stories about patients and families from different BME communities.

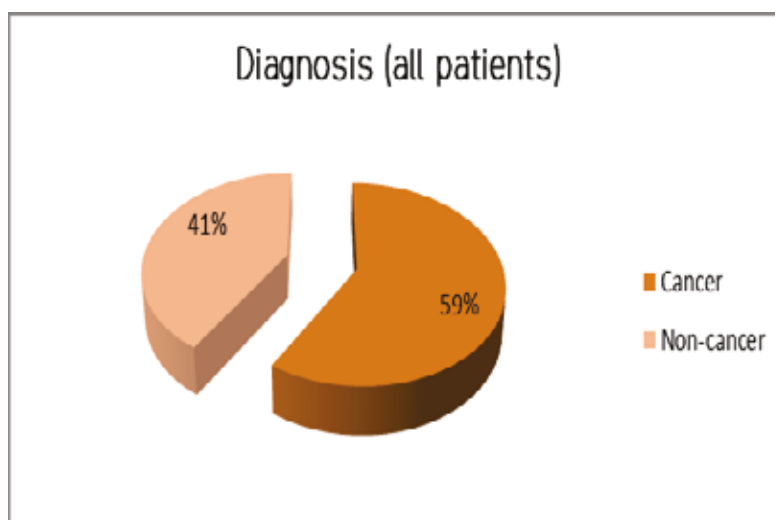
We have had a great deal of success in providing care to Gypsy Travellers. This group has always been hard to reach as they can tend to be on the edge of society. Over the past year we have cared for a number of families from this ethnic background, and this has increased awareness of our work within that community.

This is a comment received from a family member several months after we cared for his mother, printed here exactly as it was received:



"Hi to all the staff and doctors my name is mark butler you all took such wonderful care when my mum took to her bed we was the Gypsy family that needed your service I know we was so many to sit with mum and not once we felt out of place for the first time we felt love and care I can not thank you so much I miss my mum Amy so much she was a rock in the family home I've been so blessed to haved wonderful parents your staff made us so welcome we felt the generwin love which we don't receive that often so thanking you so so much I will be in your dett and thank you all for making us ecal as one kind regards mark butler"

We have also worked hard to increase the services we offer to patients with conditions other than cancer, to better reflect the diagnoses that people have at the end of life. As a result we have seen a huge increase in patients with non-cancer diagnoses, rising by 13% on the previous year.



## OTHER ACHIEVEMENTS AND KEY IMPACTS

Below are just some of the many achievements and key impacts we have made in our local community during the year ended 31 March 2018.

**84%** of our patients achieve their preferred place of death, meaning they can die surrounded by their loved ones in a place of their choice



**9 out of 10** patients were admitted to our ward within 48 hours of referral



We have undertaken Advance Care Planning with **3x** as many care home residents as last year, meaning more people have a greater say in their last wishes



We cared for a total of  
**2874** people  
during the year,  
delivering a wide range  
of services to meet  
their holistic needs



Referrals to our  
Children's Team  
increased by  
**24%** from the  
previous year

1216 people  
attended our  
Wellbeing Drop-in  
Groups including  
relaxation,  
exercise and  
music therapies



## FINANCIAL REVIEW

### Highlights 2018

Net surplus of £22k, above our budget target

£4.6m spent on charitable activities

Raised £6.8m in income – 71% from the generosity of our local supporters

Invested in and improved net income of our lottery by 27%

Controlled costs despite economic inflation

Improved working capital

Maintained free reserves despite much needed investment in refurbishing our property

Transferred charity shops to charity to reduce risk and improve administration

Throughout the year we delivered a wide range of care services to support our charitable mission to provide the best care to patients of all ages and their families. We aim to deliver these services in an effective and sustainable way supported by a long term approach to financial planning. Over the course of the year we continued to invest in our diverse range of fundraising activities to improve future net income. In the year ended 31 March 2018 we budgeted to use some reserves to support this aim. We continued to invest in our Lottery initiatives which resulted in an increase in net income of £63k in comparison to the previous year (*note 8*).

An aim during the year was to further improve our facilities, in the short and long term, to enable our care teams to be on one site to improve cross departmental working. To support this aim we invested £167k from our reserves in our care facilities during the year. This expenditure was spent on improving our current facilities adding short term office accommodation for our care team at our hospice in Gravesend and refurbishing our support offices at Swanscombe. We spent an additional £96k on professional fees to start work on a planning application to further modernise our hospice at Gravesend. As this is a long term capital project, these professional fees were treated as a prepayment during the year.

Improving our office facilities at Gravesend and Swanscombe enabled us to complete our target to free up our Dartford office as an investment

property. This decision was made by our Board based on the outcomes of expert valuation reports. This investment is treated as a current asset during the year as the property is currently under offer.

Overall, including these investments in property improvements, we generated a net surplus of £22k. Although, economically and competitively, it was a difficult year with continued austerity and increased inflation, the Trustees were pleased we controlled expenditure and maintained income to improve our net result in comparison to budget.

Our Trading subsidiary was restructured at the beginning of the year with the aim to reduce risk and improve administrative efficiency. The restructure resulted in all the assets of our charity shops being transferred to the charity via an Asset Transfer Agreement approved between the Directors of both entities. The income and expenditure from the sale of donated goods in our charity shops is now shown in the charity financial figures with the Trading subsidiary containing the income and expenditure from the sale of new goods.



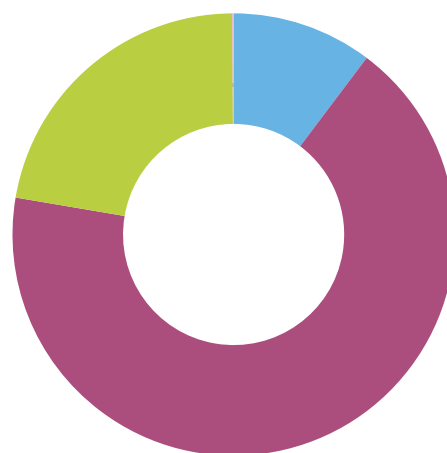
## FINANCIAL PERFORMANCE

### Overview

The Consolidated Statement of Financial Activities (SOFA) on page 31 reports a surplus for the year of £22k (2017: surplus £165k). Our income for the year, including net gains on investments, totalled £6.9m (2017: £7.0m). Our expenditure for 2018 is £6.9m (2017: £6.8m). There was a decrease in our Group cash and cash equivalents during the year of £190k, however excluding the investment expenditure to improve our facilities during the year (£263k); there was a cash increase of £73k in comparison to the previous year. These cash figures are shown by the Consolidated Cash Flow Statement on page 33. Our cash position remains as one of our key concerns. Achieving financial sustainability remains a key priority.

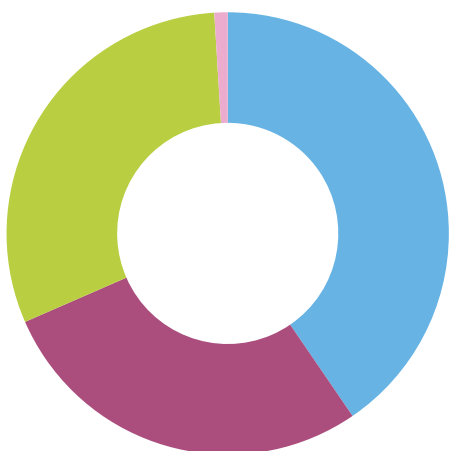
### How was the money spent?

	£'000
COST OF VOLUNTARY INCOME	£708
CHARITABLE ACTIVITIES	£4,643
TRADING AND LOTTERY	£1,531
INVESTMENTS & OTHER	£7



### How we raised income?

	£'000
DONATIONS AND LEGACIES	£2,745
CCG & LOCAL AUTHORITIES	£1,900
TRADING AND LOTTERY	£2,075
INVESTMENTS & OTHER	£66



72% of our total income comes from voluntary income and trading activities. It remains a challenging and competitive time for our fundraisers. We had a slight fall in income in comparison to previous year by £28k. We continue to be thankful for the generosity of our local supporters who help raise £4.8m towards the £6.9m it cost to operate the charity during the year. Despite economic inflationary pressures during the year we did well to control our costs with expenditure rising marginally over the previous year by only 1%. Of total expenditure £4.6m was spent directly on our charitable activities during the year.

In comparison to the previous year, there was a significant increase in charity income and expenditure mainly due to the transfer of charity shops from the Trading subsidiary under an Asset Transfer Agreement. The £26k (2017: £284k) net income (before tax) from the Trading subsidiary is now primarily the sale of new goods as a result of this restructure. Although we increased investment in our Lottery subsidiary by 9%, we were pleased with the resulting return on investment, increasing net income by 27%.

In 2018 for every £1 spent on fundraising £3.92 was raised for the charity.

## RESERVES

### Policy

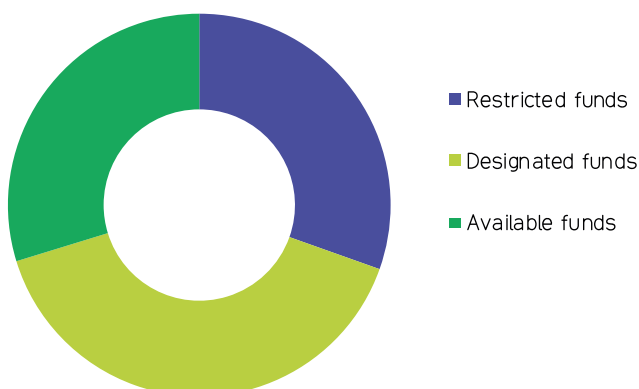
The Trustees have agreed a reserves policy with a target to have enough free reserves to maintain 6 months of the charity's operating costs. The Trustees believe this level of funds is necessary to ensure an uninterrupted provision of its charitable activities due to the unpredictable nature of the charity's incoming funds.

Whilst the Trustees and the Senior Management Team are confident that the organisation has good internal management of cash flow and budgetary processes, the timing of incoming funds into the charity is always difficult to predict due to their nature. The Trustees and Senior Management monitor and review cash reserves on a weekly basis. The charity relies predominantly on incoming funds from voluntary income via Fundraising. The receipt of certain elements of this type of income, such as legacies and general donations, can be hard to predict and forecast, therefore the charity requires cash reserves to maintain working capital and smooth out these fluctuations.

### Reserves during the year

Charity funds were £5.5m at the end of the year, of this £1.7m is restricted and £2.2m has been designated for specific purposes. After accounting for these restricted and designated funds, £1.6m remains as free reserves. These free reserves equates to 4 months cover based on the charitable spend of £4.6m in the year ended 31 March 2018. Although this is currently behind the reserves policy target, the trustees were pleased the charity maintained available reserves consistent with previous year, despite investing in much needed property improvements during the year.

Funds Analysis	2018 £'000	2017 £'000
Total funds of charity	5,477	5,455
Less: restricted funds	1,667	1,782
<b>Unrestricted funds</b>	<b>3,810</b>	<b>3,673</b>
Less: designated funds	2,181	2,037
<b>Available reserves</b>	<b>1,629</b>	<b>1,636</b>
Months cover	4	4



The charity cash position increased slightly by £70k during the financial year. Despite a continuing unpredictable and fluctuating economic environment in which the organisation operates, the charity monitored and controlled working capital well during the year.

The reserves policy target is part of a longer term financial plan to grow reserves by investing in growth areas of fundraising. During the year further investment went into fundraising, particularly in the growth of lottery membership. The trustees were pleased with the resulting investment returns from this initiative.

## THANK YOU

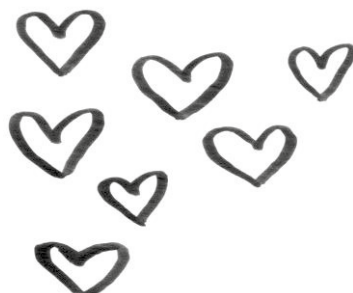
Thank you to all our supporters who have helped us to raise this income during the year, which meant we were able to continue to develop and improve our care for patients and families.

We receive a lot of compliments for our service. Below are a few of the huge number of "thank yous" we have received from the families we have supported.

"Words will never be enough to express how grateful we are for the help, care and compassion you gave to him. From the time we met you it was like a huge comfort blanket had been placed over us. That made the next few weeks easier because you were there to support and guide us. I will be forever in your debt, you are truly angels."

"Just to say how much we all appreciated the care shown to her in her last few weeks. It would have been so much harder without your help. We particularly wanted to say a big thank you for how peaceful you made her look on that last day and because of this her boys were able to say 'goodbye' to their mummy. Please can you convey our thanks to all who visited us."

"From the start of my journey I knew I was in a bad place. I felt overwhelmed like I was drowning. After losing my partner my whole world changed. I was now mum and dad. Through the sessions my life and ultimately my children's life has improved dramatically and although it's still tough I feel I can face the challenges ahead. Thank you to all that helped my partner, my children and myself through this. You have all made a traumatic experience as easy as it could be. Without your help I honestly don't know where we would be now."





"I am so grateful to have been offered the complementary therapy service, the therapies have been wonderful and made me able to completely relax and unwind throughout the difficult period I was going through. It was lovely to see mum get enjoyment and peace from the sessions before she sadly became too poorly. It was lovely for me to continue with a few more sessions after mum's passing which helped me in the grieving process."



"Facing terminal illness is so hard, everyone from the home care team to when mum was admitted helped every step of the way. You all done a fantastic job and helped me give my mum the best care. I know we all done our best thanks to you. Thank you all. I will never forget what you all done for our mum."

"We just wanted to express our sincere thanks for everything you did for him. The care and dignity you all provided at such a difficult time was exceptional and will never be forgotten. Thank you for providing him with a loving caring environment for a peaceful passing.

We could not have asked for a more perfect place for his final days. Words cannot express our gratitude for the truly amazing work you all do every day."



## FUTURE PLANS

Following extensive engagement both internally and externally, a new strategic plan was developed and ratified by the Board at their meeting in April 2018. This has been launched through staff meetings and other communication cascades, ensuring that the whole team are clear about our priorities and plans for the future. Visual materials, including posters and booklets, have been disseminated widely.

The strategic plan builds on the previous successes and achievements, and identifies ways to strengthen or improve where needed. We know that significant inequity exists in access to hospice care, and the majority of the population do not achieve their wishes at the end of life as a result. We want to address this inequality by widening access to our care and support, and offering different types of services, working in partnership with others. Demand for our care for all ages is rising, and we must find ways to innovate and adapt to respond to the growing challenges.

We have developed a "CLEAR" strategy to explain our five top-level objectives for the next strategic plan:

Collaborate	Lead	Enable	Adapt	Reach
<p><b>with partners and the public to achieve our vision</b></p> <ul style="list-style-type: none"> <li>• Collaborate with other local support and care organisations</li> <li>• Work more closely with other hospices, sharing expertise and resources</li> <li>• Involve our patients, families and local community to develop services that better meet their needs</li> <li>• Embed a holistic approach to fundraising</li> </ul>	<p><b>by example, sharing our expertise with the wider community</b></p> <ul style="list-style-type: none"> <li>• Be the lead provider for palliative and end of life care</li> <li>• Develop and provide training and education for internal &amp; external stakeholders</li> <li>• Be the employer of choice for recruitment and staff retention</li> <li>• Raise our profile and awareness of our work and end of life care issues</li> </ul>	<p><b>the community to ensure everyone gets the support they need</b></p> <ul style="list-style-type: none"> <li>• Support carers in a range of locations</li> <li>• Improve management and greater use of volunteers</li> <li>• Continue to develop the leadership and management capability and potential of our team</li> <li>• Implement a clearer transition pathway for young people</li> </ul>	<p><b>to the changing environment by being at the forefront of innovation</b></p> <ul style="list-style-type: none"> <li>• Implement internal professional development, career pathways and talent management</li> <li>• Improve internal communication</li> <li>• Improve and update the facilities at the Hospice</li> <li>• Develop our IT systems and capability</li> <li>• Ensure longer term financial sustainability</li> </ul>	<p><b>more people to ensure everyone gets the end of life care they need</b></p> <ul style="list-style-type: none"> <li>• Widen access to our care for all diagnoses</li> <li>• Remove barriers to our services by being more flexible</li> <li>• Increase outreach work and community engagement</li> <li>• Improve messaging about who we are and what we do</li> <li>• Expand bereavement support to a wider community</li> </ul>

The CLEAR strategy sets out the main areas of work over the next three to five years. Here are the main priorities we will focus on for the next year.

#### Community Engagement

A key part of our new CLEAR strategy is community engagement: harnessing the collective power of local communities by a more inclusive and enabling approach. With an ever-increasing demand for our care, we need to adopt more of a "public health approach", as there is evidence to suggest that, as a society, we have tended to over-professionalise death and dying. We need to empower the community to support themselves and each other where appropriate, not just provide services to them as passive recipients.

With that in mind we will develop a new community engagement strategy to further develop our local networks and build on the opportunities for volunteer development.

We will introduce a Community Engagement Lead role to take on this work, and proactively build on and develop strong and sustainable links between the Hospice and the wider community in order to empower and enable communities, families, groups etc.

#### Development of our Website and IT infrastructure

One of the opportunities for improvement which was identified by our staff and volunteers at the strategy engagement workshops was the potential for greater connectivity and interactivity by means of the website and other Information Technology. Many of our patients and families are now familiar with using IT as a means of communication and would welcome the opportunity to use it to greater potential e.g. for advice and contact with their health care professional, peer support and networking with other patients and families, or signing up for clinics, therapeutic groups or drop-in sessions.

We will develop a working group to review our website and other IT functionality to improve the patient and family experience.

#### Transition: improving the care and support for young people

We provide care for all ages, which is well-evaluated, but there is still an issue in being able to provide the right age-appropriate services for young people between the ages of 14 and 25, especially when they make the transition between children's and adult's care. We will review the current Transition Pathway and look to make improvements where needed, seeking the views of young people on the services they have received and what could better meet their needs. We will review education and training for our staff and volunteers, and the facilities and equipment in place, making improvements where required.

We will establish a steering group to fully review our current Transition Pathway and service offers. Then make recommendations for the future on how to improve these to meet the needs of young people more appropriately.

#### Collaboration

Collaboration with local support, care and hospice organisations will be a key objective in the coming years. The aim of sharing expertise and support will be an important element to improving efficiencies in the delivery of our care services. During the year we started the process of having discussions with local hospices to start to develop areas where collaboration can be agreed and effective.

We will continue our work with other hospices with the goal to implement resources and plans to target quick wins to improve cost efficiency and service efficiency.

#### Development of our Property and Facilities

Continuing the work commenced in the previous years, we need to ensure we have modernised and further developed our facilities to ensure they are suitable to support the delivery of our strategic care service aims.

We will continue to implement the plans to develop our facilities with the oversight of the Property Development Sub-Group. This will include the board approval of a planning application for the development of the current Gravesend hospice site by the end of next financial year.



## RISK

The Trustees regularly review the risks faced by the charity to develop proportionate controls and deliver on the charity's strategic aims. The charity operates a single working Risk Register which is regularly appraised and the level of risk is assessed by the Trustees and Senior Management Team. The Risk Register follows the Charity Commission CC26 guidance and principles on managing risks.

Sections of the Risk Register are reviewed, updated and minuted at every subcommittee meeting. It is then collated into a single document to be appraised at the Risk and Governance Committee, who then report to the Board on a quarterly basis. The full risk register is available to any Trustee or external agency upon request.

The Trustees have reviewed our financial position and financial forecasts, taking into account the levels of investment reserves and cash, and the systems of financial control and risk management. The Trustees believe that we are well placed to manage operational and financial risks successfully. Accordingly, they consider that the charity has adequate resources to continue in operational existence for the foreseeable future as a going concern.

During the year the major risks identified and reviewed by the Trustees included:

- **Risk** – generating enough income and have enough reserves to have sustainable funding to meet the continuing demand for our services. The charity continues to raise funds in an uncertain and competitive economic market, where we are thankful for the continued generosity of our local community who raise the 71% of income required from voluntary fundraising. The trustees were particularly grateful for the £735k cash received from our legacies during the year.

**Existing controls** – investment in growth areas of fundraising income continued during the year. For example, investment in our lottery increased membership and net income. This investment should help support increased available net funds to the charity over the next few years. The cash flows of the charity are monitored and forecasted on a weekly basis and expenditure is planned accordingly through good stewardship. Fundraising initiatives are approved and reviewed on a return on investment basis.

- **Risk** – unable to attract, recruit, retain, develop and support our staff and volunteers, to ensure the workforce is fit for the future and able to respond to the changing environment. The recruitment and retention of experienced clinical expertise remains a challenging risk for the charity as well as many of the local care operators.

**Existing controls** – during the year we continued to implement a diverse recruitment strategy, collaborating with other organisations where necessary, to successfully recruit key staff and volunteers. We review our pay policy to ensure our pay remains competitive as well as supporting transparency, consistency and fair pay.

- Risk – facilities are not adequate to meet the increased demands and fluctuating needs of the families the charity cares for.

**Existing controls** – under the governance of the Property Committee, planning application work began on a proposed improved development of our Gravesend hospice site. During the year we added interim improved care facilities at Gravesend to improve service collaboration. We refurbished facilities in Swanscombe to improve office facilities for our staff and volunteers.

- Risk – IT systems and processes fail or performance impacts on ability to deliver an effective hospice service.

**Existing controls** – IT strategy overview document has been approved. During the year we continued with further investment in the development in our IT infrastructure to support the efficiency of our care services and improve our patient data information. We were pleased to receive Cyber Essentials accreditation and work has begun to enable us to obtain Cyber Essentials Plus accreditation.

- Risk – reputational risk resulting in loss of support from not being proactive in the charity's fundraising and regulatory compliance.

**Existing controls** – governance of the organisation is regularly reviewed and monitored under the stewardship of the Risk and Governance Committee. As a paid member of the Fundraising Regulator, the charity has reviewed and put in place processes to ensure it meets its requirements under the Code of Fundraising Practise for the UK. An Information Governance working group was set up during the year to implement a cross departmental action plan to ensure the charity improves on its General Data Protection Regulation (GDPR) requirements. The Board and Governance Committee regularly receive updates on our progress with this during the year. The Trustees are pleased with the progress made so far.

We had an inspection from the Care Quality Commission in July 2017 and were delighted to achieve an **"Outstanding"** rating, the highest that can be awarded.



## STRUCTURE, GOVERNANCE AND MANAGEMENT

ellenor is an incorporated charity governed by its Articles of Association under the stewardship of a minimum of 5 and a maximum of 18 Trustees. New modernised Articles were approved and implemented on 11<sup>th</sup> September 2017. Under these articles Trustees must retire from their office at their third anniversary. Retiring trustees can be reappointed for a maximum of two consecutive terms, unless under exceptional circumstances approved by the Board. The charity's Trustees and Executive team regularly review the skills and capabilities of the Board. Various recruitment methods are used to ensure the charity attracts a good selection of candidates and interviews are conducted by panel. Prior to election new Trustees are given an induction and probation period.

### The Trustee Board

The Board of Trustees meets on a quarterly basis to set and review the strategy of the charity. The Chief Executive is appointed by the Board and has delegated responsibility for the day to day management of the charity with the support of the Executive Management Team.

The Board of Trustees is fully committed to the financial stewardship, quality and safety of the charity. The organisation has a well-established governance structure, with members of the Board having an active role in ensuring that the hospice provides a high quality service in accordance with its Statement of Purpose. All sub-committees are chaired by a Trustee with a quorum of at least two Trustees in attendance at every meeting. The committees are well established in order to monitor and review services.

### Sub-Committees

The Board is advised by a comprehensive range of sub-committees, the membership of which not only consists of Trustees and Senior Management but also advisory expertise in the form of honorary members. The regular sub-committees are:

- Care Clinical Governance Committee
- Finance and Investment Committee
- Risk and Governance Committee
- Voluntary Income Generating Committee
- Health and Safety Committee
- HR Committee
- Property Committee

The HR Committee appraises the organisation's HR strategy, staff terms and conditions to help ensure equity and best practice, making recommendations to the Board where necessary.



#### Pay policy

ellenor will seek to ensure that all employees receive appropriate pay and reward for their work, taking into account the financial resources available. All decisions about pay will be taken according to the principles of equal pay for work of equal value. ellenor aims to reward people fairly and equitably and recognise individually the contribution which each person makes towards our success. ellenor wants to ensure accountability, transparency, objectivity and equality of opportunity.

Money available for pay reviews will take into consideration the financial position of the charity during the year and the likely financial position in subsequent years via the charity's budget approval process. The budgeted pot of money available to fund pay proposals will be approved by the Board and recommended by the HR Committee. The Board will seek to approve these recommendations under the annual budget process.

The Board delegate responsibility for individual non-executive pay proposals to the Pay Review Group. This group comprises the CEO, HR Director, and Director of Finance & Resources as well as the Divisional Director & Head of Department recommending the proposal.

The Board delegate responsibility for setting executive pay to a panel of the HR Committee comprising Trustees only with external benchmarking provided by the HR Director.

#### Governance

The Risk and Governance Committee oversee the stewardship and monitoring of the charity's governance systems, processes and reporting. The Risk and Governance Committee delegate the day to day governance of the charity to the Senior Information Risk Owner (SIRO). SIRO forms part of the Director of Finance & Resources responsibilities. To support good governance and best practice the SIRO has support from a Caldicott Guardian (Director of Patient Care) and an Information Governance Lead (Head of Support Services).

#### Fundraising Regulation

The Voluntary Income Generation Committee and the Board of Trustees have oversight of the organisation's compliance with fundraising regulation, and receive regular reports on this matter. We will continue to adhere to the code of fundraising practice issued by the Institute of Fundraising.

The charity is a paid up member of the new Fundraising Regulator which has been established following the Etherington review. Their role is to set the national standards for fundraising practice, investigate cases of malpractice, and adjudicate complaints from the public and crucially to operate a fundraising preference service (FPS). The Head of Communications and Marketing monitor and keep up to date on the changes in fundraising regulation ensuring any direct mail preferences are actioned promptly and efficiently. The charity monitors and reviews third party suppliers to ensure they also adhere to the code of fundraising practice. Our fundraising staff are trained to ensure we maintain good standards of communication to ensure we protect our valuable supporters in particular those who are vulnerable. We have robust processes in place and will continue to review these regularly in line with new regulatory developments. Fundraising risks will continue to be recorded in the Risk Register and reviewed at the Governance meeting.

## STATEMENT OF THE BOARD OF TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Trustees, who are also directors of **ellenor** for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 assume that the charitable company will continue on that basis

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for 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 the charitable company's website.

Each of the Trustees, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

## AUDITORS

haysmacintyre have expressed their willingness to continue in office as auditors. A resolution will be approved during 2018 on whether to reappoint the existing auditors or appoint new auditors based on the recommendations of an appraisal /benchmarking exercise.

Approved by the Trustees on 10 September 2018 and signed on their behalf by:



.....  
Maurice Tutty  
Chair of Trustees



## Independent Auditor's report to the members of ellenor

For the year ended 31 March 2018

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### Opinion

We have audited the financial statements of ellenor for the year ended 31 March 2018 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and 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 group's and of the parent charitable company's affairs as at 31 March 2018 and of the group's and parent charitable company's net movement in funds, including the 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.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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.

### Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement (set out on page 26 and 27) 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

## Independent Auditor's report to the members of ellenor

For the year ended 31 March 2018

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### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance,

but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and



## Independent Auditor's report to the members of ellenor

For the year ended 31 March 2018

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- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

### Use of our report

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

*Anna Bennett*

Anna Bennett (Senior Statutory Auditor)  
For and on behalf of haysmacintyre, Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

Date: 10 September 2018



## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2018

	Notes	Restricted Funds £	Unrestricted Funds £	Total 2018 £	Total 2017 £
<b>INCOME FROM:</b>					
Donations and legacies	2	96,672	2,648,029	2,744,701	2,889,739
Charitable activities <i>Services for families facing terminal illness</i>	3	541,942	1,357,843	1,899,785	1,938,845
Other trading activities <i>Subsidiary retail shops and lottery</i> <i>Charity retail shops</i>	8	-	827,670	827,670	1,957,749
		-	1,247,563	1,247,563	-
Total trading activities		-	2,075,233	2,075,233	1,957,749
Investments		-	37,264	37,264	23,027
Other		-	28,625	28,625	43,415
<b>Total income</b>		<b>638,614</b>	<b>6,146,994</b>	<b>6,785,608</b>	<b>6,852,775</b>
<b>EXPENDITURE ON:</b>					
Raising funds <i>Fundraising and trading activities</i>		-	2,238,879	2,238,879	2,118,711
Charitable activities <i>Services for families facing terminal illness</i>		753,864	3,889,580	4,643,444	4,663,898
Other		-	6,742	6,742	6,968
<b>Total expenditure</b>	4	<b>753,864</b>	<b>6,135,201</b>	<b>6,889,065</b>	<b>6,789,577</b>
Net gains/(losses) on investments	11	-	125,060	125,060	101,382
<b>Net movement in funds</b>	7	<b>(115,250)</b>	<b>136,853</b>	<b>21,603</b>	<b>164,580</b>
Funds brought forward		1,782,337	3,673,124	5,455,461	5,290,881
Funds at 31 March 2018		<b>1,667,087</b>	<b>3,809,977</b>	<b>5,477,064</b>	<b>5,455,461</b>

The notes on pages 34 to 49 form part of these financial statements

The statement of financial activities includes all gains and losses recognised in the year.

All amounts derive from continuing activities.

Full comparative figures for the year ended 31 March 2017 are shown in note 24.

	Note	Group		Charity	
		2018 £	2017 £	2018 £	2017 £
<b>FIXED ASSETS</b>					
Tangible fixed assets	10	3,730,337	3,099,200	3,730,337	2,982,878
Investments	11	14,082	14,022	14,084	14,024
Investment Properties	11	545,884	1,087,500	545,884	1,087,500
<b>TOTAL FIXED ASSETS</b>		<u>4,290,303</u>	<u>4,200,722</u>	<u>4,290,305</u>	<u>4,084,402</u>
<b>CURRENT ASSETS</b>					
Stocks of goods for resale	12	24,886	22,660	-	-
Debtors	13	678,869	551,896	927,344	1,065,222
Cash at bank and in hand		1,051,555	1,241,918	745,008	674,666
<b>TOTAL CURRENT ASSETS</b>		<u>1,755,310</u>	<u>1,816,474</u>	<u>1,672,352</u>	<u>1,739,888</u>
<b>CREDITORS: amounts falling due within one year</b>	14	(568,549)	(561,735)	(506,156)	(402,914)
<b>NET ASSETS</b>	16	<u>5,477,064</u>	<u>5,455,461</u>	<u>5,456,501</u>	<u>5,421,376</u>
<b>FUNDS OF THE CHARITY</b>	17				
Unrestricted funds:					
General funds		1,628,741	1,636,505	1,608,178	1,602,420
Designated funds		2,181,236	2,036,619	2,181,236	2,036,619
Restricted funds		1,667,087	1,782,337	1,667,087	1,782,337
<b>TOTAL CHARITY FUNDS</b>		<u>5,477,064</u>	<u>5,455,461</u>	<u>5,456,501</u>	<u>5,421,376</u>

The charity net movement in funds for the year ended 31 March 2018 is a surplus of £35,125 (2017: surplus £32,622)

The Accounting Policies and notes on pages 34 to 49 form part of these Accounts.

The Accounts were approved and authorised for issue by The Board on 10 September 2018 and were signed below on its behalf by:



.....  
Maurice Tutty  
Chair of Trustees

## Consolidated Statement of Cash Flows

For the year ended 31 March 2018

	Note	2018		2017	
		Group £	Charity £	Group £	Charity £
<b>Cash flows from operating activities</b>	20	<u>1,724</u>	<u>378,753</u>	<u>200,747</u>	<u>79,540</u>
<b>Cash flows from investing activities</b>					
Purchase of tangible fixed assets		(203,923)	(320,247)	(54,763)	(47,955)
(Gain)/loss on disposal of tangible fixed assets		<u>11,836</u>	<u>11,836</u>	<u>-</u>	<u>-</u>
<b>Cash provided by (used in) investing activities</b>		(192,087)	(308,411)	(54,763)	(47,955)
<b>Increase (decrease) in cash and cash equivalents in the year</b>		(190,363)	70,342	145,980	31,585
Cash and cash equivalents at the beginning of the year		<u>1,241,918</u>	<u>674,666</u>	<u>1,095,938</u>	<u>643,081</u>
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>		<u>1,051,555</u>	<u>745,008</u>	<u>1,241,918</u>	<u>674,666</u>



#### 1. ACCOUNTING POLICIES

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

##### Statement of Compliance:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

##### General information:

The charity is a private company limited by guarantee, incorporated in England and Wales (company number 06302132) and a charity registered in England and Wales (charity number: 1121561). The charity's registered office is shown on page 1.

##### Preparation of accounts on a going concern basis

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

##### Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiaries Ellenor Lions Hospices Trading Limited (company number 05985820) and Ellenor Lions Hospices Lottery Company Limited (company number 03116416) on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The net movement of funds of the parent charity was a surplus £35,125 (2017: surplus of £32,622).

##### Income recognition

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

##### Donations and legacies

Donations in cash and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

## Notes to Financial Statements

For the year ended 31 March 2018

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### Gifts in kind

Gifts in kind represent assets donated for distribution or use by the charity. Assets given for distribution are recognised as income only when distributed. Assets given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount actually realised from the disposal of the assets or at the price the charity would otherwise have paid for the assets.

### Grants

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, where grant conditions have been met, the amount of income receivable can be measured reliably and there is probability of receipt.

### Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

### Investment income

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

### Expenditure

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

- Costs of raising funds comprises of fundraising, charity shops, lottery and trading activities
- Expenditure on charitable activities comprises of adults and children services for families facing terminal illness
- Other expenditure represents the costs associated with investment properties

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

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function is apportioned based on staff time attributable to each activity.

### Allocation of costs

Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.



#### Operating leases

Rental charges are charged on a straight line basis over the life of the lease.

#### Donated Goods

The Trustees consider that the valuation of goods donated for resale at the point of receipt is impractical, due to the high volume of low value items and the administrative costs involved in valuation. Goods donated for resale are therefore recognised in the accounts at the point of sale.

#### Investments

Investments are a form of basic financial instruments and are initially shown in the financial statements at market value. Movements in the market values of investments are shown as unrealised gains and losses in the Statement of Financial Activities.

Profits and losses on the realisation of investments are shown as realised gains and losses in the Statement of Financial Activities. Realised gains and losses on investments are calculated between sales proceeds and their opening carrying values 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.

#### Fixed assets

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses. Assets costing more than £500 are capitalised.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows:

Motor vehicles	4 years reducing balance
Furniture, fittings and equipment	3, 5 & 10 years straight line
Leasehold improvements	life of lease

#### 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.

#### 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.



#### Stock

Stock is valued at the lower of cost or net realisable value.

#### Funds

**Unrestricted funds** are donations and other income receivable or generated for the objects of the charity.

**Designated funds** are unrestricted funds earmarked by the Trustees for particular purposes.

**Restricted funds** are those funds which are to be used in accordance with specific instructions imposed by the donor or trust deed.

#### Employee benefits

##### Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

##### Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### Pension scheme

ellenor operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ellenor in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

#### 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. The indicative value of volunteers' contribution is valued as their estimated average time spent helping the charity, at the charity's minimum salary rate.

#### 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.

#### Estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results ultimately differ from those estimates. The Trustees consider the valuation of investment property to be the area of significant judgement.

2. DONATIONS AND LEGACIES	Restricted Funds £	Unrestricted Funds £	Total 2018 £	Total 2017 £	
Donations	96,672	1,555,798	1,652,470	1,774,325	
Legacies	-	1,092,231	1,092,231	1,115,414	
	<u>96,672</u>	<u>2,648,029</u>	<u>2,744,701</u>	<u>2,889,739</u>	
3. INCOME FROM CHARITABLE ACTIVITIES	Restricted Funds £	Unrestricted Funds £	Total 2018 £	Total 2017 £	
Department of Health	143,389	-	143,389	143,389	
Local authority contracts	379,803	1,249,548	1,629,351	1,603,810	
Other charitable income	18,750	42,390	61,140	84,712	
Education and training	-	65,905	65,905	106,934	
	<u>541,942</u>	<u>1,357,843</u>	<u>1,899,785</u>	<u>1,938,845</u>	
4. ANALYSIS OF GROUP EXPENDITURE	Direct Costs - Staff £	Direct Costs - Other £	Support Costs £	2018 Total £	2017 Total £
Cost of generating voluntary income	470,276	198,030	40,043	708,349	677,044
Fundraising trading:					
Charity shops	465,603	473,410	85,067	1,024,080	-
Trading company	72,217	158,937	13,513	244,667	1,201,334
Lottery company	36,896	219,359	5,527	261,782	240,333
Investment property expenses	-	6,742	-	6,742	6,968
<b>Charitable activities:</b>					
Services for adults	2,877,637	109,729	557,094	3,544,460	3,513,667
Services for children and young people	959,212	36,576	103,197	1,098,985	1,150,231
	<u>4,881,841</u>	<u>1,202,783</u>	<u>804,441</u>	<u>6,889,065</u>	<u>6,789,577</u>

#### 5. ANALYSIS OF SUPPORT COSTS

	Support Premises £	Admin £	Finance and IT £	Governance £	2018 Total £	2017 Total £
<b>Raising funds:</b>						
Cost of generating voluntary income	4,598	19,790	5,856	9,799	40,043	28,519
Fundraising trading:						
Charity shops	-	44,354	24,424	16,289	85,067	-
Trading company	-	9,127	645	3,741	13,513	89,277
Lottery company	-	-	2,403	3,124	5,527	6,255
<b>Charitable activities:</b>						
Services for adults	84,273	331,852	116,925	24,044	557,094	635,145
Services for children and young people	28,091	28,002	38,975	8,129	103,197	190,724
	<u>116,962</u>	<u>433,125</u>	<u>189,228</u>	<u>65,126</u>	<u>804,441</u>	<u>949,920</u>

Resources include costs of IT and premises.

#### 6. GOVERNANCE COSTS INCLUDE:

	2018 £	2017 £
Staff costs	40,471	36,483
Auditor's remuneration: Audit work	14,950	15,500
Professional fees	9,705	8,451
	<u>65,126</u>	<u>60,434</u>

#### 7. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING:

	2018 £	2017 £
Depreciation of tangible fixed assets: - owned by the charitable group	227,566	244,900
Auditors' remuneration	9,800	9,500
Auditors' remuneration – subsidiaries	5,150	6,000
	<u>242,516</u>	<u>260,400</u>

No expenses were reimbursed to Trustees in the current year ended March 2018 (2017: £nil). No Trustee received remuneration in the current or prior year.



#### 8. SUBSIDIARIES

The wholly owned subsidiaries Ellenor Lions Hospices Trading Limited (company number: 05985820) and Ellenor Lions Hospices Lottery Company Limited (company number: 03116416) are incorporated in England. The subsidiaries pay all of their profits to **ellenor** under the Gift Aid scheme.

The summary financial performance of each subsidiary is:

	2018 £	2017 £
<b>Ellenor Lions Hospices Trading Limited</b>		
Turnover	271,095	1,370,347
Cost of sales	(138,948)	(159,711)
	<hr/>	<hr/>
Gross profit	132,147	1,210,636
Administrative expenses	(104,637)	(1,037,557)
Other operating income	(260)	115,000
	<hr/>	<hr/>
Operating profit	27,250	288,079
Interest receivable	-	61
Interest payable	(823)	(4,066)
	<hr/>	<hr/>
Profit before tax	26,427	284,074
Tax on profit	(7,954)	-
	<hr/>	<hr/>
Profit for the year	18,473	284,074
Gift aid distribution to parent	(39,947)	(152,118)
	<hr/>	<hr/>
Profit / (Loss) after distribution	(21,474)	131,956
	<hr/> <hr/>	<hr/> <hr/>
<b>Net assets</b>	<b>-</b>	<b>21,474</b>
	<hr/> <hr/>	<hr/> <hr/>
	<b>2018</b> £	<b>2017</b> £
<b>Ellenor Lions Hospices Lottery Company Limited</b>		
Turnover	556,509	472,402
Cost of sales	(115,314)	(117,588)
	<hr/>	<hr/>
Gross profit	441,195	354,814
Administrative expenses	(146,468)	(122,745)
	<hr/>	<hr/>
Operating profit	294,727	232,069
Interest receivable	66	151
Interest payable	-	-
	<hr/>	<hr/>
Gift aid donation to parent	(294,793)	(232,220)
	<hr/>	<hr/>
Profit / (Loss) after distribution	-	-
	<hr/> <hr/>	<hr/> <hr/>
<b>Net assets</b>	<b>12,610</b>	<b>12,610</b>
	<hr/> <hr/>	<hr/> <hr/>

Note 22 provides further details of the charity's investment in the subsidiary undertakings.

#### 9. STAFF COSTS AND NUMBERS

	2018 £	2017 £
<b>Group</b>		
<b>Staff costs were as follows:</b>		
Salaries and wages	4,345,157	4,102,124
Social security costs	347,716	349,932
Pension contributions	187,829	209,818
Redundancy payments	1,139	-
	<u>4,881,841</u>	<u>4,661,874</u>
 Charity total staff costs were	 <u>4,254,640</u>	 <u>4,100,759</u>

No bonuses were paid to any staff during the year and no Trustees received remuneration from the charity.

The total employee salary and benefits of the key management personnel of the Group and Charity were £403,180 (2017: £364,231). These salaries include Employers National Insurance Contributions.

The number of employees whose emoluments for the year fell within the following bands were:

	2018 Number	2017 Number
£60,001-£70,000	1	2
£70,001-£80,000	1	-
£80,001-£90,000	-	-

The above salary banding does not include employer national insurance and pension contributions.

These 2 above employees are accruing pension contributions totalling £12,933 (2017: £17,847).

	2018 Number	2017 Number
<b>Group</b>		
The average number of employees during the year was as follows:		
Charitable activities	157	149
Finance and Admin	4	4
Fundraising	16	16
	<u>177</u>	<u>169</u>
 The Charity average number of employees	 <u>138</u>	 <u>134</u>

#### 10. TANGIBLE FIXED ASSETS

Group	Freehold Property £	Long term Leasehold Property £	Furniture & Equipment £	Motor Vehicles £	Total £
<b>Cost</b>					
At 1 April 2017	956,607	3,179,049	1,988,770	51,131	6,175,557
Additions	-	-	167,313	36,610	203,923
Transfer from Investments	666,616	-	-	-	666,616
Disposals	-	(11,308)	(149,524)	-	(160,832)
<b>At 31 March 2018</b>	<b>1,623,223</b>	<b>3,167,741</b>	<b>2,006,559</b>	<b>87,741</b>	<b>6,885,264</b>
<b>Depreciation</b>					
At 1 April 2017	274,068	1,231,795	1,520,371	50,123	3,076,357
Charge for the year	14,533	79,288	132,566	1,179	227,566
Disposals	-	(8,797)	(140,199)	-	(148,996)
<b>At 31 March 2018</b>	<b>288,601</b>	<b>1,302,286</b>	<b>1,512,738</b>	<b>51,302</b>	<b>3,154,927</b>
<b>Net book value</b>					
At 31 March 2018	1,334,622	1,865,455	493,821	36,439	3,730,337
At 31 March 2017	682,539	1,947,254	468,399	1,008	3,099,200
<b>Charity</b>					
<b>Cost</b>					
At 1 April 2017	956,607	3,167,742	1,611,925	51,131	5,787,405
Additions	-	-	167,313	36,610	203,923
Asset Transfer from Trading	-	11,308	376,845	-	388,153
Transfer from Investments	666,616	-	-	-	666,616
Disposals	-	(11,308)	(149,524)	-	(160,832)
<b>At 31 March 2018</b>	<b>1,623,223</b>	<b>3,167,742</b>	<b>2,006,559</b>	<b>87,741</b>	<b>6,885,265</b>
<b>Depreciation</b>					
At 1 April 2017	274,068	1,222,998	1,257,338	50,123	2,804,527
Asset Transfer from Trading	-	8,797	263,033	-	271,830
Charge for the year	14,533	79,289	132,566	1,179	227,567
Disposals	-	(8,797)	(140,199)	-	(148,996)
<b>At 31 March 2018</b>	<b>288,601</b>	<b>1,302,287</b>	<b>1,512,738</b>	<b>51,302</b>	<b>3,154,928</b>
<b>Net book value</b>					
At 31 March 2018	1,334,622	1,865,455	493,821	36,439	3,730,337
At 31 March 2017	682,539	1,944,744	354,587	1,008	2,982,878



#### 11. INVESTMENT PROPERTY

<b>Group</b>	<b>Freehold Investment Property £</b>
<b>Valuation</b>	
At 1 April 2017	1,087,500
Revaluations	125,000
Disposals	-
Loss on disposal	-
Transfers to fixed assets	(666,616)
	<u>545,884</u>
<b>At 31 March 2018</b>	<u><u>545,884</u></u>
<b>Company</b>	<b>£</b>
<b>Cost</b>	
At 1 April 2017	1,087,500
Revaluations	125,000
Disposals	-
Loss on disposal	-
Transfers to fixed assets	(666,616)
	<u>545,884</u>
<b>At 31 March 2018</b>	<u><u>545,884</u></u>

The above valuations are based on 2018 and 2017 valuations made by a RICS Registered Valuer. The Trustees consider that the value of investment properties is a fair reflection of their current value on an open market value for existing use basis as at 31<sup>st</sup> March 2018.

<b>INVESTMENTS: Group</b>	<b>2018 £</b>	<b>2017 £</b>
Market value at 1 April	14,022	12,640
Revaluations	60	1,382
Redemption of shares	-	-
	<u>14,082</u>	<u>14,022</u>
Market value at 31 March	<u><u>14,082</u></u>	<u><u>14,022</u></u>
Historical cost as at 31 March	<u><u>8,106</u></u>	<u><u>8,106</u></u>

All the above shares are equities listed on the London Stock Exchange

11. INVESTMENT PROPERTY (continued)	Sub total brought forward £	Shares in Group Undertakings £	Total £
<b>INVESTMENTS: Charity</b>			
<b>Market Value</b>			
At 1 April 2017	14,022	2	14,024
Revaluations	60	-	60
<b>At 31 March 2018</b>	<u>14,082</u>	<u>2</u>	<u>14,084</u>

All the fixed asset investments are held in the UK. The shares in group undertakings are the charity's shares in its wholly owned subsidiaries – Ellenor Lions Hospices Trading Limited and Ellenor Lions Hospices Lottery Company Limited.

12. STOCKS	2018		2017	
	Group £	Charity £	Group £	Charity £
Finished goods and goods for resale	24,886	-	22,660	-
	<u>24,886</u>	<u>-</u>	<u>22,660</u>	<u>-</u>

13. DEBTORS	2018		2017	
	Group £	Charity £	Group £	Charity £
<b>Amounts falling due after more than one year</b>				
Amounts owed by group undertakings	-	-	-	10,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,000</u>
<b>Amounts falling due within one year</b>				
Trade debtors	19,254	19,254	27,738	27,738
Amounts owed by group undertakings	-	250,285	-	607,408
Other debtors	57,128	57,128	71,420	42,799
Prepayments and accrued income	602,487	600,677	452,738	377,277
	<u>678,869</u>	<u>927,344</u>	<u>551,896</u>	<u>1,055,222</u>

The debtor due after more than one year is a loan to Ellenor Lions Hospices Trading Limited. The loan bears interest at 2% above Bank of England base rate.

14. CREDITORS: amounts falling due within one year	2018		2017	
	Group £	Charity £	Group £	Charity £
Bank loan/ overdraft	-	-	11,500	11,500
Trade creditors	213,913	213,603	139,722	124,356
Other taxes and social security	88,129	88,129	78,450	78,450
Other creditors	54,363	54,363	155,532	92,581
Accruals and deferred income	212,144	150,061	176,531	96,027
	<u>568,549</u>	<u>506,156</u>	<u>561,735</u>	<u>402,914</u>

The bank loan of £11,500 is a secured loan on two investment properties and fully paid in 2018. We carried over the secured draw down facility on the two investments properties during the year but no further loans were utilised for the remaining year.

#### 15. OPERATING LEASE COMMITMENTS

At the year end, the charity was committed to make the following payments in total in respect of operating leases.

Group	Equipment		Land and buildings	
	2018 £	2017 £	2018 £	2017 £
<b>Leases which expire:</b>				
Within one year	16,244	42,748	177,341	215,657
Within two to five years	6,140	28,916	514,396	575,049
Greater than 5 years	-	-	146,708	136,333
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Charity</b>				
<b>Leases which expire:</b>				
Within one year	12,709	35,877	177,341	-
Within two to five years	6,140	20,577	514,396	-
Greater than 5 years	-	-	146,708	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

#### 16. ANALYSIS OF GROUP NET ASSETS

	Restricted Funds £	Designated Funds £	General Funds £	Total Funds £
Fixed assets	881,097	2,181,236	1,227,970	4,290,303
Current assets	785,990	-	969,320	1,755,310
Current liabilities	-	-	(568,549)	(568,549)
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Net assets at 31 March 2018	<u>1,667,087</u>	<u>2,181,236</u>	<u>1,628,741</u>	<u>5,477,064</u>



17.	ANALYSIS OF FUNDS	Balance 1 April 17 £	Income £	Expenditure £	Investment £	Balance 31 March 18 £
	<b>Unrestricted funds:</b>					
	General fund	1,636,505	6,146,994	(6,135,201)	(19,557)	1,628,741
	Designated fund	2,036,619			144,617	2,181,236
	<b>Total unrestricted funds</b>	<b>3,673,124</b>	<b>6,146,994</b>	<b>(6,135,201)</b>	<b>125,060</b>	<b>3,809,977</b>
	<b>Restricted funds:</b>					
	Mini bus	2,428	-	(224)	-	2,204
	Property extension 2008	184,727	-	(7,095)	-	177,632
	Hospice DTU extension 2010/11	407,136	-	(14,850)	-	392,286
	Minibus	9,622	-	(5,181)	-	4,441
	NHS England Grant 2014/15	323,250	-	(37,285)	-	285,965
	<i>Climate control and bathroom refurbishment</i>					
	CIN – <i>Music Therapist</i>	-	24,750	(24,750)	-	-
	Restricted Legacy	836,078	-	(96,122)	-	739,956
	NHS England Capital	19,096	-	(527)	-	18,569
	Palliative Care Grant 2015					
	NHS England Children's Hospice Grant 2017/18	-	143,389	(143,389)	-	-
	NHS D.G. & S – <i>Care Home Support and IPU Pilot</i>	-	265,361	(265,361)	-	-
	Kent County Council – <i>Family fun days &amp; short breaks</i>	-	6,000	(6,000)	-	-
	NHS West Kent – <i>Children's Nurse</i>	-	53,767	(53,767)	-	-
	NHS Bexley CCG – <i>Children's Nurse</i>	-	54,675	(54,675)	-	-
	Coniston – <i>mini bus</i>	-	36,985	(771)	-	36,214
	Various – <i>Beds &amp; Mattresses</i>	-	10,070	(250)	-	9,820
	Various Trust Income	-	43,535	(43,535)	-	-
	Various Charitable Income	-	82	(82)	-	-
	<b>Total restricted funds</b>	<b>1,782,337</b>	<b>638,614</b>	<b>(753,864)</b>	<b>-</b>	<b>1,667,087</b>
	<b>Group total</b>	<b>5,455,461</b>	<b>6,785,608</b>	<b>(6,889,065)</b>	<b>125,060</b>	<b>5,477,064</b>

The mini bus fund is restricted to repairs and maintenance of the minibus.

The property extension fund was a capital project relating to the extension of the Northfleet hospice in 2008.

The NHS England Children's Hospice grant 2017/18 is restricted to paediatric activities.

The Hospice at Northfleet had a further extension which was completed in 2011. The Department of Health funded this capital project.

Children in Need (CIN) – Music Therapist represents funds received from Children in Need for the employment of a Music Therapist and their associated costs.

NHS England Capital Palliative Care grant is mainly restricted to IT equipment.

The designated fund represents the net book value of tangible fixed assets excluding those already accounted for in restricted funds and our office in Dartford.

The legacy is restricted to capital property development

17. ANALYSIS OF FUNDS (2017 Comparables)	Balance 1 April 16 £	Income £	Expenditure £	Investment £	Balance 31 March 17 £
<b>Unrestricted funds:</b>					
General fund	1,299,818	6,248,213	(6,094,681)	183,155	1,636,505
Designated fund	2,118,392	-	-	(81,773)	2,036,619
<b>Total unrestricted funds</b>	<b>3,418,210</b>	<b>6,248,213</b>	<b>(6,094,681)</b>	<b>101,382</b>	<b>3,673,124</b>
<b>Restricted funds:</b>					
Mini bus	2,652	-	(224)	-	2,428
Property extension 2008	191,822	-	(7,095)	-	184,727
Hospice DTU extension 2010/11	421,986	-	(14,850)	-	407,136
Mini bus	14,803	-	(5,181)	-	9,622
Reclining chairs	350	-	(350)	-	-
NHS England Grant 2014/15	360,535	-	(37,285)	-	323,250
<i>Climate control and bathroom refurbishment</i>					
CIN – <i>Music Therapist</i>	-	6,232	(6,232)	-	-
Restricted Legacy	860,900	25,568	(50,390)	-	836,078
NHS England Capital	19,623	-	(527)	-	19,096
Palliative Care Grant 2015					
NHS England Children's Hospice Grant 2016/17	-	143,389	(143,389)	-	-
Kent Community Foundation & Comic	-	15,000	(15,000)	-	-
Relief – <i>Counselling</i>					
Sevenoaks Council – <i>Carers support work</i>	-	2,000	(2,000)	-	-
NHS West Kent – <i>Children's Nurse</i>	-	53,767	(53,767)	-	-
NHS Bexley CCG – <i>Children's Nurse</i>	-	54,675	(54,675)	-	-
Various Trust Income	-	44,357	(44,357)	-	-
Various Charitable Income	-	259,574	(259,574)	-	-
<b>Total restricted funds</b>	<b>1,872,671</b>	<b>604,562</b>	<b>(694,896)</b>	<b>-</b>	<b>1,782,337</b>
<b>Group total</b>	<b>5,290,881</b>	<b>6,852,775</b>	<b>(6,789,577)</b>	<b>101,382</b>	<b>5,455,461</b>

#### 18. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £187,829 (2017: £209,818).

#### 19. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

#### 20. RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2018		2017	
	Group £	Charity £	Group £	Charity £
<b>Net income/(expenditure)for the year</b>	21,603	35,125	164,580	32,622
Add back depreciation charge	227,566	227,566	244,900	195,240
(Gain)/ loss on investments	(125,060)	(125,060)	(101,382)	(101,382)
Decrease (increase) in stocks	(2,226)	-	4,623	-
Decrease (increase) in debtors	(126,973)	137,878	(59,079)	(11,957)
Increase (decrease) in creditors	6,814	103,244	(52,895)	(34,983)
	<u>1,724</u>	<u>378,753</u>	<u>200,747</u>	<u>79,540</u>
Net cash used in operating activities				

#### 21. CONTROLLING PARTY

ellenor is controlled by its Board of Trustees.

#### 22. PRINCIPAL SUBSIDIARIES

Company Name	Country	Percentage Shareholding	Description
Ellenor Lions Hospices Lottery Company Limited	England	100	Operates charity lottery
Ellenor Lions Hospices Trading Limited	England	100	Operates charity shops

#### 23. RELATED PARTY TRANSACTIONS

In 2018 the following transactions took place between the Charity and its wholly owned subsidiaries Ellenor Lions Hospices Trading Limited and Ellenor Lions Lottery Company:

Intercompany operating transaction balances of £133,492 and £116,793 respectively.

There were no other outstanding balances with related parties as at 31 March 2018 (2017: £nil). The Trustees support the charity throughout the year and are regularly involved in fundraising and events. It is not possible for the charity to quantify the aggregate donations and fundraising by Trustees in the year.



#### 24. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2017):

	Notes	Restricted Funds £	Unrestricted Funds £	Total 2017 £
<b>INCOME FROM:</b>				
Donations and legacies	2	93,157	2,796,582	2,889,739
Charitable activities <i>Services for families facing terminal illness</i>	3	511,405	1,427,440	1,938,845
Other trading activities <i>Charity retail shops and lottery</i>		-	1,957,749	1,957,749
Investments		-	23,027	23,027
Other		-	43,415	43,415
<b>Total income</b>		<u>604,562</u>	<u>6,248,213</u>	<u>6,852,775</u>
<b>EXPENDITURE ON:</b>				
Raising funds <i>Fundraising and trading activities</i>	4	-	2,118,711	2,118,711
Charitable activities <i>Services for families facing terminal illness</i>	4	694,896	3,969,002	4,663,898
Other	4	-	6,968	6,968
<b>Total expenditure</b>		<u>694,896</u>	<u>6,094,681</u>	<u>6,789,577</u>
Net gains/(losses) on Investments	11	-	101,382	101,382
<b>Net income/(expenditure)</b>		<u>(90,334)</u>	<u>254,914</u>	<u>164,580</u>
<b>Transfers between funds</b>		-	-	-
<b>Other recognised gains/(losses)</b>		-	-	-
<b>Net movement in funds</b>	7	<u>(90,334)</u>	<u>254,914</u>	<u>164,580</u>
Funds brought forward		<u>1,872,671</u>	<u>3,418,210</u>	<u>5,290,881</u>
Funds at 31 March 2017		<u>1,782,337</u>	<u>3,673,124</u>	<u>5,455,461</u>

# ellenor

(a company limited by guarantee company No. 06302132)

## Notes to Financial Statements (continued)

### For the year ended 31 March 2018

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## THANK YOU

Thank you to all our supporters in the community, including the Lions Clubs, Rotary Clubs, Masonic Lodges and Mayors. We would also like to thank our major corporate partners Ward and Partners, Coniston Ltd and Berkeley Homes along with members of our Philanthropy Circle - Paul and Clare Rooney, Ms S Ashdown and the Hands Family Trust; who have all helped us to raise this income during the year. This has meant we were able to continue to develop and improve our care for patients and families.

The logo for Ellenor Charity, featuring the word "ellenor." in a white, lowercase, cursive font, followed by a small "x" symbol.

 @ellenorcharity

 /ellenorcharity

[www.ellenor.org](http://www.ellenor.org)

ellenor is a charity registered in England and Wales (1121561), and a company limited by guarantee (6302132).  
Registered office at Coldharbour Road, Gravesend, Kent, DA11 7HQ