



Annual report and financial statements

For the year ended 31 March 2019

ellenor

(Company limited by guarantee)

Company No. 06302132 Charity No. 1121561

ellenor.⁺

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REFERENCE AND ADMINISTRATION DETAILS

Status	The organisation is a charitable company limited by guarantee, incorporated on 4 July 2007 and registered as a charity on 9 November 2007 in England and Wales.
Governing Document	The company was established under Memorandum and Articles of Association which established the objects and powers of the charitable company.
Company Number	06302132
Charity Number	1121561
Registered Office	Coldharbour Road, Gravesend, Kent, DA11 7HQ
Registered name	registered name is ellenor .
Operating Office	The main operating office is at Coldharbour Road, Gravesend, Kent, DA11 7HQ. The company also has support functions operating from 42-44 High Street, Swanscombe, Kent, DA10 0AB.
Subsidiaries	<p>Ellenor Group has two subsidiaries; Ellenor Lions Hospices Trading Limited (registered number 5985820). Ellenor Lions Hospices Lottery Company Limited (registered number 03116416).</p> <p>The the principal activities of Ellenor Lions Hospices Trading Limited are to conduct the trading elements of the charity, mainly through the sale of new goods from ellenor's charity shops.</p> <p>The principal activity of Ellenor Lions Hospices Lottery Company is to raise funds for the charity through the administration of a Lottery.</p> <p>The distributable profits of the two subsidiary companies are gift aided to the charity at year end.</p>

REFERENCE AND ADMINISTRATION DETAILS

Trustees serving during the year	Maurice Tutty	(Resigned 10 September 2018)
	Roger Wedderburn-Day	(Chair 10 September 2018)
	Mary Saunders	(Resigned 10 September 2018)
	Dr Bhargawa Vasudaven	
	Bryan Harris	
	Nancy Cogswell	
	Catherine Rossiter	
	Jan Stanton	
	Kerry – Jane Packman	
	David Philpott	(Resigned 1 May 2018)
Glynis Rogers		
Ann Barnes		
Mary Kirk	(Appointed 10 September 2018)	
Serena Cooper	(Appointed 10 September 2018)	

Trustees serving post year end	Peter Shotter	(Appointed 10 June 2019)
	Shaminder Beddi	(Appointed 10 June 2019)

Company Secretary Tim Hammond

Key Management

Chief Executive Claire Cardy

Director of Care Vikki Harding

Director of Income Generation Linda Trew

Director of Finance & Resources Tim Hammond

Director of Human Resources Natalie Webb

Claire Cardy resigned on the 31 March 2019. Vikki Harding appointed Interim Chief Executive 1 April 2019.

Bankers Barclays Bank PLC
PO Box 427
Maidstone
Kent
ME14 1TW

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

ROGER WEDDERBURN-DAY – CHAIR OF TRUSTEES

As the recently appointed Chair of Trustees of **ellenor**, it gives me great pleasure to introduce this year's Trustees report. To be able to lead this organisation is both an honour and a privilege.

The trustees were proud of the achievements of the charity during the year as a result of the hard work of all our staff and volunteers who continued to make improvements to provide the best quality care to our patients and families. Through this work, we were able to support 4,624 patients during the year, 83% in their preferred place of care. We are also extremely grateful for the continued generosity of our local community who helped us raise £5.4m in income for the year, equal to 74% of our total income. We increased our fundraising income during the year supported by a successful year for our shops and lottery. We also spent more money on our charitable activities, in comparison to the previous year, which helped us to improve the services for families facing terminal illness.

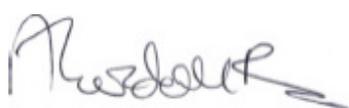
2018/19 has been a challenging year where inflationary costs, along with static income received from the NHS and local authorities, resulted in pressures on our cash reserves. However the trustees were pleased that previous investment to rationalise and make the best use of our facilities has realised a building for investment purposes and, following a revaluation of the building, has increased our free reserves to be in line with our reserve policy.

The investment to improve our care facilities continued during 2018/19 with a substantial amount of work undertaken on preparing a planning application to provide much needed improvements to our hospice building at Gravesend. This exciting development will support us in continuing to deliver best quality hospice care service to meet our local community's current and future care needs.

The trustees and staff were all inspired by the fantastic thank yous received from our patients and their families across all our services during the year. Such positive feedback gave us great encouragement that the wide range of care services that we provide make a real difference in supporting families at such a traumatic and sad time.

This recognition continued during the year which saw **ellenor** win the Kent Care Charity of the Year in 2018. We are immensely proud to have won this award and also to have been nominated again for the 2019/2020 awards.

On behalf of the trustees I would like to express my gratitude for all the hard work of our staff and volunteers and for the continued generosity of all our supporters throughout 2018/19.



Roger Wedderburn-Day
Chair of Trustees



OBJECTIVES

ellenor believes that no family should be on their own when coping with a life-limiting or life-threatening condition, and that everyone should be able to access the support they need at the end of life.

Our new five year strategy (2018 to 2023) was launched during the year after widespread consultation, engagement and discussion, both within the charity, with patients, families and supporters, and with our external partners and stakeholders.

2018–2019 has been a busy year at **ellenor**; one in which we have continued to place our mission at the heart of everything that we do – this can be seen across the charity in our care, education & training, outreach work and care home initiatives. We continue to put our patients first and at the heart of everything we do. We care for people of all ages with all conditions and strive to ensure that patients and families facing terminal illness should receive the very best quality, personalised care and support in their preferred place of choice.

We have developed our new “CLEAR” strategic plan which sets the strategic direction for the charity for the next five years.

Our top-level strategic objectives: **Collaborate**, **Lead**, **Enable**, **Adapt**, **Reach**, are described below:

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

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

OUR VALUES

 PATIENT AND
FAMILY CENTRED

 COLLABORATIVE

 COMPASSIONATE

 PROFESSIONAL

VISION

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

MISSION

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



Our main aims

Our Values, Vision and Mission clearly set out who we are and what we do – we exist to ensure that as many people as possible, facing a terminal or life-limiting illness, are able to receive the best quality palliative care and support.

 This care and support may be provided by us, as we widen access to the services we provide in order to reach more people.

 Or it may be coordinated, led or supported by us, as we continue to work in partnership with others, raising awareness of what good end of life care is, and playing a lead role in educating other health and social care providers and the wider community.

OUR CARE AND SERVICES

- **Hospice at Home for Adults**

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

- **Children's Hospice Care**

We provide Hospice care for children, young people and their families, in the comfort of the family home. We provide respite care and short breaks, to support the whole family. Our dedicated care team is available around the clock for children at the end of life.

- **Emotional and Spiritual support**

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

- **Support for Carers**

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

- **Outpatient and Day Services**

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

- **Inpatient Ward**

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

- **Sharing Expertise**

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

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



OUR VOLUNTEERS

ellenor would not be able to function without the commitment and hard work of our 608 volunteers. With increasing costs each year in providing our best quality care, our volunteers play important roles in helping us deliver our care work efficiently. The majority of our volunteers give up their time to work for us in a diverse range of fulfilling roles. These include as carers, in our shops, participate in fundraising activities, help with reception enquires and in finance. The indicative value of this work we estimate to be about £1.2m pa, totalling about 128,000 hours of work. In our new 5 year strategy we are committed to ensuring we continue to support our volunteers so we get the best value out of them and them from us.



OUR STAFF

We are a service-led charity, so as well as our volunteers, our 188 skilled staff remain our most important asset. Without their skills, expertise and hard work we would not be able to support and deliver our care achievements during the year. We have an organisation-wide People Strategy, led by the Director of Human Resources, which sets out the way we attract, develop and retain a skilled and engaged workforce to enable us to maintain the highest standards of care. This remains a priority area, and a number of initiatives are underway to ensure staff have the right training and support to deliver our objectives.

ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE

How did we do?

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

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

The last inspection of **ellenor** by the CQC was announced and carried out on 25–27 July 2017. We received an overall rating of Outstanding, as detailed below:

Is the Service Safe?	Good	
Is the Service Effective?	Good	
Is the Service Caring?	Outstanding	
Is the Service Outstanding	Outstanding	
Is the Service Well-led?	Good	

The CQC stated: “The service provided outstanding end of life care where children and adults were enabled to experience a comfortable, dignified and pain-free death in the place of their choice when possible. Staff embodied the values of the service which included providing compassionate and professional care and supporting the “whole family” before, during and after a death”.

The last CQC inspection was in July 2017 and the full report can be found at:
www.cqc.org.uk/sites/default/files/new_reports/INS2-2810386868.pdf

The Care Quality Commission has not taken enforcement action against **ellenor** during 2018–19. **ellenor** has not participated in any special reviews or investigations by the CQC during this reporting period.

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

THE KEY PRIORITIES FOR THE YEAR 2018–19 WERE AS FOLLOWS:

IMPROVING OUR PATIENT EXPERIENCE

What we said we would do

We said we would make improvements to the care and support for young people under the care of the service.

What impact did we make?

A transition working group is now in place which includes representatives from the Children's team, Adult Community service and Inpatient Unit, Wellbeing Team and a Physio and Occupational therapist. In response to families who identified a need for residential respite provision after the age of 18, we have revised the pathway for young people to access this service on our Inpatient Unit. Young people approaching transition are identified as part of the regular multi-disciplinary discussions and planning is commenced with families and young people to ensure there is adequate provision of information and support regarding issues such as decision making and transfer of care to adult services. We are now supporting a young man to receive monthly respite on the Inpatient Unit and the plan is to build on this towards young people's social nights/weekends where they can be supported to access community based social activities in the company of their peers.

IMPROVING CLINICAL EFFECTIVENESS

What we said we would do

We said we would make improvements to the way patients and carers are referred for different services within the organisation.

What impact did we make?

Work has been completed to reduce the need for inter-referral within **ellenor** between services. This has been achieved by reviewing and strengthening the Multi-disciplinary team (MDT) meetings where all relevant care services attend. Attendance at the Primary Care MDT's by the Adult Hospice at Home Team has increased the knowledge of GPs and other community providers of the services provided to **ellenor** and the criteria for referral. This is also reflected in the Children's Team by attending MDTs with Demelza, acute providers and Tertiary Centre's.

IMPROVING OUR PATIENT SAFETY

What we said we would do

We said we would make an improvement to the recording of incidents and subsequent investigation process, as well as closer monitoring of incident reports.

What impact did we make?

An Incident Reporting Group has been set up with the aim to ensure all incidents and complaints are investigated and actioned within an agreed time frame, trends are identified and lessons are learnt and cascaded. Safety alerts are discussed so as to monitor if appropriate actions have been carried out following receipt of these alerts. Training to all staff on incident reporting forms to be carried out as part of the **ellenor's** induction process. Training on incident investigation was carried out with all managers and heads of service this year. Changes have also been made to the electronic incident reporting system.

DEVELOPMENT OF OUR PROPERTY AND FACILITIES

What we said we would do

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

What impact did we make?

Throughout the year we worked with a design team including a Architect, Project Manager and Cost Consultant to complete the detailed work to submit a planning application to Gravesham Local Planning Authority. There is an urgent need to upgrade and redevelop our hospice building to provide more sustainable multi-purpose facilities. The planning application was submitted post year end on 22nd July 2019.

COLLABORATION

What we said we would do

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

What impact did we make?

Throughout the year we successfully worked with Care Homes across our region to provide vital palliative care expertise and support to patients and their families in these homes.

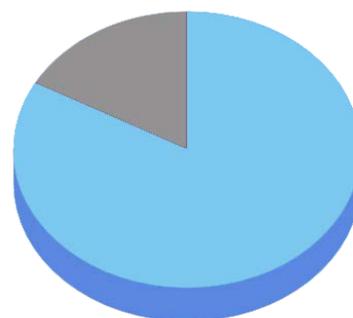
We remain an active member of Children Hospices across London (CHaL) with 5 other hospices. Through this work we have improved the Voice for children's palliative care in London. We are currently researching how we can work more effectively together through a Managed Clinical Network.

OTHER ACHIEVEMENTS AND KEY IMPACTS

Below are just some of the many achievements and key impacts we have made in our local community during the year ending 31 March 2019.

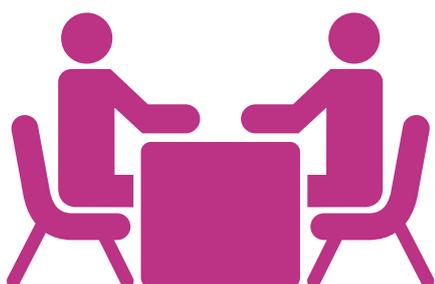
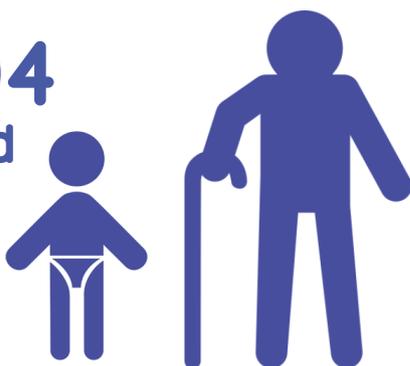


2,096
cared for in their
own home



83%
of patients died
in their preferred
place of care

0 to 104
we helped
all ages



21,206
face to face
adult patient
visits



88%
admitted in 48 hours



4,624 new referrals
during the year

FINANCIAL REVIEW

HIGHLIGHTS 2019

Net surplus of £944k mainly as a result of unrealised gains on investment properties which rose by £738k

£4.9m spent on charitable activities, an increase in comparison to the previous year

Raised £7.4m in income – 74% from the generosity of our local supporters

Controlled costs of raising funds despite inflationary and competitive pressures

Increased free reserves despite much needed investment to support our future Gravesend hospice development

Increased financial performance in our shops and lottery following investment in the previous years

This was a challenging year, economically and competitively, where NHS income fell slightly and more expenditure was needed to service our charitable care activities. Despite this trustees were pleased with the improvements in our voluntary and trading activities income supported by the continued vital generosity from our local community. This improved performance was achieved with a similar cost for raising those funds as the previous year. The trustees were particularly pleased that the previous investment in our lottery and 14 charity shops was returning improved performances. Our shops in particular had a good year increasing income by £107,855. A great achievement considering this was a tough year for many high street retailers in our local community. These income performances combined with an increase in legacy income resulted in a net surplus, before gains on investments, of £205,850.

However the trustees and senior management team are not complacent and the priority remains to improve the long term financial stability of the charity. The trustees have agreed a plan of expenditure cuts to further control costs and improve the net returns from the broad range of income streams with the aim of improving the future cash position of the charity.

The net gain on our property investments resulted in the charity having a net surplus of £944,053. These property investments will play an important part in the future financial stability of the charity. An increase in property investments was achieved following previous year investment to support the rationalising

of our properties to ensure we make the best use of our care and support facilities. These improvements continued during the year by spending restricted legacy reserves on a planning application to urgently address much needed property development improvements to our Inpatient and Outpatient hospice facilities at Gravesend.

FINANCIAL PERFORMANCE

Overview

The Consolidated Statement of Financial Activities (SOFA) on page 31 reports a surplus for the year of £944k (2018: surplus £22k). Our income for the year, excluding net gains on investments, totalled £7.4m (2018: £6.8m).

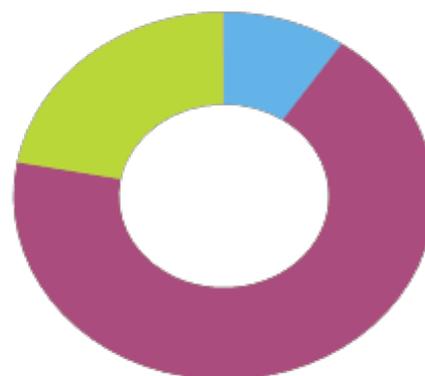
Our expenditure for 2019 cost £7.2m (2018, £6.9m). There was an increase in the spend on charity activities during the year in part due to an increase in the demand for our care services but also as a result of inflationary pressures on costs during the year.

There was a decrease in our Group cash and cash equivalents during the year of £583k. This was mainly due to the complexity of some legacies resulting in some of them having to be accrued rather than received in cash during the year. These cash figures are shown by the Consolidated Cash Flow Statement on page 32.

Our cash position remains as one of our key concerns. Achieving financial sustainability remains a key priority.

How was the money spent?

	£:000
COST OF VOLUNTARY INCOME	630
CHARITABLE ACTIVITIES	4,898
TRADING AND LOTTERY	1,576
INVESTMENTS & OTHER	3



How we raised income?



24%
of our income
comes from the NHS.

74% of our total income comes from voluntary income and trading activities. It remains a challenging and competitive time for our fundraisers. Despite this we had a slight increase in income in comparison to previous year, by £416k. We continue to be thankful for the generosity of our local supporters who helped raise £5.4m towards the £7.2m it cost to operate the charity during the year. The reliance on the money raised from the general public was even more prevalent during the year as the charity saw a decrease in the income received from local authority contracts and only static income received from the Department of Health. Despite economic inflationary pressures during the year we did well to control our costs with expenditure rising marginally over the previous year by only 3.7%. Despite these inflationary pressures, the trustees were pleased that the cost of raising fundraising income dropped slightly from £708,349 to £679,511 achieving an increase in net income towards our care activities. This was further boosted by an increased income performance in our charity shops and lottery as a result of continued investment to ensure we maximise funds for our charitable activities.

In 2019 for every £1 spent on fundraising * £3.55 was raised for the charity.

*excludes trading activities

RESERVES

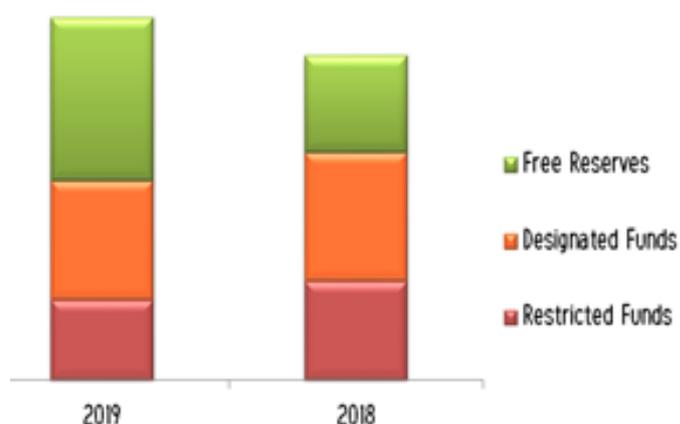
Policy

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

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

Reserves during the year

During the year the charity had £6.4m in funds, of this £1.3m is restricted and £2.0m has been designated for specific purposes. The remaining funds of £3.1m were free reserves. These free reserves equated to 7 months cover of the charitable spend (2019: £4.9m). The Trustees were pleased that these reserves were in line with our reserve policy. The increase in free reserves during the year was mainly a result of the increased valuation of our investment properties, which increased by £738,612 (note 11, page 42).



Funds Analysis	2019	2018
	£'000	£'000
Total funds of charity	6,421	5,477
Less: restricted funds	1,349	1,667
Unrestricted funds	5,072	3,810
Less: designated funds	2,025	2,181
Free reserves	<u>3,047</u>	<u>1,629</u>
Months cover	7	4

The cash position of the charity reduced during the year by £582,932. This was in part due to investment in property development with monies spent on preparing a planning application for much needed improvements to our Gravesend hospice building. Cash from legacies was slower than anticipated. Despite legacy income of £1.5m, £1.1m was accrued. Post year end half of this accrual was received in cash. However the trustees have recognised that this has been a challenging year and agreed with the senior management team an expenditure cuts plan to further improve the charity's financial stability.

THANK YOU

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

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

“The **ellenor** has been amazing, they looked after my wife and myself and now the bereavement group I attend is a life saver. I’m able to talk to staff and others going through the same experience. I honestly don’t know what I would have done without their support.”

“To our wonderful community care nurse and all of the wonderful kind caring staff at **ellenor**. Thank you from the bottom of our shattered hearts for all of the amazing care and dignity that you gave to our beautiful girl. We will never be able to thank you all enough for allowing our girl to have a peaceful passing .much love from the family. You all looked after us so well.”

“My mum really didn’t want to be admitted to the hospice but by the end of her first day she said “I wish I’d come here sooner” It wasn’t the scary place she thought it would be. She was treated so kindly and with the utmost dignity. Every single member of the team were amazing and our family were so grateful for their care and support at such a difficult time. Love and thanks to you all.”

“This is a small hospice charity that allowed us to keep B at home for his palliative care, as you can imagine after a gruelling 4 years of treatment B had really had enough of hospitals and due to the **ellenor** hospice charity we were able to care for him at home until the very end. The nurses’ work 24/7 and came to our house daily for several months. The nurses were utterly amazing, giving B the best care and treating him with so much dignity and respect. These nurses became a real support for myself and x and we are forever grateful for everything they have done for us.”

“Every member of staff could not have been kinder or more supportive. We felt our mum was treated with dignity, respected for the person she was before she became ill and even love & kindness. From volunteers to cleaners to medical staff we felt love.”

“To all at **ellenor**, no words can express my gratitude to all of you who cared for A and me through that traumatic and so sad time. For me without your support I would not have made it, so love to you all.”

“I would like to give the catering team an excellent rating. The food is really home-made and the menu is varied. We can have whatever we want as long as its in the kitchen but even then I think the staff would go out of their way to source it. Lovely food and lovely people thank you.”

FUTURE PLANS

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

- **Further develop our Day Therapy service to meet the needs of more patients**

A key part of our new CLEAR strategy is to reach more patients to ensure everyone gets the end of life care they need.

With that in mind we will develop a new Day Therapy model to the new “Living Well” model to ensure our patients have access to a wider range of activities that will more effectively meet their care needs.

We will do this by setting up a Day Therapy Redesign Project Group who will meet regularly to develop a redesign project proposal, set up specific work streams to deliver projects, involve Day Therapy Staff and Volunteers in projects and gain feedback from patients on the new revised offering.

- **Further provide a voice for patients, carers and other users**

It is important that we continue to develop and adapt our services to ensure they meet the needs of our patients. To enable this to happen we will set up a User Engagement Group. “Your Voice” will be a forum for patients, carers, and other users of **ellenor**, to discuss feedback, views, and ideas on service changes, and developments within the organisation.

We will achieve this by ensuring our care team staff actively discusses the “Your Voice” concept with patients, carers and users that may be interested. Additionally design poster and information leaflets to promote and support groups at **ellenor**, literature to be displayed at the hospice. Our Community Engagement Nurse will broaden this discussion when out in the community by engaging local groups.

- **Development of our IT infrastructure and expertise**

Through user engagement we have developed a long term IT Strategy to ensure our IT infrastructure and capabilities are fit for purpose, sustainable and enable us to deliver our range of services across our community, whether in patient homes or across a wide range of facilities we support. During 2018/19 we enlisted further IT expertise to help to start to implement the first key elements of this strategy

In 2019/20 we will provide investment, working with our IT expertise, to develop and implement a detailed IT plan to start to address the infrastructure building blocks to improve sustainability. This will include a hybrid approach to server technology and more cloud based systems adopting newer technology such as Office 365 and SharePoint. We will also review our care database capabilities to ensure the system effectively supports our future care service needs.

- **Ensure longer term financial sustainability**

Our cash position remains one of our key concerns and achieving financial sustainability continues to be a key priority.

Next year a key priority will be to improve our cash reserves. This will be achieved by ensuring we improve the net income returns from our range of fundraising and trading income streams and implementing a longer term program of expenditure savings to achieve a break even net operating position. We will also continue to maximise the value of our investment properties to help support improving our reserves position.

- **Collaboration**

Collaboration with local support and care organisations, as well as working more closely with other hospices is an important strategic objective of the charity.

During 2018/19 we will continue our work with local hospices and external agencies to develop and implement areas of collaboration to target quick wins to improve cost efficiency and service efficiency.

SUPPORTER THANK YOU

To all our supporters in the community who have given so generously during 2018/19; these include the Lions Clubs, Rotary Clubs, the Mayor of Tonbridge and Malling and Georgie Warner, Chairman of Women of Kent. We would also like to thank our major corporate partners Berkeley Homes, Wards, Martin Tolhurst Solicitors, Hambridge Homes and IQPC. Many grant making trusts have also supported along with members of our Philanthropy Circle – Paul and Clare Rooney, Ms S Ashdown and Mr D Whiteman. We are so very grateful for each and every donation received; every single pound raised enables ellenor to provide hospice care and support for patients and families. Thank you.



RISK

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

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

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

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

- **Risk – generating enough income and have enough reserves to have sustainable funding to meet the continuing demand for our services.**
Improving the charity's financial stability by improving free reserves and particularly the cash position remains a key priority for the charity during the year and in the near future.

Existing controls – Previous year investment in growth areas of fundraising and trading to improve the charity's net income continued during the year. This investment resulted in fundraising income improvements being made, particularly in the charity shops and lottery income streams. Also money spent on improving our office facilities to enable the charity to make better use of its property assets helped improve the free reserves to £2.7m by the end of the year. However the trustees and executive team are not complacent and further plans have been approved to improve service cost efficiency over the next few years.

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

Existing controls – during the year we continued to implement a diverse recruitment strategy, collaborating with other organisations where necessary, to successfully recruit key staff and volunteers. Annually we implement a comprehensive staff engagement survey open to all staff to appraise our working terms and conditions, implementing any resulting actions where we can. We continually monitor the market and review our pay policy to ensure our pay and terms remain competitive within the boundaries of any financial constraints.

TRUSTEES REPORT (INC. STRATEGIC REPORT)

- **Risk – facilities are not adequate to meet the increased demands and fluctuating needs of the families the charity cares for. Following a comprehensive feasibility study, including stakeholder engagement, on our hospice building at Gravesend, there is an urgent need to refurbish and develop these facilities.**

Existing controls – under the governance of the Property Committee, work on the planning application to provide much needed development of our Gravesend hospice facilities was completed. The planning application was submitted post year end on the 26th July 2019. The previous year's investment to refurbish office facilities and get the best use out of the charity assets has resulted in freeing a building for investment purposes as part of a longer term financial strategy to further improve cash reserves. These properties were revalued during the year resulting in a gain of £738,203.

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

Existing controls – to enable the charity to start to develop and implement the previously approved IT strategy we further improved our IT expertise by outsourcing to a well-established IT supplier. Their broad range of capabilities will mean the charity is well placed to start delivering improved infrastructure over the coming years to ensure our systems continue to be fit for purpose to support our developing care work.

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

Existing controls – throughout the year the charity worked hard across all services to further improve our data protection processes and policies in line with the General Data Protection Regulation best practice. This was led under the guidance of our Information Governance Group and Risk & Governance Committee. By the end of the year the trustees were pleased with the progress made to further tighten the charity's compliance and to aid reassurance to our patients and supporters.

During the year the trustees further reviewed the charity's compliance against the Charity Commission updated Charity Governance Code and Charity Ethics Code. Again the trustees were encouraged that the charity processes and policies were in line with good practice. The charity remains an active registered member of the Fundraising Regulator. The charity's fundraising database was upgraded post year end to further support data protection capabilities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

ellenor is an incorporated charity governed by its Articles of Association under the stewardship of a minimum of 5 and a maximum of 18 Trustees. Under **ellenor**'s articles, Trustees must retire from their office at their third anniversary. Retiring trustees can be reappointed for a second consecutive term and, but only under exceptional circumstances approved by the Board for a third consecutive term. The charity's Trustees and Executive team regularly review the skills and capabilities of the Board. Various recruitment methods are used to ensure the charity attracts a good selection of candidates. Prior to election new Trustees are given an induction and serve a probation period.

The Trustee Board

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

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

Committees

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

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

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

In autumn 2019 work began on amalgamating committees to further reduce administration costs and improve governance reporting.

Pay policy

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

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

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

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

Governance

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

Fundraising Regulation

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

The charity is a paid up member of the new Fundraising Regulator which has been established following the Etherington review. Their role is to set the national standards for fundraising practice, investigate cases of malpractice, and adjudicate complaints from the public and crucially to operate a fundraising preference service (FPS). The Donor Development and Database Manager monitors and keeps up to date on the changes in fundraising regulation ensuring any direct mail preferences are actioned promptly and efficiently. The charity monitors and reviews third party suppliers to ensure they also adhere to the code of fundraising practice. Our fundraising staff are trained to ensure we maintain good standards of communication to ensure we protect our valuable supporters in particular those who are vulnerable.

We have robust processes in place and will continue to review these regularly in line with new regulatory developments. Fundraising risks will continue to be recorded in the Risk Register and reviewed at the appropriate committee meetings.

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

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

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

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

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

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

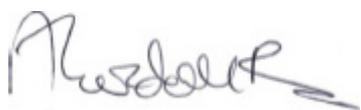
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

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

AUDITORS

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution will be approved during 2019 on whether to reappoint the existing auditors or appoint new auditors based on the recommendations of an appraisal and tender exercise.

Approved by the Trustees on 9 September 2019 and signed on their behalf by:



Roger Wedderburn-Day
Chair of Trustees

Opinion

We have audited the financial statements of **ellenor** for the year ended 31 March 2019 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2019 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement (set out on page 25 and 26) the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Conclusions relating to going concern

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

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

Other information

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

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Use of our report

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



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

Date: 9 September 2019

10 Queen Street Place
London
EC4R 1AG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Restricted Funds £	Unrestricted Funds £	Total 2019 £	Total 2018 £
INCOME FROM:					
Donations and legacies	2	76,903	3,084,239	3,161,142	2,744,701
Charitable activities					
Services for families facing terminal illness	3	513,749	1,379,650	1,893,399	1,899,785
Other trading activities					
Subsidiary retail shops and lottery					
Charity retail shops	8	-	870,328	870,328	827,670
			1,355,418	1,355,418	1,247,563
Total trading activities		-	2,225,746	2,225,746	2,075,233
Investments		-	37,431	37,431	37,264
Other		-	45,139	45,139	28,625
Total income		590,652	6,772,205	7,362,857	6,785,608
EXPENDITURE ON:					
Raising funds					
Fundraising and trading activities		-	2,256,598	2,256,598	2,238,879
Charitable activities					
Services for families facing terminal illness		908,500	3,989,089	4,897,589	4,643,444
Other		-	2,820	2,820	6,742
Total expenditure	4	908,500	6,248,507	7,157,007	6,889,065
Net gains/(losses) on investments	11	-	738,203	738,203	125,060
Net movement in funds	7	(317,848)	1,261,901	944,053	21,603
Funds brought forward		1,667,087	3,809,977	5,477,064	5,455,461
Funds at 31 March 2019		1,349,239	5,071,878	6,421,117	5,477,064

The notes on pages 33 to 50 form part of these financial statements

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

All amounts derive from continuing activities.

Full comparative figures for the year ended 31 March 2018 are shown in note 24.

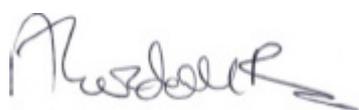
CONSOLIDATED AND CHARITY BALANCE SHEETS

	Notes	Group		Charity	
		2019 £	2018 £	2019 £	2018 £
FIXED ASSETS					
Tangible fixed assets	10	2,864,012	3,730,337	2,864,012	3,730,337
Investments	11	13,673	14,082	13,675	14,084
Investment Properties	11	1,952,500	545,884	1,952,500	545,884
TOTAL FIXED ASSETS		<u>4,830,185</u>	<u>4,290,303</u>	<u>4,830,187</u>	<u>4,290,305</u>
CURRENT ASSETS					
Stocks of goods for resale	12	19,278	24,886	-	-
Debtors	13	1,614,224	678,869	1,732,348	927,344
Cash at bank and in hand		468,623	1,051,555	289,349	745,008
TOTAL CURRENT ASSETS		<u>2,102,125</u>	<u>1,755,310</u>	<u>2,021,697</u>	<u>1,672,352</u>
CREDITORS: amounts falling due within one year	14	(511,193)	(568,549)	(443,375)	(506,156)
NET ASSETS	16	<u>6,421,117</u>	<u>5,477,064</u>	<u>6,408,509</u>	<u>5,456,501</u>
FUNDS OF THE CHARITY	17				
General funds		3,047,386	1,628,741	3,034,778	1,608,178
Designated funds		2,024,492	2,181,236	2,024,492	2,181,236
Restricted funds		1,349,239	1,667,087	1,349,239	1,667,087
TOTAL CHARITY FUNDS		<u>6,421,117</u>	<u>5,477,064</u>	<u>6,408,509</u>	<u>5,456,501</u>

The charity net movement in funds for the year ended 31 March 2019 is a surplus of £952,008 (2018: surplus £35,125)

The Accounting Policies and notes on pages 33 to 50 form part of these Accounts.

The Accounts were approved and authorised for issue by The Board on 9 September 2019 and were signed below on its behalf by:



Roger Wedderburn-Day
Chair of Trustees

CONSOLIDATED STATEMENT OF CASH FLOWS

	Notes	2019		2018	
		Group £	Charity £	Group £	Charity £
Cash flows from operating activities	20	<u>(526,351)</u>	<u>(399,078)</u>	<u>1,724</u>	<u>378,753</u>
Cash flows from investing activities					
Purchase of tangible fixed assets		(56,581)	(56,581)	(203,923)	(320,247)
(Gain)/loss on disposal of tangible fixed assets		-	-	11,836	11,836
Cash provided by (used in) investing activities		<u>(56,581)</u>	<u>(56,581)</u>	<u>(192,087)</u>	<u>(308,411)</u>
Increase (decrease) in cash and cash equivalents in the year		<u>(582,932)</u>	<u>(455,659)</u>	<u>(190,363)</u>	<u>70,342</u>
Cash and cash equivalents at the beginning of the year		1,051,555	745,008	1,241,918	674,666
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		<u>468,623</u>	<u>289,349</u>	<u>1,051,555</u>	<u>745,008</u>

1. ACCOUNTING POLICIES

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

Statement of Compliance:

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

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

General information:

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

Preparation of accounts on a going concern basis

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

Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiaries Ellenor Lions Hospices Trading Limited (company number 05985820) and Ellenor Lions Hospices Lottery Company Limited (company number 03116416) on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The net movement of funds of the parent charity was a surplus £952,008 (2018: surplus of £35,125).

Income recognition

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

Donations and legacies

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

Gifts in kind

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

NOTES TO FINANCIAL STATEMENTS

Grants

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

Income from charitable activities

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

Investment income

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

Expenditure

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

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

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

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

Allocation of costs

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

Operating leases

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

Donated Goods

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

Investments

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

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

NOTES TO FINANCIAL STATEMENTS

subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

Fixed assets

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

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

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

Financial instruments

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

Creditors and provisions

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

Stock

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

Funds

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

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

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

Employee benefits

Short term benefits

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

Employee termination benefits

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

Pension scheme

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

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. The indicative value of volunteers' contributions is valued as their estimated average time spent helping the charity, at the charity's minimum salary rate.

Cash at bank and in hand

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

Estimates and judgements

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

NOTES TO FINANCIAL STATEMENTS

2. DONATIONS AND LEGACIES	Restricted Funds £	Unrestricted Funds £	Total 2019 £	Total 2018 £
Donations	76,903	1,613,571	1,690,474	1,652,470
Legacies	-	1,470,668	1,470,668	1,092,231
	<u>76,903</u>	<u>3,084,239</u>	<u>3,161,142</u>	<u>2,744,701</u>
	<u><u>76,903</u></u>	<u><u>3,084,239</u></u>	<u><u>3,161,142</u></u>	<u><u>2,744,701</u></u>
3. INCOME FROM CHARITABLE ACTIVITIES	Restricted Funds £	Unrestricted Funds £	Total 2019 £	Total 2018 £
Department of Health	143,389	-	143,389	143,389
Local authority contracts	351,610	1,270,645	1,622,255	1,629,351
Other charitable income	18,750	41,277	60,027	61,140
Education and training	-	67,728	67,728	65,905
	<u>513,749</u>	<u>1,379,650</u>	<u>1,893,399</u>	<u>1,899,785</u>
	<u><u>513,749</u></u>	<u><u>1,379,650</u></u>	<u><u>1,893,399</u></u>	<u><u>1,899,785</u></u>

NOTES TO FINANCIAL STATEMENTS

4. ANALYSIS OF GROUP EXPENDITURE	Direct Costs - Staff £	Direct Costs - Other £	Support Costs £	2019 Total £
Cost of generating voluntary income	457,451	186,974	35,086	679,511
Fundraising trading:				
Charity shops	499,666	449,897	61,371	1,010,934
Trading company	67,863	166,654	39,677	274,194
Lottery company	28,676	251,442	11,830	291,948
Investment property expenses	-	2,820	-	2,820
Charitable activities:				
Services for adults	3,134,216	97,609	488,175	3,720,000
Services for children and young people	936,195	29,156	212,247	1,177,598
	<u>5,124,067</u>	<u>1,184,553</u>	<u>848,387</u>	<u>7,157,007</u>

ANALYSIS OF GROUP EXPENDITURE (2018 COMPARABLES)

ANALYSIS OF GROUP EXPENDITURE (2018 COMPARABLES)	Direct Costs - Staff £	Direct Costs - Other £	Support Costs £	2018 Total £
Cost of generating voluntary income	470,276	198,030	40,043	708,349
Fundraising trading:				
Charity shops	465,603	473,410	85,067	1,024,080
Trading company	72,217	158,937	13,513	244,667
Lottery company	36,896	219,359	5,527	261,782
Investment property expenses	-	6,742	-	6,742
Charitable activities:				
Services for adults	2,877,637	109,729	557,094	3,544,460
Services for children and young people	959,212	36,576	103,197	1,098,985
	<u>4,881,841</u>	<u>1,202,783</u>	<u>804,441</u>	<u>6,889,065</u>

NOTES TO FINANCIAL STATEMENTS

5. ANALYSIS OF SUPPORT COSTS	Support Premises £	Admin £	Finance and IT £	Governance £	2019 Total £
Raising funds:	15,707	5,661	4,997	8,721	35,086
Cost of generating voluntary income	-	24,539	20,046	16,786	61,371
Fundraising trading:	-	31,244	4,913	3,520	39,677
Charity shops	-	1,149	7,161	3,520	11,830
Trading company					
Lottery company					
	159,660	235,445	67,608	25,462	488,175
Charitable activities:					
Services for adults	47,691	136,585	20,195	7,777	212,248
Services for children and young people					
	<u>223,058</u>	<u>434,623</u>	<u>124,920</u>	<u>65,786</u>	<u>848,387</u>

ANALYSIS OF SUPPORT COSTS (2018 COMPARABLES)

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

NOTES TO FINANCIAL STATEMENTS

6. GOVERNANCE COSTS INCLUDE:	2019	2018
	£	£
Staff costs	39,300	40,471
Auditor's remuneration: Audit work	17,000	14,950
Professional fees	9,486	9,705
	<hr/>	<hr/>
	65,786	65,126
	<hr/> <hr/>	<hr/> <hr/>
7. NET INCOME FOR THE YEAR IS STATED AFTER CHARGING:	2019	2018
	£	£
Depreciation of tangible fixed assets: - owned by the charitable group	254,902	227,566
Auditors' remuneration	10,600	9,800
Auditors' remuneration – subsidiaries	6,400	5,150
	<hr/>	<hr/>

No expenses were reimbursed to Trustees in the current year ended March 2019 (2018: £nil).
No Trustee received remuneration in the current or prior year.

NOTES TO FINANCIAL STATEMENTS

8. SUBSIDIARIES

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

The summary financial performance of each subsidiary is:

	2019 £	2018 £
Ellenor Lions Hospices Trading Limited		
Turnover	284,090	271,095
Cost of sales	(213,237)	(138,948)
Gross profit	70,853	132,147
Administrative expenses	(60,719)	(104,637)
Other operating income	-	(260)
Operating profit	10,134	27,250
Interest payable	(238)	(823)
Profit before tax	9,896	26,427
Tax on profit	-	(7,954)
Profit for the year	9,896	18,473
Gift aid distribution to parent	(9,896)	(39,947)
Profit / (Loss) after distribution	-	(21,474)
Net assets	-	-
	2019 £	2018 £
Ellenor Lions Hospices Lottery Company Limited		
Turnover	586,055	556,509
Cost of sales	(112,205)	(115,314)
Gross profit	473,850	441,195
Administrative expenses	(179,743)	(146,468)
Operating profit	294,107	294,727
Interest receivable	183	66
	294,290	294,793
Gift aid donation to parent	(294,290)	(294,793)
Profit / (Loss) after distribution	-	-
Net assets	12,610	12,610

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

9. STAFF COSTS AND NUMBERS

Group	2019	2018
	£	£
Staff costs were as follows:		
Salaries and wages	4,475,360	4,345,157
Social security costs	391,950	347,716
Pension contributions	252,951	187,829
Redundancy payments	3,806	1,139
	<u>5,124,067</u>	<u>4,881,841</u>
 Charity total staff costs were	 <u>4,487,783</u>	 <u>4,254,640</u>

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

The total employee salary and benefits of the key management personnel of the Group and Charity were £369,013 (2018: £403,180). These salaries include Employers National Insurance Contributions.

The number of employees whose emoluments for the year fell within the following bands were:	2019	2018
	Number	Number
£60,001 - £70,000	1	1
£70,001 - £80,000	2	1
£80,001 - £90,000	1	-

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

These 4 above employees are accruing pension contributions totalling £24,489 (2018: £12,933).

Group	2019	2018
	Number	Number
The average number of employees during the year was as follows:		
Charitable activities	167	157
Finance and Admin	4	4
Fundraising	17	16
	<u>188</u>	<u>177</u>
 The Charity average number of employees	 <u>148</u>	 <u>138</u>

NOTES TO FINANCIAL STATEMENTS

10. TANGIBLE FIXED ASSETS

Group	Freehold Property £	Long term Leasehold Property £	Furniture & Equipment £	Motor Vehicles £	Total £
Cost					
At 1 April 2018	1,623,223	3,167,741	2,006,559	87,741	6,885,264
Additions	-	-	56,581	-	56,581
Transfer to Investments	(935,799)	-	-	-	(935,799)
Disposals	-	-	-	(14,500)	(14,500)
At 31 March 2019	687,424	3,167,741	2,063,140	73,241	5,991,546
Depreciation					
At 1 April 2018	288,601	1,302,286	1,512,738	51,302	3,154,927
Charge for the year	-	79,872	165,461	9,569	254,902
Transfer to Investments	(267,795)	-	-	-	(267,795)
Disposals	-	-	-	(14,500)	(14,500)
At 31 March 2019	20,806	1,382,158	1,678,199	46,371	3,127,534
Net book value					
At 31 March 2019	666,618	1,785,583	384,941	26,870	2,864,012
At 31 March 2018	1,334,622	1,865,455	493,821	36,439	3,730,337
Charity					
Cost					
At 1 April 2018	1,623,223	3,167,742	2,006,559	87,741	6,885,265
Additions	-	-	56,581	-	56,581
Transfer to Investments	(935,799)	-	-	-	(935,799)
Disposals	-	-	-	(14,500)	(14,500)
At 31 March 2019	687,424	3,167,742	2,063,140	73,241	5,991,547
Depreciation					
At 1 April 2018	288,601	1,302,287	1,512,738	51,302	3,154,928
Charge for the year	-	79,872	165,461	9,569	254,902
Transfer to Investments	(267,795)	-	-	-	(267,795)
Disposals	-	-	-	(14,500)	(14,500)
At 31 March 2019	20,806	1,382,159	1,678,199	46,371	3,127,535
Net book value					
At 31 March 2019	666,618	1,785,583	384,941	26,870	2,864,012
At 31 March 2018	1,334,622	1,865,455	493,821	36,439	3,730,337

NOTES TO FINANCIAL STATEMENTS

11. INVESTMENT PROPERTY

Group	Freehold Investment Property £
Valuation	
At 1 April 2018	545,884
Revaluations	738,612
Transfers from tangible fixed assets	668,004
At 31 March 2019	1,952,500
Company	£
Cost	
At 1 April 2018	545,884
Revaluations	738,612
Transfers from tangible fixed assets	668,004
At 31 March 2019	1,952,500

The above valuations are based on 2019 valuations made by a RICS Registered Valuer. The Trustees consider that the value of investment properties is a fair reflection of their current value on an open market value for existing use basis as at 31st March 2019.

INVESTMENTS: Group	2019 £	2018 £
Market value at 1 April	14,082	14,022
Revaluations	(409)	60
Market value at 31 March	<u>13,673</u>	<u>14,082</u>
Historical cost as at 31 March	<u>8,106</u>	<u>8,106</u>

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

NOTES TO FINANCIAL STATEMENTS

11. INVESTMENT PROPERTY (continued)	Sub total brought forward £	Shares in Group Undertakings £	Total £
INVESTMENTS: Charity			
Market Value			
At 1 April 2018	14,082	2	14,084
Revaluations	(409)	-	(409)
At 31 March 2019	<u>13,673</u>	<u>2</u>	<u>13,675</u>

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

12. STOCKS	2019		2018	
	Group £	Charity £	Group £	Charity £
Finished goods and goods for resale	<u>19,278</u>	<u>-</u>	<u>24,886</u>	<u>-</u>

13. DEBTORS	2019		2018	
	Group £	Charity £	Group £	Charity £
Amounts falling due after more than one year				
Amounts owed by group undertakings	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>-</u>
Amounts falling due within one year				
Trade debtors	28,129	28,129	19,254	19,254
Amounts owed by group undertakings	-	110,029	-	250,285
Other debtors	53,848	53,833	57,128	57,128
Prepayments, legacies and accrued income	<u>1,532,247</u>	<u>1,530,357</u>	<u>602,487</u>	<u>600,677</u>
	<u>1,614,224</u>	<u>1,722,348</u>	<u>678,869</u>	<u>927,344</u>

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

14. CREDITORS: amounts falling due within one year	2019		2018	
	Group £	Charity £	Group £	Charity £
Bank loan/ overdraft	-	-	-	-
Trade creditors	195,373	193,479	213,913	213,603
Other taxes and social security	88,538	88,538	88,129	88,129
Other creditors	40,593	40,608	54,363	54,363
Accruals and deferred income	<u>186,689</u>	<u>120,750</u>	<u>212,144</u>	<u>150,061</u>
	<u>511,193</u>	<u>443,375</u>	<u>568,549</u>	<u>506,156</u>

NOTES TO FINANCIAL STATEMENTS

15. OPERATING LEASE COMMITMENTS

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

Group	Equipment		Land and Buildings	
	2019 £	2018 £	2019 £	2018 £
Leases which expire:				
Within one year	1,137	16,244	205,674	177,341
Within two to five years	-	6,140	533,680	514,396
Greater than 5 years	-	-	89,583	146,708
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Charity				
Leases which expire:				
Within one year	1,137	12,709	205,674	177,341
Within two to five years	-	6,140	533,680	514,396
Greater than 5 years	-	-	89,583	146,708
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

16. ANALYSIS OF GROUP NET ASSETS

	Restricted Funds £	Designated Funds £	General Funds £	Total Funds £
Fixed assets	839,520	2,024,492	1,966,173	4,830,185
Current assets	509,719	-	1,592,406	2,102,125
Current liabilities	-	-	(511,193)	(511,193)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Net assets at 31 March 2019	<u>1,349,239</u>	<u>2,024,492</u>	<u>3,047,386</u>	<u>6,421,117</u>

ANALYSIS OF GROUP NET ASSETS (2018 COMPARABLES)

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

NOTES TO FINANCIAL STATEMENTS

17. ANALYSIS OF FUNDS	Balance 1 April 18 £	Income £	Expenditure £	Investment £	Balance 31 March 19 £
Unrestricted funds:					
General fund	1,628,741	6,772,205	(6,248,507)	894,947	3,047,386
Designated fund	2,181,236	-	-	(156,744)	2,024,492
Total unrestricted funds	3,809,977	6,772,205	(6,248,507)	738,203	5,071,878
Restricted funds:					
Mini bus	2,204	-	(2,204)	-	-
Property extension 2008	177,632	-	(7,095)	-	170,537
Hospice DTU extension 2010/11	392,286	-	(14,850)	-	377,436
Minibus	4,441	-	(4,441)	-	-
NHS England Grant 2014/15	285,965	-	(37,285)	-	248,680
<i>Climate control and bathroom refurbishment</i>					
CIN – <i>Music Therapist</i>	-	17,700	(17,700)	-	-
Restricted Legacy	739,956	-	(230,237)	-	509,719
NHS England Capital	18,569	-	(18,569)	-	-
Palliative Care Grant 2015					
NHS England Children's Hospice Grant 2018/19	-	143,389	(143,389)	-	-
NHS D.G.& S – <i>Care Home Support</i>	-	237,935	(237,935)	-	-
Kent County Council – <i>Family fun days & short breaks</i>	-	5,000	(5,000)	-	-
NHS West Kent – <i>Children's Nurse</i>	-	54,000	(54,000)	-	-
NHS Bexley CCG – <i>Children's Nurse</i>	-	54,675	(54,675)	-	-
Coniston – <i>mini bus</i>	36,214	-	(9,153)	-	27,061
KCF/#iwill – exploring a career in care	-	5,000	(5,000)	-	-
Various – <i>Beds & Mattresses</i>	9,820	10,000	(4,014)	-	15,806
Various Trust Income	-	44,203	(44,203)	-	-
Various Charitable Income	-	18,750	(18,750)	-	-
Total restricted funds	1,667,087	590,652	(908,500)	-	1,349,239
Group total	5,477,064	7,362,857	(7,157,007)	738,203	6,421,117

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

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

The NHS England Children's Hospice grant 2018/19 is restricted to paediatric activities.

The Hospice at Gravesend had a further extension which was completed in 2011. The Department of Health funded this capital project. Children in Need (CIN) – Music Therapist represents funds received from Children in Need for the employment of a Music Therapist and their associated costs.

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

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

The legacy is restricted to capital property development

NOTES TO FINANCIAL STATEMENTS

17. ANALYSIS OF FUNDS (2018 Comparables)	Balance 1 April 17 £	Income £	Expenditure £	Investment £	Balance 31 March 18 £
Unrestricted funds:					
General fund	1,636,505	6,146,994	(6,135,201)	(19,557)	1,628,741
Designated fund	2,036,619	-	-	144,617	2,181,236
Total unrestricted funds	3,673,124	6,146,994	(6,135,201)	125,060	3,809,977
Restricted funds:					
Mini bus	2,428	-	(224)	-	2,204
Property extension 2008	184,727	-	(7,095)	-	177,362
Hospice DTU extension 2010/11	407,136	-	(14,850)	-	392,286
Mini bus	9,622	-	(5,181)	-	4,441
NHS England Grant 2014/15	323,250	-	(37,285)	-	285,965
<i>Climate control and bathroom refurbishment</i>					
CIN – <i>Music Therapist</i>	-	24,750	(24,750)	-	-
Restricted Legacy	836,078	-	(96,122)	-	739,956
NHS England Capital	19,096	-	(527)	-	18,569
Palliative Care Grant 2015					
NHS England Children's Hospice Grant 2017/18	-	143,389	(143,389)	-	-
NHS D.G & S – <i>Care Home Support and IPU Pilot</i>	-	265,361	(265,361)	-	-
Kent County Council – <i>Family fun days & short breaks</i>	-	6,000	(6,000)	-	-
NHS West Kent – Children's Nurse	-	53,767	(53,767)	-	-
NHS Bexley CCG – <i>Children's Nurse</i>	-	54,675	(54,675)	-	-
Coniston – <i>mini bus</i>	-	36,985	(771)	-	36,214
Various – <i>Beds & Mattresses</i>	-	10,070	(250)	-	9,820
Various Trust Income	-	43,535	(43,535)	-	-
Various Charitable Income	-	82	(82)	-	-
Total restricted funds	1,782,337	638,614	(753,864)	-	1,667,087
Group total	5,455,461	6,785,608	(6,889,065)	125,060	5,477,064

NOTES TO FINANCIAL STATEMENTS

18. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £252,951 (2018: £187,289).

19. TAXATION

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

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

	2019		2018	
	Group £	Charity £	Group £	Charity £
Net income/(expenditure) for the year	944,053	952,006	21,603	35,125
Add back depreciation charge	254,902	254,902	227,566	227,566
(Gain)/ loss on investments	(738,203)	(738,203)	(125,060)	(125,060)
Decrease (increase) in stocks	5,608	-	(2,226)	-
Decrease (increase) in debtors	(935,355)	(805,004)	(126,973)	137,878
Increase (decrease) in creditors	(57,356)	(62,779)	6,814	103,244
Net cash used in operating activities	<u>(526,351)</u>	<u>(399,078)</u>	<u>1,724</u>	<u>378,753</u>

21. CONTROLLING PARTY

ellenor is controlled by its Board of Trustees.

22. PRINCIPAL SUBSIDIARIES

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

23. RELATED PARTY TRANSACTIONS

In 2019 the following transactions took place between the Charity and its wholly owned subsidiaries Ellenor Lions Hospices Trading Limited and Ellenor Lions Lottery Company:

Intercompany operating transaction balances of £72,295 and £37,735 respectively.

There were no other outstanding balances with related parties as at 31 March 2019 (2018: £nil). The Trustees support the charity throughout the year and are regularly involved in fundraising and events. It is not possible for the charity to quantify the aggregate donations and fundraising by Trustees in the year.

NOTES TO FINANCIAL STATEMENTS

24. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (2018):

	Notes	Restricted Funds £	Unrestricted Funds £	Total 2018 £
INCOME FROM:				
Donations and legacies	2	96,672	2,648,029	2,744,701
Charitable activities				
Services for families facing terminal illness	3	541,942	1,357,843	1,899,785
Other trading activities				
Subsidiary retail shops and lottery	8	-	827,670	827,670
Charity retail shops		-	1,247,563	1,247,563
			2,075,333	2,075,233
Investments		-	37,264	37,264
Other		-	28,625	28,625
Total income		638,614	6,146,994	6,785,608
EXPENDITURE ON:				
Raising funds				
Fundraising and trading activities		-	2,238,879	2,238,879
Charitable activities				
Services for families facing terminal illness		753,864	3,889,580	4,643,444
Other		-	6,742	6,742
Total expenditure	4	753,864	6,135,201	6,889,065
Net gains/(losses) on Investments	11	-	125,060	125,060
Net movement in funds	7	(115,250)	136,853	21,603
Funds brought forward		1,782,337	3,673,124	5,455,461
Funds at 31 March 2018		1,667,087	3,809,977	5,477,064

25. POST BALANCE SHEET EVENT

On the 6th August 2019, **ellenor** exchanged contracts for the sale of one of their investment properties. The property has a completion date of 29 November 2019.



ellenor.^x

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www.ellenor.org

   [ellenorcharity](#)

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