

Annual Report

2019/20



Helen & Douglas House

your local children's hospice

THURSDAY



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COMPANIES HOUSE



Front cover picture: Hannah with Jasper
Pictured left: Josh with his Mummy and brother

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About Us

Pictured: Max with Hannah

Helen & Douglas House is a lifeline for us, giving us chance to have some fun, eat well and make lovely memories together. We get to be Mummy and Daddy and have the chance to relax with Max.

Claire, Max's Mummy



'We love staying at Helen & Douglas House because the staff are always friendly and helpful.'

Parent

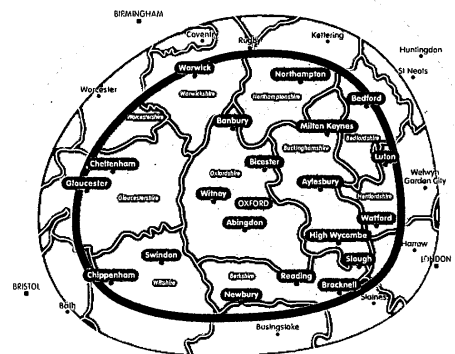
Nathan loves Helen & Douglas House! It gives him a break as well and he loves all the nurses and the playroom. It lets him be him, rather than having to worry about his medical needs.

Jenny, Nathan's Mummy

About Us

What we do

Helen & Douglas House hospice improves the lives of local terminally ill children and their families living in Oxfordshire and the surrounding counties. We help children live their lives to the full, even when that life is short.



We are the world's first children's hospice, founded in 1982.

We care for local terminally ill children and their families at our hospice in Oxford, at home or in hospital with life-enhancing care. This includes supportive stays, pain relief, symptom management, end of life care and bereavement support for parents and siblings.

Our amazing team including doctors, nurses and carers provide exceptional care tailored to the needs of the child throughout their life, whether that life lasts for hours, days, months, or years.

We help children living with a huge variety of complex conditions which will end their lives prematurely. Our experienced team helps reduce the fear and pain felt by families facing an uncertain future and, when life comes to an end, we are there to help them survive the loss of their child.

We are a local charity and need to raise £3.4m each year to fund our work.

Our Vision

Every life a full life, every death a dignified death.

Our Values



We are creative and resourceful



We are open and honest



We are committed to partnership



We lead by example



We are caring

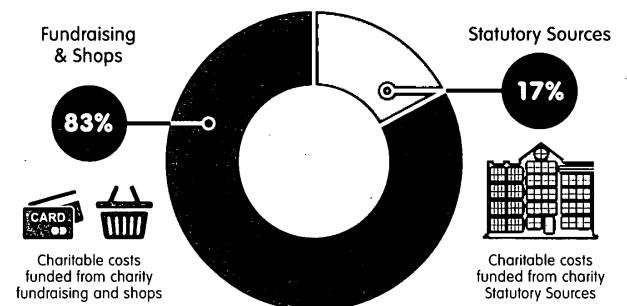
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How we are funded

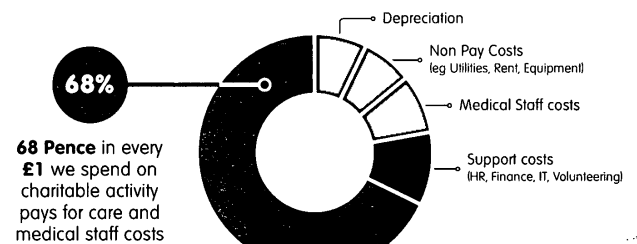


We are a local charity and need to raise **£3.4m** each year to fund our work

Where does Helen & Douglas House receive its money from?

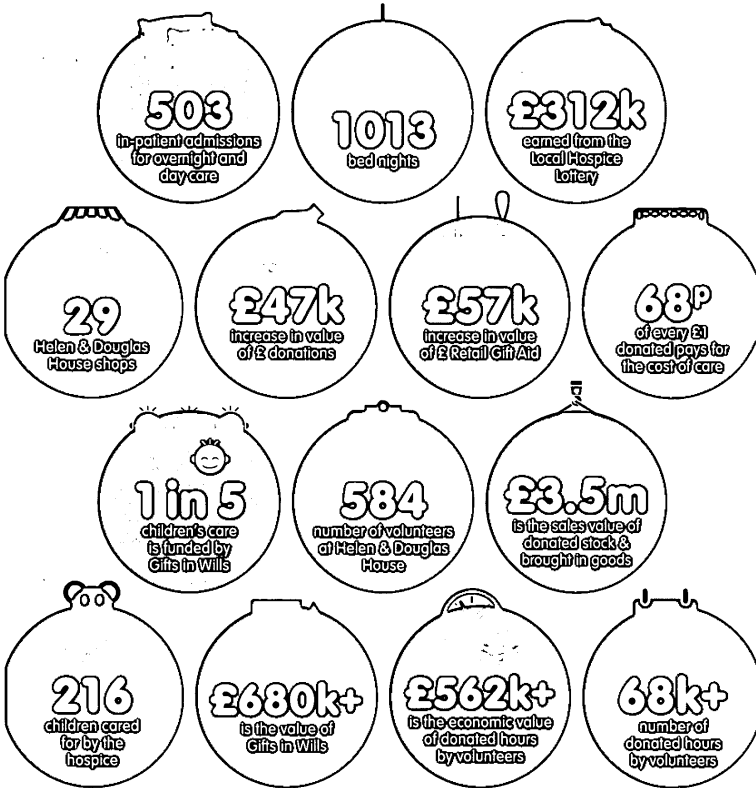


How we spend the money you give us



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Our year in numbers



£3.4m is what we need to raise each year to fund the cost of care

Chair of Trustees and Chief Executive Joint Statement



'It's a little taste of heaven. The staff here are wonderful and I can't thank them enough.'

Parent

Chair of Trustees and Chief Executive Joint Statement



It would seem strange if we did not start by acknowledging the immense impact COVID-19 has had on all our lives.

We recognise, of course, that when the World Health Organisation declared the outbreak of COVID-19 a pandemic on 11 March 2020, we were approaching the end of the financial year covered by this report, however, the weight and scale of its impact was substantial even before the end of the financial year and it continues to have a significant impact during the current financial year.

Little did we know in March just how catastrophic the effect of COVID-19 would come to be on the world and on the lives of us all. On behalf of the Trustees and Executive team, we would like to say thank you for continuing to support Helen & Douglas House through such uncertain and challenging times. You will all have felt the impact of COVID-19 on your lives during this year one way or another and through all of that you have generously continued to support others in need and for that we are so very grateful. Thank you.

Since the beginning of March we have been asking staff and visitors to follow strict hygiene measures as guided by Public Health England and we have restricted access to the hospice for all but essential visitors and all booked respite stays have been cancelled.

On 18 March our office-based support staff were asked to leave the office to work from home and on 20 March we took the unfortunate but necessary decision to close all of our charity retail shops and cancel or postpone all physically attended fundraising events such as Bubble Rush. These necessary decisions had a significant and immediate impact on our income as we approached our financial year end and will continue to do so for the foreseeable future.

Throughout the pandemic we have continued to care for children, and we have had to change the way we do that. Our hospice continues to invite children to stay at the hospice but only for emergency care, pain relief, symptom management, supportive stays, and end of life care. Our Outreach and Medical teams are caring for families at home more than ever, and our care team are regularly in touch with families over the phone or on virtual platforms, we are available to families 24 hours a day 7 days a week. Thanks to your support we have been able to care for every child and family who needed us.

We wish to thank every member of staff and all our volunteers for their extraordinary commitment to the charity. New ways of working put additional pressure on staff and volunteers, and they have all responded tremendously with great resilience and tenacity as well

as seeking out innovative and ingenious ways of working both as teams and also with families. As ever the charity and its beneficiaries rely on the people who work or volunteer for the charity and the charity itself relies almost entirely on supporters to fund its work. We are indebted to you all.

Financial sustainability has been a strategically imperative objective for the charity for several years and was brought into sharp focus back in 2018 when we had to close the young adult service. We are delighted to say that despite the challenges of COVID-19 which affected our ability to raise money in March, we have made good progress in this regard and for a second successive year we have finished the year with a small budget surplus following successive deficit budgets which is an outstanding achievement in what was already a challenging time for all charities.

There is no doubt that the world will be living with COVID-19 for months to come, maybe even years. Both the Trustees and Executive team, together with their senior teams, are considering what that means for how we work and care for children in a safe way over the medium and long term. It also means we need to consider and make decisions to ensure the organisation remains financially stable and look to alternative ways of raising money to fund our work in this new physically distanced environment.

We received some exciting news from the family of Captain Sir Tom Moore very recently when they confirmed that Helen & Douglas House had been selected as one of only four charities selected to benefit from The Captain Tom Foundation which has been created and we are very grateful to the Foundation and the family for choosing to support us.

The charity sector is facing enormous challenges and almost all charities are facing significant declines in income. We find ourselves, at this stage, in a stronger financial position than some but we are not immune nor are we complacent. With a serious recession expected, households and supporters throughout our region will be facing economic and potentially health pressures which may limit their ability to support us.

We are also looking at the personal impact of the virus on our staff, our volunteers and our families and the changes everyone has had to make to keep themselves and the organisation safe. Similarly, we are also looking at how we care for children both at the hospice and at home to ensure we can continue to care for every child and family that needs us in a safe way.

Helen & Douglas House is not alone in facing the enduring challenge of COVID-19 and whilst we are in a stronger financial position than some charities, we do not underestimate the scale of the challenge we have ahead of us. We will take all necessary measures to keep our staff, our volunteers and our families safe and we will manage income and expenditure vigilantly in order to remain financially stable so we can work through the crisis and emerge from it robustly.

Ian Blair Chair of Trustees &
Clare Periton Chief Executive Officer
19 October 2020



Pictured left: Caption

Case Study

My name is Nadia and my family have been supported by Helen & Douglas House since 2014. My son Zayn (pictured) was diagnosed with Niemann Pick disease and we were informed that he would be referred to hospice services. I had no idea what to expect as I always assumed a hospice was a sad place where people go to die.

On our first visit I was gobsmacked, walking in to a clean and safe environment, full of colour, a warm welcoming atmosphere and amazing staff. I was blown away at how well we were all looked after as a family in the best possible way I could ever have imagined. I could see straightaway that the staff showed care, compassion and dedication and this wasn't just a job for them. Zayn used the hospice for respite and then end of life care and the team were devoted to making his final days special. Sadly he passed away in April 2017 aged 4. The staff and doctors at Helen & Douglas House changed our lives and I was sad to say goodbye.

Little did I know that a few months later my other son Rayyan would be diagnosed with a completely different condition. He was in and out of hospital for the first few months of his life. When we heard his diagnosis, we were asked if we would like to be referred to Helen & Douglas House again. A part of me was devastated we had to deal with another huge blow but I was relieved to know that based on our previous experience, Rayyan would be cared for by a professional care team whilst still maintaining the highest standards of care.

I walked back in not knowing what to expect but we were welcomed back with open arms like we had never been away. Rayyan is now 3 and during his short life he has been cared for at Helen & Douglas House with respite care, emergency stays for acute symptom management and hospital step down discharges.

Even at home we can call the outreach team, care team or doctors 24hrs a day for advice and reassurance which we rely on to make decisions about Rayyan's care. I would not wish our journey on anyone but I can say I feel blessed that we have had the opportunity to experience somewhere like Helen & Douglas House which we will always be grateful for.

For me it is a home away from home, somewhere I can relax knowing Rayyan is in the best of hands and trusting them to do a wonderful job. I can never thank them enough.



Zayn with his Mummy Nadia at the hospice

Building a Financially Sustainable Future

Pictured: Riley

It could be your son, daughter, niece, nephew or grandchildren who needs vital support from Helen & Douglas House and without regular donations, they may not have the support they need, when they need it.

Mary, Jack's Mummy



'Life is precious and at Helen & Douglas House we can make memories to treasure forever.'

Parent

Building a Financially Sustainable Future

Helen & Douglas House had a strong year financially in 2019/20 and is further strengthening its financial position.

Financial sustainability continues to be a key concern for all UK hospices, for the year 2018/19 the number of hospices operating with a deficit budget grew from 66% to 85%. The decision Helen & Douglas House took in 2018 to close the adult service in Douglas House has helped to ensure we move forward on a more financially stable footing.

We ended this year broadly in line with our forecast and ahead of budget, despite the closure of our retail units in the third week of March and material losses on our investments in the final quarter. Although we are pleased to be reporting a significant surplus, there is an acknowledgment of the challenging circumstances we face in the short to medium term but financially we are well placed to weather those more uncertain times.

Further details can be found in the *Financial Review* section.

UK statutory funding developments

In June 2019, Together for Short Lives published new research on statutory funding for children's hospices in England which revealed that NHS and local council cuts are hitting lifeline hospice care for seriously ill children. Currently, children's hospices receive on average just 21% of their funding from statutory sources, compared to 33% for adult hospices.

Children's hospices rely on donations and fundraising for the remainder of their costs.

Funding the hospice sector has become an issue of national interest and attention across Government and National Health Service England (NHSE) and we welcomed NHS England's decision to ring fence £25 million of NHS funding to support children's hospices by 2023/24, increasing annually from the 2019 baseline of £12 million.

The funding will come directly from NHS England, which was very good news for those delivering children's hospice care across England as many hospices have experienced a reduction in or replacement of commissioned funds from their local Clinical Commissioning Groups when funding from central government has been made available.

NHS England also says that it recognises that palliative care services provided by children's hospices are currently not universally available. It plans to carry out a needs assessment to understand whether additional investment nationally or from CCGs is required where children's palliative care is provided by other, non-hospice services.

In addition to this, NHS England together with stakeholders who work in Children's Palliative Care, have a Task Force who are developing a Commissioning Framework. Clare Periton sits on this national group.

"This is a really welcome commitment to invest in children's hospices at a crucial time. We know that the number of children with life-limiting conditions is growing and the care and support they need is increasingly complex. With this complexity comes greater cost and I am pleased that NHS England has listened to concerns raised around a growing funding gap."

Andrea Lambert
Director of Clinical Services
Helen & Douglas House

Income Generation Review

The fundraising environment and public attitude to giving

We rely almost entirely on public donations to fund our work and whilst we have accessed all Government support possible during the pandemic, the fundraising environment was already challenging before COVID-19 was upon us. In some respects, the pandemic has brought out the best in us all in terms of increasing our sense of community, focusing on the power of local and wanting to help our neighbours.

What is evident is that the political and economic uncertainty in place last year will continue to be a mitigating factor in our ability to raise money from voluntary sources and indeed the political uncertainty of Brexit has almost certainly been superseded by COVID-19 economic uncertainty and predictions for income shortfalls and significant expenditure cuts across the charity sector are not exaggerated.

In terms of public confidence, The Charities Aid Foundation (CAF) reported that at the start of the UK lockdown in March, people aged 45 to 54 were the most concerned about their income in the next six months and were the most likely to say they will donate less than usual because of the crisis. Overall, 14% of people said that they are likely to donate to charity less than they usually do over the next six months in the wake of the outbreak, whilst 22% say they will likely donate more than usual.

Fundraising report

From the beginning of March, it was clear that our ability to fundraise was going to be significantly affected and would demand an alternative approach in some areas and these will be covered in more detail within the *Our Response to COVID-19* section.

Despite an already challenging environment in 2019/20 with fewer people donating to charity nationally, combined with a decline in public trust in charities, our gross fundraising income was within 1% of our budgeted target. We also controlled our expenditure and were 9% underspent resulting in a net contribution, before cross charges and depreciation, which was 6% above budget. We were very encouraged by this performance and our intention was to build on this in financial year 2020/21.

Last year we identified several areas of focus which we felt were instrumental in our ability to grow our income and to increase our contribution to care. Developments in these areas of focus would also support our strategic aim of financial sustainability.

Review of fundraising operations and contribution

A new Head of Fundraising was appointed and concluded a strategic review which was already underway. Consequently, we agreed a new fundraising strategy in January to accelerate our ability to acquire new supporters, retain our existing supporters and to increase our income across key revenue streams. We identified an opportunity to grow the income we receive from individuals – both in the form of one off donations and regular monthly gifts; as well as through gifts given in memory of a loved one and through gifts in wills.

Our Community Fundraising team were refocused and now work in smaller geographical areas. This change allows them to fully immerse themselves in the local community and to develop relationships with supporters who are particularly motivated to fundraise for the charity.

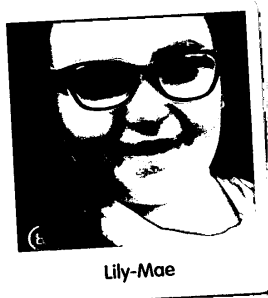
We recruited an experienced Individual Giving Manager to enable us to try untested methods of recruiting new supporters and at the same time introduced new ways to improve the services we offer them and how we engage with them.

We also engaged an external specialist to help us build a new regular giving fundraising product which will enable us to engage and delight a target audience of mums with younger children. Whilst this work is at its early stages, the ideas generated, and the subsequent tests with the target audience so far are extremely encouraging.

We are also talking to existing supporters about their preferences and propensity to fundraise in memory of a loved one and leave a gift in a will. This will enable us to engage a different audience and meet the needs of supporters across these important areas of income.

Last year we stated that we would conduct a brand review and we conducted some research amongst the local population to understand how far our brand identity communicates the unique characteristics and culture of the organisation and to what extent the public recognises our logo and associates it positively with the cause. We learned that Helen & Douglas House is a much loved and cherished charity in our local community and there is a high level of understanding about what we do and who we help. We also identified a couple of small changes we could make to our logo to make it connect even better and these were implemented last year and are reflected across this Annual Report.

We took the opportunity to register the trademarks of Helen House, Douglas House, and Helen & Douglas House to further safeguard our brand and reputation.



Lily-Mae

Retail operations report

The challenges of operating on the high street have been well documented over the recent years, and yet to the end of February 2020 our retail performance was excellent. Of course, in March we took the difficult but necessary decision to close all our shops to keep our staff, our volunteers, and our customers safe.

Despite challenging trading conditions, our shops performed well. Whilst gross income was tracking slightly below budget, prudent cost management meant that at the end of February we were 4% under our contribution target despite closing two shops whose leases had come to an end during the year. Also, during the year, we made considerable investment in our shops and our people to deliver a charity retail operation that is run efficiently and profitably, and which delivers a positive experience for staff, volunteers and customers.

To the end of February net retail income was performing strongly and it was the sudden and unplanned closure of all our shops in late March 2020 due to COVID-19 which resulted in a full year net retail contribution of -18% versus budget and that was unavoidable.

The consensus among experts is that the UK has too many shops, some of which are too big and in the wrong locations. Those that succeed in this environment will be the retailers that know what their consumers want and who give them products they want to buy with great customer service.

We carried out an extensive benchmarking exercise last year and compared our operation against best practice across the charity retail sector. We identified areas for improvement to transform our retail shops into spaces which are equal to some of the best retail outlets on the high street.

Our research identified that if we are to deliver increased net income to fund the work of the charity we must refresh our offer, build relationships with our customers and the community to ensure they continue to donate to us and shop with us. Our shops must stand out, look fresh and inviting, offer great service and highlight the impact our customers can make on local families by supporting the charity.

These plans were paused during the lockdown whilst shops were closed. The closure programme and subsequent opening of COVID safe shops has taken considerable time and resource. We now need to consolidate our position and continue with our plans to ensure we are in a strong position for when the public are able and confident enough to return to the high street in significant numbers.



Beth and Rebecca
having fun dressing up!

Putting People First

Pictured: Sarah on the guitar and Summer on the drums

The craft experiences, music and stories told are also things which they both find relaxing. Whilst Alex and Ellen enjoy themselves, their brother (Peter, Alex's twin brother) can also have fun playing with the toys.

Annette, Alex and Ellen's Mummy



'Helen & Douglas House is my daughter's special place, to be safe, smile and be happy.'
Parent

Putting People First

Our Staff

Following a staff engagement survey conducted in 2018/19 we implemented actions targeted on important areas for improvement which were identified in the survey published in January.

Consequently, we have put into place a number of measures focused on communication and rewarding individual performance including:

- A staff forum for employees. This is a forum organised by staff and enabled by the organisation. Employees selected by their peers meet regularly to consider areas of interest, opportunity and concern for staff and the organisation
- Quarterly all staff meetings for organisational updates. All staff are invited to attend, and the sessions are recorded for those that cannot. At these meetings, the Exec report on developments within their Directorates so that all staff are aware of the opportunities and challenges facing the organisation and can hear how these are being acted on. There is also an opportunity for questions and answers from staff. These have been well received and well attended
- Finance Reports are published every month and are available to all members of staff to show how our income is earned and spent and to outline how we are tracking against budget
- We also created a senior management forum to enable our senior team leaders to work together to assist the organisation make progress on strategic

objectives from a cross functional, operational point of view. This forum is also an important contributor to succession planning for the future

- We introduced a new performance management process to help develop employees' potential and reward individual performance appropriately. This began with an organisational-wide review of terms and conditions and a new structure for grading roles and associated pay bands
- We introduced a values and behaviours framework which sets out essential and desirable behaviours linked to organisational values which can be lived out by individuals day to day and this will be used to monitor the 'how' individuals achieve their objectives
- We introduced a new appraisal process for all employees which sets out individual objectives cascaded from the objectives of the organisation, appropriate to the employee's area of work. These will enable individuals to discuss their performance in a structured and organised way and gain feedback from their line manager
 - Setting SMART objectives which are agreed between the individual and the line manager which meet the needs of the organisation
 - Reward excellent performance in a flexible, fair and equitable way
 - Measure 'how' individuals achieve their objectives as well as 'what' individuals achieve
 - Highlight any performance issues in a timely way and set in place measures to address them
 - Identify any learning and development needs and record the career aspirations of individuals in the future

Enhancing Our Facilities and Care for Families

Helen & Douglas House commissioned The Pikker Institute to conduct a meaningful consultation with key stakeholders to help them shape services going forward.

The overall aim of the project was to explore the needs of service users, families, and staff to inform the design of services provided by Helen & Douglas House.

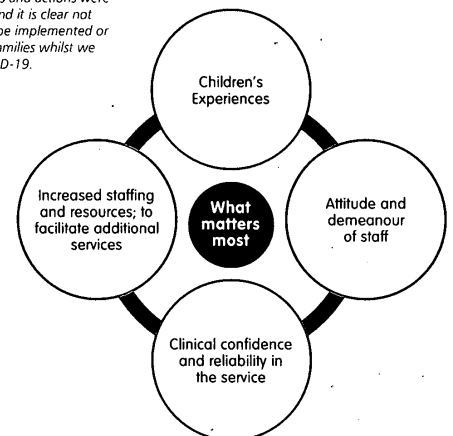
The Pikker Institute is an international charity dedicated to ensuring the highest quality health and social care for all by helping us measure and act on service user feedback.

It must be noted that this survey and the resulting recommendations and actions were identified pre COVID-19 and it is clear not all recommendations can be implemented or will benefit children and families whilst we continue to live with COVID-19.

Specifically, we explored the following:

- What are the opinions on the environment in which care is delivered?
- How accessible and available are the services offered by Helen & Douglas House, and how well are service user needs being met?
- How would service users, staff and stakeholders like to see the service developed and what are their suggested changes to support future needs?

When parents were asked what matters most to them about their overall experience of Helen & Douglas House, four key themes emerged.



Respondents were asked questions around shaping the development of future services at Helen & Douglas House, and three key overarching themes emerged: environmental and design improvements, staffing and resourcing, and transition services for older children and young adults.

Many respondents emphasised positive experiences about the services offered by Helen & Douglas House

Respondents described an overall positive and greatly valued experience of receiving care and support from Helen & Douglas House.

- Families emphasised the personalised attentiveness that staff show to the children, for example, one parent noted staff had encouraged her child to feed himself which he had never done before
- Parents and children highlighted the expertise of staff and felt that they were able to contact staff for emotional support and complex clinical advice
- The positive attitude of the staff in their interactions with the children and each other were emphasised. One parent highlighted her appreciation for continuity of staff

- Trust and expertise were treasured elements of the respite service; parents stated that it was important that they knew their child was in a safe environment, especially if they stayed unaccompanied at Helen & Douglas House. Key to this, parents and children appreciated the expert clinical knowledge and care offered by staff
- Parents and children mentioned the wide range of therapeutic and educational activities available to children and their families. These included art and craft activities, educational lessons, physiotherapy, access to the garden, and organised events such as an Easter-egg hunt and Christmas show. Parents felt able to relax whilst their children had freedom to play creatively
- The spa and sensory room were identified as key resources currently available at Helen & Douglas House. These facilities provide both therapeutic benefit, and the opportunity for children and their families to enjoy themselves and have fun



Keren playing at the Hospice

“Nobody else can look after him, even when we’re in hospital I do most of his care just because it’s just easier. So going to Helen & Douglas House they do all of his care so they do everything...he says it makes him feel safe as well because, yeah he likes the monitors he said because he feels safe.”
Parent

“Well, they have something called the Magic Carpet... and you think that’s incredible, don’t you...and you can sort of run around it and press, pop bubbles and make smiley faces.”
Parent

“Helen House care team supports the families with the best care available and goes above and beyond to meet the needs of the young people and families that use us.”
Member of staff

“I just saw through the door, I couldn’t believe like that [child’s name] was feeding himself fish fingers and chips. I actually managed to film it which is just amazing and I then managed to show the school and everyone else so everyone knows, well he can do it, he’s just a monkey and he likes us feeding him. So from that point of view they managed to get [child’s name] to do something that we didn’t think he could do.”
Parent

“Yeah I love it, I have a great time there, and it’s like being on holiday but in heaven.”
Child

“That’s the one thing that shines out in my head about, Helen & Douglas, that their level of care and their level of understanding, and their knowledge on complex children, is second-to-none really...it’s the staff that make Helen House...the way the staff speak and interact together as well, so you know that you’re bringing them into a happy environment, you’re bringing them into a safe environment.”
Parent

“They’ve got the most amazing, for her, art table, that’s just always out...and they just made buckets of potion by pouring gold paint and glitter and glue...they were allowed to do this thing that they were never allowed to do at home, and they were just able to do it and have fun and forget and actually the teacher then came through, and suggested that they wrote a poem about making potion, and built on it, so they had the education side of things as well, sort of therapy, end everything, just all feeds in.”
Parent

Our plans to build on this feedback and improve the service are underway within the constraints of affordability and need and the following has been implemented

We created a modular Teen Space in the garden of Helen House to give young people in our care a space which reflected their teenage years, away from the child centric environment of Helen House. This was funded by charitable donations.

We have reviewed part of the admission procedure and now ask the child and their family what they would like to do during their stay. The chosen activities can be anything from having a spa, going to the ice-cream parlour, playing pool, doing artwork or going to the cinema. This new process enables the children to get the most out of the facilities.

We have increased their music provision and one of our care team sings and plays her guitar with the children most days.

We have reintroduced a limited amount of Sunday night stays and extend booked stays by adding another night to the weekend or have visits starting on a Monday, for one child at a time.

The booking process and guidance for respite stays has been updated and this should reduce the frequency and impact of cancellations.

We are successfully recruiting more nurses and care team members at all levels.

HDH is also involved in two multicentre research studies, both of which are focused in areas considered knowledge gaps by NICE; namely DIPPER (NIHR Funded) and PARAMOUNT (funded by GOSH-Sparks Charity).

When we have sufficient funding to do so we also plan the following:

- Refurbish the spa room to make it feel more like an oasis
- Fit folding doors to close off one of the conservatories – this will provide some contained and quiet space for families
- Refurbish Tree Tops flat – this very large flat is in a more tranquil area of the building. By splitting it into two separate units, they can provide a private and peaceful area for two families
- We are planning a full garden redesign in 2021. This will include options to increase how we use the outside space for extended friends and family to visit. To decide on the full scope of the redevelopment, we will be consulting with the children and families
- Purchase an additional “safe space” bed – this will allow us to be more flexible in offering respite to children that need the security of this type of bed

Protecting our supporters

Our approach to fundraising, working with professional fundraisers and commercial participators

Our fundraising function comprises 22 staff. These staff work in teams organised by income source to generate funds for Helen & Douglas House to fund our vision. The data and supporter services team manage all enquiries from the public, manage our donor database and data selections for fundraising activity and ensure we operate in line with fundraising and data protection regulations.

Our events and supporter partnerships team focus on raising money through our own events, third party events, working with corporate partners and local businesses, community groups, churches, schools, and individuals who take on their own fundraising activity.

We also raise funds through trusts and other grant making bodies, direct marketing campaigns and appeals, and building relationships with high net worth individuals who donate significant sums to support our work.

We work with commercial third party organisations to recruit players to our lottery and donors giving a regular gift. This activity is primarily through door-to-door and some private site (events and shopping centres) canvassing.

Fundraising Regulation and the Code of Fundraising Practice

Helen & Douglas House is registered with the Fundraising Regulator and our fundraising team is committed to adhering to the Regulator's Code of Fundraising Practice. We are also a member of the Institute of Fundraising and work to the standards laid out in their guidance.

For the period under review we have had no significant incidence of non-compliance with the Code of Fundraising Practice or Institute of Fundraising guidance.

The charity's Fundraising Policy stresses our commitment to the Code, ethical considerations regarding donation acceptance, and how we carry out due diligence in relation to our partners.

Complaints

In the Financial year 2018/19, we received donations from 9,416 supporters. In the same period we received 12 complaints. Eight were in relation to our lottery fundraising, one in relation to direct marketing, one in relation to our Bubble Rush event and two in relation to our regular giving campaign where we ask donors to sign up to a monthly direct debit. We responded to all complainants and resolved their complaints appropriately.

Vulnerable People

The charity adheres to the Code of Fundraising Practice in its dealings with people who we identify as vulnerable and we are mindful of the Institute of Fundraising's guidance. We only work with third party commercial participators who are committed to protecting vulnerable people and who also adhere to the Code

Monitoring the activity of third parties

All materials used by third party commercial participators are drafted and reviewed by the charity. The training of fundraising staff by third party commercial participators is overseen and regularly attended by representatives of the charity. Third party fundraising staff are periodically shadowed whilst canvassing the public. Recordings of telephone calls with donors conducted by third party commercial participators are reviewed regularly.

Contracts with third party commercial participators contain complaint and vulnerable people clauses scrutinised and agreed with the charity. All complaints received by third party commercial participators are shared with the charity.

Fundraising undertaken by members of the public is supported by the charity. Guidance is provided together with materials to ensure consistency, transparency, and compliance.

Our COVID-19 Response

Pictured: Aahil with Nurse
Francesco and Dr Emily



*Helen & Douglas House
provides someone to
share the burden with.
They offer hope and
they never judge you.*
Parent

Our COVID-19 Response

Interim Service Provision

It is clear that we are still living with the virus and normal life as we knew it will not be returning for some time and we will continue to adapt to whatever changes we need to make in order to keep everyone safe. We want to continue to care for the terminally ill children who need us right now. Children nearing the end of their lives need our help and we want to be here for them.

Since the start of the COVID-19 pandemic, we have followed Government guidance closely and have taken all measures necessary to keep everyone safe and we will continue to do that.

How we are caring for local children and their families

To protect our staff and the children we care for, we have had to make the difficult decision to cancel all booked respite care until further notice. Our priority now is to continue to operate our service at the hospice and in the community to ensure that all children have access to specialist palliative care.

We also put into place the following service provision as a tactical response to the pandemic and we have been able to give children and their families the following care.

- 24/7 telephone support for families and professionals
- Access to telephone advice from the medical team
- Admission for complex symptom management

- Stepped discharge from hospital
- Admissions to address persistent symptoms
- Supportive stays
- Family support team telephone contact
- Outreach nursing visits for symptom management
- Bereavement support
- Social work support
- Siblings activities and support via telephone or virtual platforms
- End of life care

We will need to continue adapt our service due to COVID-19 for the foreseeable future so that children and their families have access to specialised care in their preferred place be that at home, in the hospice or in hospital.

Inpatient services

We have aligned our interim service offer closely to the NHS 'Novel coronavirus (COVID-19) standard operating procedure for Children and Young people with palliative and end of life care needs who are care for in a community setting (home and hospice) during the pandemic' published June 2020.

We have used existing infrastructure and have repurposed that in an agile way so we can remain socially distanced and see outpatients. One example of that is using the Teen Space for this purpose.

From October 2020 staffing and modifications to the internal structure of the building should enable us to increase the number of children we can accommodate at the same time.

Routine planned respite cannot be reintroduced, but this interim service provision recognises that many families require support in the continued care of their child and would benefit from receiving this care outside of the family home.

Urgent care

Beds will be allocated for urgent care which includes complex symptom management, stepped discharge from hospital, avoidance of hospital admission and care at the end of a child's life.

Supportive stays

Beds will be used to deliver care to children who would benefit from a two-night stay to achieve an agreed outcome. Reasons to offer a stay may include:

- Recognised need for a break from the intensity of care
- Persistent symptoms that require assessment and a revised management plan eg seizures, dystonia, pain, disrupted sleep patterns, secretions, constipation etc
- Family support eg sibling issues

Visitors

On admission one adult may accompany the child and admission administration is carried out in the open areas of the hospice. One parent may remain resident and resident parents have access to the "clinical bubble" (bedroom area).

For children admitted for care at the end of their life individualised visiting arrangements will be offered.

Community Services – outreach nursing and doctors

Over the course of the pandemic we have seen a 50% increase in the amount of care given at home. Often the children we care for are shielding and parents are preferring to receive care at home rather than at the hospice or hospital.

We will continue to offer an enhanced home visiting service with the aim to reduce either hospital or hospice admission

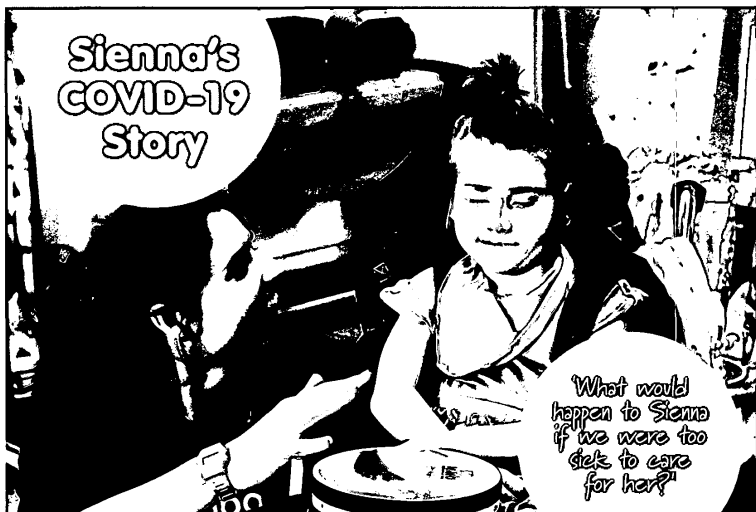
All other community services – social worker, siblings team, family support and bereavement, youth work, psychologist

Whenever appropriate to do so support will be offered virtually either by telephone or a visual platform. Face to face visits will be offered either in outside spaces, such as the garden or walk and talk meetings, or if required, within the family home.

Working with Fundraising colleagues we have been able to source and deliver care hampers to families' homes which include a combination of toys and games to play at home, some foodie treats and nutritional food. These have been extremely well received and have enabled some informal contact with families who might not have been seen during the lockdown.

We are offering a virtual Remembrance Service in October to families who would ordinarily be invited to attend a service at the hospice. This will also include an online Dedication Page for families to record their thoughts and stories about the children they are remembering.

Sienna's COVID-19 Story



Kay and her husband Andy, have three children, nine-year-old daughter Sienna, who was born with Dravet syndrome, a rare and catastrophic form of epilepsy, brother Jamie, aged 16 and sister Ella, aged 14.

Sienna needs 24/7 care and the family are regular visitors to Helen & Douglas House for respite care and rely on them for the practical help and care they give to Sienna and the rest of the family.

Our nightmare started in late March when Sienna started feeling unwell. In the thirty-six hours that followed she suffered from 20 seizures and had developed a cough and fever. After seeking NHS advice, we reluctantly took her to Abingdon hospital. This is when the doctor confirmed she had symptoms of COVID-19. A scary thought for any parent, but for a parent of a child like Sienna, truly terrifying.

The next day things got worse. My husband and I had started to develop symptoms. We were petrified. What would happen to Sienna if we were too sick to care for her? And what would happen to our other two children if our conditions worsened? Our regular carers had been cancelled, respite care at the hospice wasn't possible and we were desperate to avoid hospital.

Thankfully, Helen & Douglas House saved us. Their nurse specialist, Francesca, stepped in and gave us the vital clinical advice and support we needed to avoid a crisis. She then rang us again every day until Sienna was out of danger. During the worst days of this virus Francesca, and the hospice, made us feel less alone, eased our fears and helped keep Sienna out of hospital.

△
Pictured: Sienna enjoying music therapy

Raising money

Due to the pressures of COVID-19, undoubtedly, the revenue we rely on from the public, our events and our shops has been significantly affected and we plan to overcome these challenges by planning new activity and accelerating our commitment to move fundraising into the digital space as much as possible.

We have accessed all available Government support to help the organisation continue to provide a vital service to local terminally ill children and their families including:

- Taking part in the Job Retention Scheme which saw 100+ staff being placed on furlough, most of which were staff from our retail area of operations
- We also received a share of the £200m per quarter funding provided by the Government to help all UK hospices care for patients who would otherwise be in NHS hospitals to enable the NHS respond to the crisis

Having temporarily closed all our shops on Friday 20 March 2020, we have now re-opened almost all our 29 shops. We have introduced physical distancing and hygiene measures for our staff, volunteers and customers including contactless drop off points for donated goods to sell.

In line with Government advice on social distancing, we have had to cancel or postpone all our mass participation events this year which means our income from these events has been severely affected.

We participated in a UK-wide fundraising initiative called 2.6 Challenge organised by Virgin Money and JustGiving which was created to help charities raise money during the crisis and we raised around £10,000. We also launched an additional cash appeal in June which generated significant response and additional funds.

We must continue to generate an income through all possible means and to explore new innovative ways to create revenue. We have accelerated the opportunity to seek out alternative means of raising money for the charity via online fundraising products and events and we expect these to be implemented from October 2020 and continue into 2021 and the foreseeable future.

This includes the development of virtual event solutions, the safe re-introduction of face to face fundraising, the development of online subscription based new product development, increased use of digital and post for more cash appeals, new supporter acquisition campaigns to grow our database of opted in supporters and also implementing our plan to grow income from giving in memory of a loved one and gifts in wills.

We are indebted to our supporters who have continued to donate to support their local children's hospice. Individual supporters, local businesses and large charitable foundations have generously supported us throughout this crisis. This, combined with Government support, has ensured we have been able to continue to fund the charity throughout 2020/21.

The International Monetary Fund predicts that the global economy will shrink by 4.9% this year (WMF June 2020). It described the decline as the worst since the Great Depression of the 1930's. With predictions for a UK recession, local area restrictions and a second rise in COVID-19 cases, we are not complacent that our income will be further impacted especially when financial support from the Government comes to an end.

Our strategy to achieve financial sustainability remains a strategic imperative for the charity and must be achieved now with challenges we could not possibly have anticipated. Vigilant control of income and expenditure will continue to ensure we emerge robustly from this crisis.

Financial Review

Pictured: Lucy with Yusuf

Summer gets the help she needs and a chance to enjoy herself. She looks at Helen & Douglas House as a place she loves and calls it her little holiday and can never wait to pack to come.

Gemma, Summer's Mummy



'Helen & Douglas House picked us up out of a deep dark hole and got us on our feet again'
Parent

Financial Review

There was a surplus on unrestricted funds of £0.688m and a surplus on restricted funds of £0.226m, resulting in a consolidated increase in funds for the year ended 31 March 2020 of £0.914m (2019: £0.530m increase in funds). Our like for like income total** decreased by 4.51% compared to 2019 with some of the key movements as follows:

- Donations increased by £47k (+1.76%)
- Donated and Bought in Goods income decreased by £236k (-6.25%) *a significant proportion of which was due to all retail units closing in March 2020 due to COVID-19*
- Retail gift aid increased by £57k (+20.8%) result of a proactive approach to increase uptake
- Statutory funding increased by £32k (+5.84%) largely due to NHSE grant uplift
- Legacy income decreased by £274k (-28.7%) which is indicative of the volatile nature of this income stream

** - excludes profit on disposals and COVID-19 support grants

However overall, we experienced a significant year on year increase in total income of £825k, primarily due to two exceptional reasons:

- We were successful in selling our warehouse which generated a profit on disposal of £579k
- As a result of the COVID-19 pandemic, in March 2020 we temporarily closed 29 retail units and took advantage of the Government support grants for Retail, Hospitality and Leisure which in total amounted to £625k. Furlough scheme grant income of £23k covering closure of the retail units to the end of the financial year in also included

2019/20 was the first full year of costs associated with running one house, so we have seen a further reduction in overall expenditure compared to the previous year, down from £8.7m in 2018/19 to £8.4m in 2019/20. In addition to our charitable activity costs reducing by £230k (6.38%), there was also an overall cost reduction on raising funds of £70k, (1.37%).

Expenditure on **Raising Funds** is categorised between Donations & Legacies and Trading Activities. Within raising funds expenditure, the costs of raising donations and legacies increased by 9.2% and on trading activities (including retail network and lottery) decreased by 5.03%. Expenditure on donations and legacies increased largely due to recruitment timing and a minor restructure.

Expenditure on **Charitable Activities** is categorised between Hospice Care and Bereavement. There was a 11% reduction in the level of expenditure on hospice care due to full year impact of the Douglas House closure, however there was an increase in bereavement costs of 66% due to a full complement of staff being in post.

There was significant movement in the value of our investments held by CCLA with a net increase of 74% in the fund value. Additional investment was made during the year totalling £3.375m largely funded by the sale of the warehouse. However, during February and March 2020, investment markets across the globe were significantly negatively affected by the emerging pandemic and as a result the loss on the investments held by the charity for the financial year amounted to £413k.

During 2020/21 the investment markets have improved significantly and recent gains on our CCLA investments mean they are now at pre-pandemic levels (valuation at 31st August 2020 £8.07m versus January 2020 £7.9m). Despite this we continue to monitor our investments closely and will take corrective action where we deem it necessary in order to help preserve our investment balance.

As we move through 2020/21 COVID-19 continues to negatively impact the overall income that we are receiving but even so, we are seeing strong levels of trusts, legacy and regular giving income. Our retail units have had a phased re-opening over the summer with a majority of the network expected to be fully operational by early October 2020 in readiness for the busiest quarter of the year. Early trading results have been very positive and actual donated goods received by the shops extremely high.

We are regularly reforecasting both income and costs for 2020/21 with the most recent model indicating that our overall income will be £800k under the original income budget. This is as a result of lower fundraising and retail income but has been offset by the Government support received through the furlough grant scheme and the additional grants specifically for the Hospice sector. We have significant reserves to help ensure the long term viability of the charity but we are adapting and modifying our strategic approach so we can continue to provide our service in a financially sustainable way.

Risk management

The Trustees examined the principal areas of the charity's operations and reviewed the major risks associated with each. The Trustees consider that the charity's systems are such that these risks are managed to an acceptable level. The risk management strategy forms part of the annual planning process against which the Trustees regularly review progress. The Trustees review the risk register twice a year. The Trustees seek to anticipate future risks by undertaking risk analysis as part of the long-term strategic planning programme.

The table below summarises our key risks and control procedures that are in place:

Risk	Management
Pandemic: Coronavirus Impact on Service Infection amongst patients, families, staff or volunteers or wider community	<ul style="list-style-type: none"> • Extensive advice and guidance to staff, families, and visitors • Developed a new suite of 'COVID Standard Operating Procedures' • Working from home where possible • Reduce number of people on site • Seek alternative means of testing • Scenario planning • Communications • Government guidelines • Isolation • Additions to Business Continuity Plans • Incident policy
Failure to generate adequate, sustainable income to fund our service Operational expenditure for our current and planned service model exceeds income.	<ul style="list-style-type: none"> • Diversify income generation • Look at which areas are most successful and invest & develop them • Networking, new thinking and planning • Developing new fundraising and retail strategies • Effective, efficient cost management • Maintaining a profile with CCGs and LAs • COVID-19: Reducing payroll costs through appropriate use of CJRS grant • COVID-19: 100% rate reliefs on retail units • COVID-19: Delayed recruitment and deferral of capital spend

Risk	Management
Failure to safeguard service users, staff and volunteers Due to the conduct of a member of staff or volunteer or organisational change	<ul style="list-style-type: none"> • Robust safeguarding policy and procedure • Safeguarding team • Safeguarding framework developed 2018 • Safeguarding steering group with representatives in different departments • Board reporting and nominated board member • Safe recruitment procedures • Rolled out training to retail staff • Posters in all shops and departments • Reporting culture • Mandatory training in safeguarding • Risk assessments
Electronic Communication Failure A breakdown of the organisation's electronic and telephonic communication systems	<ul style="list-style-type: none"> • Robust back up and security measures • ICT Support contracts • Clear handover and communications as a result of staff leaving • Disaster Recovery and Emergency plans • Out of hours on call support • Emergency mobile phone and personal mobile phones available for the care staff • Investment in robust ICT infrastructure

Investments policy

The charity invests in pooled funds managed by CCLA Investment Management Ltd. Investments are primarily held in equity funds. The portfolio is reviewed at least annually and, under the guidance of CCLA Investment Management Ltd, amended according to the anticipated market conditions and organisational needs. The quarterly reports from CCLA's Social Responsibility Investigation Unit confirm to the Trustees that the CBF funds' managers adopt a rigorous approach to corporate social responsibility in line with the Trustees' instructions on ethical codes.

The aim is to maximise total annual return on a portfolio of prudently and ethically invested financial assets. During 2019/20 there were investment income payments totalling £169k and an overall net loss of £413k.

Reserves policy

Reserves are held to enable us to continue to help beneficiaries and to secure the future of the charity. They provide investment income, cash resources for capital projects and a subsidy for years when income does not match expenditure.

Our policy is to have free reserves of at least six months' total operational costs of providing charitable activities including support costs. The value is based on the annual budget and is reviewed each year.

Summary of reserves 31 March 2020	£'000
Unrestricted Reserves at 31 March 2020	12,154
Less the value of fixed assets	3,841
Less amounts allocated or designated	3,064
'Free' reserves at 31 March 2020	5,249

As at March 2020, it cost c£280k* per month to provide hospice care, family support and bereavement care. The 2020/21 six month total operational costs budget is £4.192m so the March 2020 level of 'free' reserves represents 7.5 months' total operational costs**. Unrestricted reserves less fixed assets represent 11.9 months' total operational costs.

* - basis of calculation is annual total of 2019/20 hospice and bereavement expenditure including their share of support costs and depreciation.

** - the total operational costs budget includes hospice & bereavement, support services and income generation costs.

Allocated/designated amounts

Helen & Douglas House makes several allocations from its unrestricted reserve. These cover:

- Unexpired lease commitments for retail shops
- Funds to cover overspends related to maternity leave or long-term absence
- Funds to cover redundancy, should the Charity become unviable in the future

Remuneration policy

The organisational remuneration policy sets out the principles that the Charity follows, but specifically:

- Equal pay for work of equal value
- Cost of living
- National Living Wage
- Pensions & Benefits
- Staff paid outside Agenda for Change

It is reviewed annually by the people and remuneration committee.

Pay scales and rates

The Charity has aligned pay to at least that of the NHS for clinical staff which has meant that it has benefitted from the ability to attract Registered nurses to work in Hospice Care.

As at 31 March 2020, with the exception of the CEO, Retail, Executive team and doctors, all employees are paid on a scale largely aligned to Agenda for Change pay points. Retail moved to a new salary structure in April 2019 as did the Executive team in January 2020. The changes were as a result of an external benchmarking exercise.

The CEO salary is approved by the Chair of Trustees and doctors' sessional rates are determined by the Department of Health.

The minimum hourly rate paid in 2019/20 was £8.26, which was above the National Living Wage.

Pension schemes

The Charity offers two pension schemes.

NHS pension

Employees who join, having paid into an NHS pension in the previous 12 months, are entitled to re-join the NHS Scheme.

Employer's pension

Employees are able to join one of two schemes.

There is a higher contribution rate scheme that has been in operation for some time. This requires the employee to contribute 6% and the Charity 7%. If the employee chooses not to join this scheme and meets the requirements, they will be automatically enrolled into a scheme offering the minimum level of contributions (2019/20: 5% for employee & 3% for employer). Staff must choose to opt out of the auto-enrolment scheme if they do not wish to join.

Going concern basis

The Charity has considered its future service costs in relation to projected income in the short to medium term future. Whilst there is some uncertainty around certain income streams and an acknowledgment that costs will increase, there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future.

The Trustees believe that the Charity is well placed to manage its risks successfully. There are no material uncertainties about the group and Charity's ability to continue as a going concern.

Administrative details

The Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2020. The annual report and financial statements comply with the Charities Act 2011, the Companies Act 2006, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102), and the charity's memorandum and articles of association.

The table below is a list of all trustees covering the relevant reporting period and the Assurance Committee they sit on.

Trustees

	Clinical Governance	Organisational Audit and Health & Safety	Finance and Income Generation	People and Remuneration	Trading Company
Tanya Baldwin (Appointed July 2020)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lord Blair of Boughton	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Katherine Boyce	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sir Stephen Bubb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elizabeth Drew (Resigned July 2019)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dr Ann Goldman (Appointed July 2020)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
David Gye	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Colin Love	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peter Marland (Appointed July 2020)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sister Jean Raphael	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Melanie Rogers (Resigned September 2019)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annewen Rowe	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simeon Tinant (Appointed July 2020)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ian Watson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Martin Wildsmith	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Professor Andrew Wilkinson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nicholas Wilkinson (Resigned January 2020)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Catherine Worswick	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Key management personnel:

Chief Executive Officer & Trading Company Director	Clare Periton
Director of Clinical Services	Andrea Lambert
Director of Support Services	Jenny Rigby
Director of Income Generation	Hazel Bedford
Director of Finance and ICT	Mark Stowe
Medical Director	Dr Emily Harrop
Company Secretary & Trading Company Director	Mike Cooper

Solicitors	Coffin Mew, Rivergate House, Newbury Business Park, London Road, Newbury, RG14 2PZ
Independent auditor	Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL
Banks	National Westminster Bank plc, 32 Cornmarket Street, Oxford, OX1 3HA Barclays Bank plc, 54 Cornmarket Street, Oxford, OX1 3HB
Investment managers	CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

The charity and public benefit

Helen & Douglas House accepts patients based on an objective assessment of need against defined criteria, and in line with principles adopted nationally for children and young people with palliative care needs (ref. Together for Short Lives). We operate a principle of equality of access to care, according to assessed need, and offer services to any member of the public within those criteria without discrimination (subject to operating capacity).

We provide care free of charge to our beneficiaries. We are only able to do this through the generosity of public donations and through our continual pursuit of a fair funding contribution from statutory sources. For every £1 received of statutory money, the charity itself generates a further £4.82 of income from voluntary donations, representing significant return on investment for the state.

The trustees have had regard to the Charity Commission's guidance on public benefit in carrying out the charity's objectives and are satisfied that any eligible child or young person, and their family members/carers can benefit from the charity's services.

Organisation structure, governance and management

Helen House and Douglas House were each originally established under the aegis of the Society of All Saints Sisters of the Poor (ASSP), a registered charity and Anglican religious community for women, whose Mother House is in Oxford. The two hospices are built within the grounds of the Society's Convent. On 14 October 2016, a Special Resolution was adopted by the Trustees of the ASSP which gave Helen & Douglas House independence from their organisation structure.

The chief executive is responsible for organising an induction programme for new trustees and on-going training for all trustees. Each trustee receives a trustee induction file on appointment. This and on-going training are based on material provided by Hospice UK, the umbrella body of the hospice movement in the United Kingdom, and the Charity Commission.

Whilst the trustees have, and accept, ultimate responsibility for directing the Charity's affairs, the organisation's Scheme of Delegation delegates authority for day-to-day operational decisions to the chief executive, who reports to them at the bi-monthly meetings of the board.

Helen & Douglas House (Trading) Limited, a wholly-owned subsidiary of Helen & Douglas House, was established to generate funds for the charity from the sale mostly of donated goods, with a small element of new goods in the sales-mix. In April 2006, a decision was taken to directly account for the sale of donated goods through the charity rather than channelling them through the trading company. The sale of new goods continues to be accounted for through Helen & Douglas House (Trading) Limited. The results of the subsidiary company have been incorporated into these financial statements. The profit for the trading subsidiary was £34 k (2019: £50k).

Trustee board members

A sister of All Saints Sisters of the Poor is a trustee of Helen & Douglas House. The remaining trustees do not have a beneficial interest.

Trustees' responsibilities

The trustees (who are also directors of Helen & Douglas House for the purposes of company law) are responsible for preparing the trustee's annual report, including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SoRP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

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

- The trustees confirm that so far as they are aware, there is no relevant audit information of which the charity's auditors is unaware
- They have taken all the steps that they ought to have taken as trustees in order to make they are aware of any relevant audit information and to establish that the charity's auditors is aware of that information

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



Ian Blair
Chair of Trustees
19 October 2020

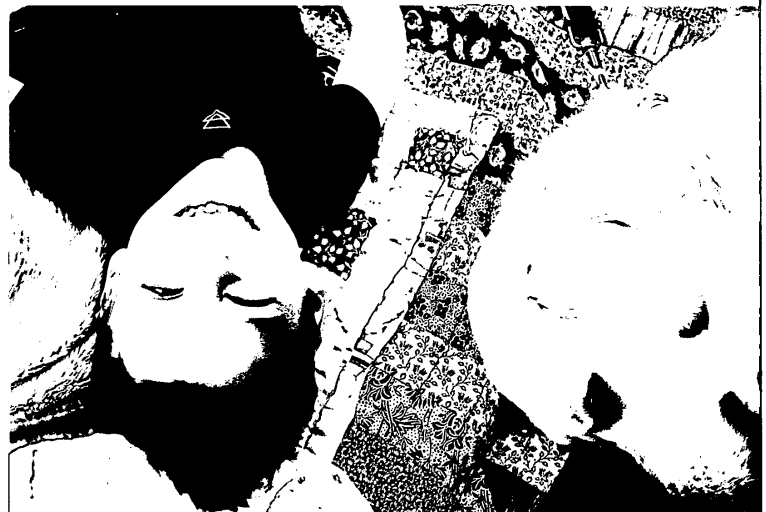


Independent Auditor's Report to the Members of Helen & Douglas House

Pictured: Riley and
PAT Dog Pheobe

*When he (Alexanda) knows he
is coming to Helen & Douglas
House, he gets very excited and
is over the moon thinking about
what he is going to be doing
and who he is going to see.
It really gives him a boost.*

Libby, Harvey's Mummy



*'Without Helen &
Douglas House we
would be exhausted.
We would be lost
without their help.'*

Parent

Independent Auditor's Report to the Members of Helen & Douglas House

Opinion

We have audited the financial statements of Helen & Douglas House (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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

Conclusions relating to going concern

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 group financial statements is not appropriate; or
- The trustees have not disclosed in the group 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, including the strategic report, other than the group financial statements and our auditor's report thereon. Our opinion on the group 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 group financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group 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 group 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, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 require us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; 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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's or the parent charitable company's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Helen Elliott

Senior Statutory Auditor
4 November 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

Financial Statements

Pictured: Nurse Hannah giving Riley water ▼



*'They help us
to make fantastic
memories, while
giving me the chance
to be a Mummy,
and not a nurse.'*

Parent

Financial Statements

Consolidated statement of financial activities for the year ended 31 March 2020

	NOTE	Restricted funds £000	Unrestricted funds £000	Total funds 2019/20 £000	Total funds 2018/19 £000
Income from:					
Donations & legacies	2a	340	3,056	3,396	3,623
Charitable activities	2b	305	275	580	548
Other trading activities	2c	0	4,969	4,969	4,557
Investments	2d	0	192	192	157
Other	2e	0	593	593	20
Total		645	9,085	9,730	8,905
Expenditure on:					
Raising funds: Donations & legacies		0	1,423	1,423	1,302
Raising funds: Trading activities		0	3,605	3,605	3,796
Charitable activities: Hospice care		356	2,638	2,994	3,376
Charitable activities: Bereavement		63	318	381	229
Total	3	419	7,984	8,403	8,703
Net income before net (losses) / gains on investments		226	1,101	1,327	202
Net (losses) / gains on investments	6	0	(413)	(413)	328
Net movement in funds		226	688	914	530
Reconciliation of funds:					
Total funds brought forward		137	11,466	11,603	11,073
Total funds carried forward		363	12,154	12,517	11,603

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 and the comparative prior year SOFA is disclosed in Note 17

Balance sheets as at 31 March 2020

	NOTE	Group		Charity	
		2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Fixed assets	5				
– tangible fixed assets					
Buildings		3,579	5,261	3,579	5,261
Fixture, fittings & equipment		201	269	201	269
IT Costs		61	16	61	16
Motor vehicles		0	5	0	5
		3,841	5,551	3,841	5,551
Fixed assets – investments	6	7,509	4,547	7,509	4,547
Current assets					
Stock		3	11	0	0
Debtors	8	1,207	515	1,207	515
Short term investments	9	1	1	1	1
Cash & bank		445	1,566	444	1,566
		1,656	2,093	1,652	2,082
Current liabilities	10	(489)	(588)	(488)	(587)
<i>(falling due in less than one year)</i>					
Net current assets		1,167	1,505	1,164	1,495
Net assets		12,517	11,603	12,514	11,593
Accumulated funds					
Unrestricted – Designated	15a	3,064	3,098	3,064	3,098
Unrestricted – General	15a	9,090	8,368	9,087	8,358
Restricted	15a	363	137	363	137
		12,517	11,603	12,514	11,593

Company Number: 4120488

These financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Ian Blair
Chair of Trustees
19 October 2020

Statement of cash flow for the year ended 31 March 2020

	2019/20 £000	2018/19 £000
Net cash flow from		
Cash flows from operating activities:		
Net income for the reporting period	914	530
Adjustments for:		
Depreciation charges	373	430
Losses / (Gains) on investments	413	(328)
Dividends, interest and rent from investments	(192)	(157)
Profit on disposal of fixed assets	(579)	(3)
Decrease in stock	8	(1)
Decrease in creditors	(99)	(453)
(Increase) / Decrease in debtors	(692)	35
Net cash provided by operating activities	146	54
Cash flows from investing activities:		
Dividends, interest and rents from investments	192	157
Net proceeds from the sale of fixed assets	2,005	3
Purchase of fixed assets	(89)	(154)
Purchase of investments	(3,375)	0
Proceeds from the sale of investments	0	0
Net cash used in investing activities	(1,267)	6
(Decrease) / Increase in cash balance	(1,121)	60
Movement in cash balances		
Start of year	1,566	1,506
End of year	445	1,566
Change	(1,121)	60

Helen & Douglas House Notes to the Accounts for the Year Ended 31 March 2020

1 Accounting policies

Statutory information

Helen & Douglas House is a company limited by guarantee and is incorporated in England, registered in England and Wales (No. 4120488). It is a registered charity in England and Wales (No. 1085951).

The registered office address and principal place of business is
14a Magdalen Road, Oxford OX4 1RW.

The following accounting policies have been used consistently with items considered material in relation to the group accounts.

Basis of preparation

The accounts 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 & the Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK & the Republic of Ireland (FRS 102) and the Companies Act.

The consolidated financial statements comprise the accounts of Helen & Douglas House and its trading subsidiary, Helen & Douglas House (Trading) Limited, made up to 31 March 2020. The trading results of the subsidiary are shown in note 7. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet.

A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act.

Public benefit entity

Helen & Douglas House meets the definition of a public benefit entity under FRS 102.

Going concern basis

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. They have reviewed the financial position in conjunction with reserve levels and consider them adequate to meet future operational commitments.

The future financial impact of COVID-19 has been considered as part of the review and they conclude that the going concern basis of accounting remains appropriate for the preparation of the financial statements.

Investment in subsidiaries

The investment in subsidiaries is at cost.

Income

- Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably
- Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income of £625,000 of small business retail grants have been recognised in the year as they were announced on 11 March 2020 and the charity met the criteria for them and they were received after the year end
- Income received in advance of the provision of a specific service is deferred until the criteria for income recognition are met
- Cash donations are credited to the Statement of Financial Activities as received
- Where assets have been donated a cash equivalent value is included. Donated assets with a value of less than £5,000 are not included in the accounts because it would not be economical to establish a fair value
- Legacies are recognised when the charity has been notified that it is a beneficiary, the amount is determinable or money is received
- In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution
- Investment income is accounted for on an accruals basis
- Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank
- Income raised through the shops is recognised on a receipts basis
- Tax recoverable on amounts received by way of Gift Aid is included in the accounts on an accruals basis. Retail Gift Aid is included on an accruals basis

Expenditure and irrecoverable VAT

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:

Charitable activities (Hospice Care)	The direct cost of running Helen House and Douglas House, Clinical management, Medical Team and direct support services of Catering, Domestic and Facilities teams.
Charitable activities (Bereavement)	The cost of the operation of the family support and bereavement team.
Costs of raising funds	The cost incurred to receive voluntary contributions as well as the cost of activities with a fundraising purpose.
Trading activities	The cost related to running our network of shops and our Lottery operation.

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

Allocation of support services

Expended resources are allocated to the particular activity where the cost relates directly to the activity. The cost of overall management and administration of each activity, comprising salary and overhead costs of central functions, is apportioned on the following basis:

Support Area	Basis of apportionment to the four main cost areas
Finance	Based on the combined value of income and expenditure
CEO Office	Apportionment based on the % time allocated by individual employees
Governance	Apportionment based on the total cost in each area
ICT	Apportionment based on the % time allocated by individual employees
People, Volunteering & Resources	A combination of allocation methods used based on an individual employee role, including recruitment numbers, number of employees and number of volunteers

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

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 discount due.

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.

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.

Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund. Funds restricted for the purchase of fixed assets are transferred to unrestricted funds once the asset has been acquired.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Stock

Stock is valued at the lower of cost and net realisable value. The stock of donated goods is not valued.

Tangible fixed assets

Items of expenditure are capitalised where the purchase price exceeds £1,000.

Depreciation charges are allocated to activities on the basis of the use of the related assets in those activities.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value evenly over its expected useful life. The depreciation rates in use are as follows:

Buildings	2.5%
Building Improvements	10.0%
Fixtures & fittings	15.0%
Computer equipment	33.3%
Motor vehicles	25.0%

Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Listed investments

Investments are a basic form of financial instrument and are initially recognised as their transaction value and subsequently measured at their fair value as at the balance sheet date, using the closing quoted market value. Any change in the fair value will be recognised in the Statement of Financial Activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains / (losses) on investments" in the Statement of Financial Activities.

The charity does not acquire complex financial instruments.

Investment properties

Investment properties are measured initially at cost and subsequently included in the balance sheet at fair value. Investment properties are not depreciated. Any change in the fair value is recognised in the Statement of Financial Activities. The valuation method used to determine fair value will be stated in the note to the accounts.

Taxation

No corporation tax is payable due to the charitable status of the parent company. Taxable profits are generated by the Trading subsidiary and are transferred as a gift to the parent company.

Pension costs

The Charity operates its own defined contribution scheme, currently provided by Scottish Widows. In addition, some employees are entitled to be members of the NHS pension scheme. For the Charity to allow the employee to continue with membership of the NHS Pension Scheme they must have paid into it in the 12 months prior to joining the Charity.

The NHS Pension Scheme is an unfunded, defined benefit scheme for NHS employers, GP Practices and other bodies allowed under the direction of the Secretary of State. The scheme is not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the Charity of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

Operating leases

Rentals applicable to operating leases are charged on a straight line basis over the period of the lease.

2	Income	2019/20 £000	2018/19 £000
2a	Donations Legacies**	2,716 680	2,669 954
		3,396	3,623
	** - at 31 March 2020 there was c£785k in the legacy pipeline (at 31 March 2019 c£210k)		
2b	Charitable activities		
	NHS England Children's Hospice Grant (see Note 15a)	305	280
	NHS and Local Authority contributions to cost of care	275	268
		580	548
2c	Trading activities		
	Sales of donated and bought in goods	3,541	3,777
	Gift Aid on sales of donated goods	331	274
	Web sales	42	42
	Lottery income	312	329
	Grant Income (Furlough and Retail Support Schemes)	648	0
	Other	95	135
		4,969	4,557
2d	Investments		
	Rent income	23	23
	Fund and Dividend income	169	134
		192	157
2e	Other income		
	Profit on sale of Warehouse	579	0
	Other	14	20
		593	20
	Total Income	9,730	8,905

– current year					
	Hospice Care	Bereavement	Fundraising	Trading	2019/20
	£000	£000	£000	£000	£000
Pay costs	1,967	323	849	1,640	4,779
Non-pay costs	297	10	382	1,462	2,151
Central support costs (see below)	423	48	192	437	1,100
Depreciation	307	0	0	66	373
	2,994	381	1,423	3,605	8,403
Central Support Costs:	£000	£000	£000	£000	£000
Finance	31	5	63	110	209
CEO Office	138	8	39	33	218
Governance	10	1	6	14	31
IT	60	9	35	69	173
People & Resourcing Team	184	25	49	211	469
	423	48	192	437	1,100
3					
– prior year					
	Hospice Care	Bereavement	Fundraising	Trading	2018/19
	£000	£000	£000	£000	£000
Pay costs	2,341	184	734	1,613	4,872
Non-pay costs	282	6	406	1,671	2,365
Central support costs (see below)	445	39	162	390	1,036
Depreciation	308	0	0	122	430
	3,376	229	1,302	3,796	8,703
Central Support Costs:	£000	£000	£000	£000	£000
Finance	30	2	55	90	177
CEO Office	116	14	61	74	265
Governance	8	1	4	10	23
IT	58	7	7	72	144
People & Resourcing Team	233	15	35	144	427
	445	39	162	390	1,036

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4 Salaries and employees

The number of permanent employees and (Full Time Equivalent status) as at 31 March 2020 & 31 March 2019, by function was:

	2019/20		2018/19	
Nursing, medical and care	64	(41.69)	55	(39.86)
Fundraising	22	(20.53)	19	(17.87)
Management & administration	19	(18.04)	19	(17.12)
Retail	97	(65.54)	78	(72.49)
Estates, domestic and catering	11	(8.77)	9	(7.63)
	213	(154.57)	180	(154.97)

The organisation employed people on bank contracts (zero hours). In 2019/20 there were 39 individuals who worked 10.03 FTE (2018/19: 41 individuals, 9.34 FTE). Bank FTE are not included in the table above

Staff salary costs:	£000	£000
Salaries***	4,644	4,723
National Insurance Contributions	428	432
Pension Contributions	318	311
*** - includes actual & accrued redundancy & termination costs	5,390	5,466
Agency, advertising and other employee costs	108	298
	5,498	5,764

Employee emoluments:*	2019/20	2018/19
£90,000 - £99,999	2	1
£70,000 - £79,999	0	1
£60,000 - £69,999	2	2

* - Excludes Employer NI and Pension

Key management personnel (as defined in the Trustees' Annual Report) total remuneration was £415,230 (2018/19: £445,761)**

** - Includes Employer NI and Pension

Redundancy & Termination payments

In 2019/20 the Charity had 2 (2018/19: 48) redundancy & termination payments that amounted to £2,557 (2018/19: £278,645). No amounts were owing at 31st March 2020

4 Salaries and employees (continued)

Pension costs

Total pension contributions charged to the statement of financial activity, by scheme

	2019/20 £000	2018/19 £000
Charity defined contribution scheme	185	172
NHS pension scheme	133	139
	318	311

Volunteers

The number of individuals who volunteered for the group is set out in the table below:

	Number of volunteers		Number of hours volunteered		Economic value of the hours (£)	
	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19
Care	133	107	11,305	9,100	92,814	81,300
Fundraising	4	22	128	700	1,051	6,700
Retail	425	562	55,250	72,900	453,603	653,100
Other	22	16	1,782	1,300	14,630	13,700
Total	584	707	68,465	84,000	562,098	754,800

5 Fixed Assets

	Land & Buildings	Building Improvements	Fixtures, fittings & equipment	IT Cost	Motor vehicles	Total
	£000	£000	£000	£000	£000	£000
Cost						
At 1 April 2019	7,568	1,348	1,667	218	70	10,871
Additions	-	3	6	80	-	89
Disposals**	(1,712)	-	(5)	-	(45)	(1,762)
At 31 March 2020	5,856	1,351	1,668	298	25	9,198
Depreciation						
At 1 April 2019	(2,937)	(718)	(1,398)	(202)	(65)	(5,320)
Charged in year	(149)	(115)	(74)	(35)	-	(373)
Eliminated on disposal	291	-	5	-	40	336
At 31 March 2020	(2,795)	(833)	(1,467)	(237)	(25)	(5,357)
Net book value						
At 31 March 2020	3,061	518	201	61	0	3,841
At 1 April 2019	4,631	630	269	16	5	5,551

** - Disposal of warehouse (NBV of £1.421m) resulted profit on disposal of £579k

Douglas House property assets continue to be recognised in the financial statements as the expectation is the assets will continue to deliver benefits to the Charity
All assets are used for charitable purposes

6 Investments

	2019/20 £000	2018/19 £000
CCLA – Investment Fund	6,978	4,016
Other listed investments (Bonds and Shares)	261	261
Investment property	270	270
	7,509	4,547
Market value at 1 April 2019	4,547	4,219
CCLA – Investment Fund Purchases	3,375	-
Proceeds from sale of investments	-	-
Net (loss) / gain on revaluation	(413)	328
Market value at 31 March 2020	7,509	4,547

Investment property was valued at its market value as at 20th May 2019. The valuation was provided by PJS Property Consultancy and Trustees are satisfied that this is still materially correct

7 Subsidiary undertaking

The charity owns the whole of the issued ordinary shares of Helen & Douglas House (Trading) Limited, a company incorporated in England (Co. Number : 05090748). The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under gift aid to the charitable company. The Company Secretary, a Trustee and CEO of the charitable company are also directors of Helen & Douglas House (Trading) Limited.

	2019/20 £000	2018/19 £000
Turnover	59	73
Cost of sales	(24)	(22)
Gross profit	35	51
Administrative expenses	(1)	(1)
Profit on ordinary activities before taxation	34	50
Taxation on profit on ordinary activities	-	-
Profit for the financial year	34	50
Retained earnings brought forward	8	8
Profit for the financial year	34	50
Profits distributed to parent under gift aid	(34)	(50)
Retained earnings carried forward	8	8

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. All movements in equity are included within the statement above.

Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2019/20 £000	2018/19 £000
Gross income	9,705	8,882
Result for the year	921	528

	Group		Charity	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
8 Debtors				
Trade debtors	77	31	77	31
Investment income receivable	12	10	12	10
Accrued income	714	39	714	39
Accrued legacy income	0	10	0	10
Prepayments	319	350	319	350
VAT recoverable	75	64	75	64
Other debtors	10	11	10	11
	1,207	515	1,207	515
	Group		Charity	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
9 Current asset investments				
CBF Deposit Fund	1	1	1	1
10 Creditors				
Trade creditors	80	84	80	84
Social security and other taxes	109	96	109	96
Other creditors	213	239	213	240
Accruals and deferred income	87	169	86	167
	489	588	488	587
11 Trustee remuneration				
No trustees (2018/19: None) received remuneration for their office. No trustees were reimbursed for expenses (2018/19: None) for representing the charity.				
12 Leasing commitments				
At the end of the year the Charity & Group had total commitments under non-cancellable leases as follows:				
	Property		Other	
	2019/20 £000	2018/19 £000	2019/20 £000	2018/19 £000
Less than one year	869	879	22	43
Between one and five years	1,375	1,351	0	15
More than five years	140	0	0	0
	2,384	2,230	22	58

13 Related party transactions

Helen & Douglas House paid rent of **£46,747** (2018/19 £46,747) to The Society of All Saints, Sisters of the Poor. In addition there is a contribution of **£5,250** (2018/19 £4,793) to the maintenance of the communal garden. The trustees of The Society of All Saints were members of Helen & Douglas House until October 2016, however one Trustee is now common to both Boards.

14 Analysis of group net assets between funds

	2019/20 £000	2018/19 £000
General charitable funds	9,090	8,368
Designated funds	3,064	3,098
Restricted Funds	363	137
	12,517	11,603

The funds are represented by:

	Restricted £000	Designated £000	Unrestricted £000	2019/20 £000
Fixed assets	0	0	3,841	3,841
Investments	0	3,064	4,445	7,509
Current assets	363	0	1,293	1,656
Current liabilities	0	0	(489)	(489)
	363	3,064	9,090	12,517
	Restricted £000	Designated £000	Unrestricted £000	2018/19 £000
Fixed assets	0	0	5,551	5,551
Investments	0	3,098	1,449	4,547
Current assets	137	0	1,956	2,093
Current liabilities	0	0	(588)	(588)
	137	3,098	8,368	11,603

15a Movements in funds (current year)

	Balance 01/04/2019	Income	Expenditure	Transfers between funds	Balance 31/03/2020
	£000	£000	£000	£000	£000
Restricted funds					
NHS England Children's Hospice Grant	0	305	(305)	0	0
Helen House play	4	139	(40)	0	103
Helen House music	2	0	(1)	0	1
Helen House art	2	0	0	0	2
Helen House inpatient	(2)	21	(1)	0	18
Outreach work	34	98	(63)	0	69
Thames Valley Health Education	29	0	0	0	29
Clinical training	36	0	0	0	36
Clinical equipment	64	21	0	0	85
Volunteering	1	0	0	0	1
Doctors team	0	5	(5)	0	0
Projects	(33)	56	(4)	0	19
	137	645	(419)	0	363
Unrestricted funds					
<i>Designated funds:</i>	£000	£000	£000	£000	£000
Lease commitments	2,289	0	0	116	2,405
Redundancy fund	500	0	0	(150)	350
Shop fund	160	0	0	0	160
Maternity fund	149	0	0	0	149
Total designated funds	3,098	0	0	(34)	3,064
General funds	8,368	9,085	(8,397)	34	9,090
Total unrestricted funds	11,466	9,085	(8,397)	0	12,154
Total funds	11,603	9,730	(8,816)	0	12,517

15b Movements in funds (prior year)

	Balance 01/04/2018	Income	Expenditure	Transfers between funds	Balance 31/03/2019
	£000	£000	£000	£000	£000
Restricted funds					
NHS England Children's Hospice Grant	0	280	(280)	0	0
Enablement	25		(25)	0	0
Helen House play	4	11	(11)	0	4
Helen House music	1	2	(1)	0	2
Helen House art	3	0	(1)	0	2
Helen House inpatient	0	5	(7)	0	(2)
Outreach work	10	60	(36)	0	34
Thames Valley Health Education	29	0	0	0	29
Clinical training	36	0	0	0	36
Clinical equipment	61	4	(1)	0	64
Volunteering	1	0	0	0	1
Doctors team	0	89	(89)	0	0
Garden flat project	0	0	(33)	0	(33)
Digital marketing	28	0	(28)	0	0
	198	451	(512)	0	137
Unrestricted funds					
<i>Designated funds:</i>	£000	£000	£000	£000	£000
Lease commitments	2,753	0	0	(464)	2,289
Redundancy fund	500	0	0	0	500
Shop fund	160	0	0	0	160
Maternity fund	149	0	0	0	149
Total designated funds	3,562	0	0	(464)	3,098
General funds	7,313	8,782	(8,191)	464	8,368
Total unrestricted funds	10,875	8,782	(8,191)	0	11,466
Total funds	11,073	9,233	(8,703)	0	11,603

NHS England Children's Hospice Grant

The annual grant contribution funded by NHS England has been restricted to our provision of children's hospice care during the financial year, and fully used for that purpose.

NHS Clinical Commissioning Groups and Local Authorities

Funding contributions from a Clinical Commissioning Group (CCG) or Local Authority may be attributed to the care of a specific patient or may be in respect of all care provided to patients registered with a GP in a particular CCG. In 2019/20 we had NHS contract and grant agreements with the following CCGs:

o NHS Buckinghamshire CCG	£98,336
o NHS Milton Keynes CCG	£20,721
o NHS Nene CCG	£18,815
o NHS Oxfordshire CCG	£100,000
o NHS Corby CCG	£2,184
o NHS Swindon	£11,911
o NHS Wiltshire CCG	£22,500

All the funds received from public sector sources were fully used in the financial year for the purposes intended.

Enablement

To fund staff and project work related to patient enablement activities.

Helen House play

The income in this fund has been generated in order to invest into resources supporting play activities.

Helen House music

The income in this fund has been generated in order to invest in music therapy and activities for patients.

Helen House art

The income in this fund has been generated in order to invest in art activities for patients.

Helen House inpatient

The income in this fund has been generated in order to invest into resources supporting in-house patient care.

Outreach Work

The aim of this fund is to cover costs of Outreach Workers who provide assistance in the patient's home.

Thames Valley Health Education

A fund of money to help continued development of clinical supervision within the organisation.

Clinical training

A restricted fund of money to help pay for internal training of Helen & Douglas House clinical employees.

Clinical equipment

This fund is for the donations we receive that are required to be spent on purchases of large items of clinical equipment.

Volunteering

Staff Cost or project work supporting volunteering across the organisation.

Doctors team

This fund supports the cost of doctors or project work relating to the doctors' team.

Projects

Funding received for specific projects pertaining to the development and enhancement of the building, gardens and facilities.

16 NHS pension scheme

Past and present employees are covered by the provisions of the two NHS Pension Schemes. Details of the benefits payable and rules of the Schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2020, is based on valuation data as 31 March 2019, updated to 31 March 2020 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2016. The results of this valuation set the employer contribution rate payable from April 2019 to 20.6% for the duration of the implementation period to March 2023.

The 2016 funding valuation was also expected to test the cost of the Scheme relative to the employer cost cap set following the 2012 valuation. Following a judgment from the Court of Appeal in December 2018 Government announced a pause to that part of the valuation process pending conclusion of the continuing legal process.

17 Comparative SOFA

	Restricted funds £000	Unrestricted funds £000	Total funds 2018/19 £000
Income from:			
Donations & legacies	171	3,452	3,623
Charitable activities	280	268	548
Other trading activities	0	4,557	4,557
Investments	0	157	157
Other	0	20	20
Total	451	8,454	8,905
Expenditure on:			
Raising funds: Donations & legacies	27	1,275	1,302
Raising funds: trading activities	0	3,796	3,796
Charitable activities: Hospice care	460	2,916	3,376
Charitable activities: Bereavement	25	204	229
Total	512	8,191	8,703
Net income/(expenditure) before net gains on investments	(61)	263	202
Net gains on investments	0	328	328
Net movement in funds	(61)	591	530
Reconciliation of funds:			
Total funds brought forward	198	10,875	11,073
Total funds carried forward	137	11,466	11,603

Donate Fundraise Volunteer

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Registered charity number 1085951

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Registered with



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Helen & Douglas House
your local children's hospice