



SALISBURY HOSPICECARE TRUST LIMITED
(A Company Limited By Guarantee)

Report of the Directors and Financial Statements

for the year ended 31 March 2016

Company no. 06525170

Charity no. 1123314

	Page
Chairman and Trustees' Report	1
1. Objectives and Activities	3
2. Achievements and Performance	5
3. Financial Review	6
4. Plans for the Future	7
5. Reference and Administrative	7
6. Structure, Governance and Management	7
7. Public Benefit	10
Report of the Independent Auditors	12
Statement of Financial Activities	14
Balance Sheet	15
Cashflow	16
Notes to the Financial Statements	17

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)
Report of the Directors

For the year ended 31 March 2016

The directors (who are also trustees of Salisbury Hospicecare Trust Limited for the purpose of charity law) are responsible for preparing the Directors' Annual Report and the Financial Statements for the year ended 31 March 2016 which are prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The legal and administrative information stated in 5.0 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - (FRS 102 effective January 2015).

Letter from the Chairman

This year has undoubtedly been one of continued financial challenges, as Chair of The Salisbury Hospice Charity I am particularly proud of and grateful to our wonderful supporters who have, yet again, pulled out all the stops. The continued dedication and hard work of our volunteers, donors and charity fundraising staff continue to be truly brilliant and inspirational. This incredible level of support enables our talented clinical, nursing and care teams to continue to provide a real depth of palliative care services to our local community. We are, indeed, blessed to be the beneficiaries of such commitment, imagination and generosity and we remain incredibly grateful to every contributing individual and organisation.

Our fundraising team, supported by the finance staff, have produced record breaking results during the last year.

Paula Flower joined us less than a year ago and now, as Head of Fundraising, she has implemented many new strategies, structures and initiatives which have breathed new life into the Charity's operation. We are delighted to see relationships develop and blossom, meaning our Charity is forming ever deeper roots and gaining even further support in and around Salisbury. I would like to record how enormously grateful the Board of Trustees are to both the fundraising and finance teams for their efforts and acknowledge our charity is in such safe hands.

You may have noticed more prominent Salisbury Hospice Charity signage around the Hospital for which we must thank Peter Hill the CEO of Salisbury NHS Trust for his support to make this happen – the excellent relationship we have forged with Peter and his team really does pay dividends and we thank him for his help.

We were all devastated to hear of the untimely and tragic death of Vida Alford and her daughter-in-law in a road traffic accident earlier this year. Vida and her husband Derrick, a former Mayor and Mayoress of Salisbury, were enormously influential in the early days of fundraising for a Hospice in Salisbury and for the past 30 years Vida remained a staunch supporter and tremendous ambassador for the Charity. Our most sincere condolences go to the Alford family; we shall miss Vida very much indeed.

We are extremely proud to have been able to launch a new Hospice at Home service in April 2016. This service will enable a number of our patients to receive palliative care in their own homes should they so wish. So far the dedicated Hospice at Home team have delivered over 460 hours of care in 24 patients' homes, not only giving these patients and their families the choice as to where they receive care, but also increasing bed availability in the in-patient unit, likely to enable the NHS service to care for more patients overall. This ability to give patients and their families a new breadth of choice cannot be other than an enormous improvement to the palliative care services we are able to offer locally.

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)
Report of the Directors

For the year ended 31 March 2016

The Hospice at Home service costs over £330,000 per annum to deliver, funds which Salisbury Hospice Charity will need to raise over and above the existing fundraising we already do to keep a Hospice in Salisbury. You will appreciate what a 'big ask' this is to a fundraising team already running on full steam, meaning we will need to rely ever more on our marvellous community and corporate fundraisers. Donations given in memory of loved ones, community events, sponsored sports events and legacies all remain vital streams of income to our Charity, and never more so than now as we expand our services to offer more choice and better care to local families. We remain totally indebted to you, our wonderful supporters and donors; every penny really does count – thank you.

We remain deeply grateful for every single penny donated to our Charity and for every moment of time given to us; together you all make a real difference.



Ceri Hurford-Jones
Chairman of Trustees

1.0 OBJECTIVES AND ACTIVITIES

1.1 What we do

By fundraising and careful management of the charity's net assets - which at March 2016 totalled £3,535,425 the charity is a grant maker to Salisbury NHS Foundation Trust for the provision of specialist palliative care services.

The charity provides financial support for the palliative care service based at Salisbury Hospice, and for the relief of suffering in cancer and other life limiting illnesses and the promotion of related research.

The aim of the charity is to contribute to the funding of a full range of palliative care services from Salisbury NHS Foundation Trust.

The charity aims to provide funding for additional facilities and services for patients, over and above our normal grant, as requested by clinical advisors.

The charity works to promote the advancement of palliative care through the provision of funds for educational facilities and training.

The Directors confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims, objectives and in planning future activities and in setting any grant making policy for the year. The charity carries out these objectives through the financial support of the palliative care services based in Salisbury Hospice run by Salisbury NHS Foundation Trust.

If the charity is to sustain the current level of funding to Salisbury Hospice, the Directors recognise the need to substantially increase income, through a variety of fundraising activities, over the course of the coming years.

The charity's fundraising efforts concentrate of the following areas:

- Donations, in memoriam gifts and regular giving
- Community fundraising
- Legacies
- Investments
- Trust and income from grant making organisations
- Trading - charity shop, goods for resale

1.2 The specialist palliative care services we support

Salisbury Hospice provides an integrated and comprehensive service for patients with advanced, progressive, life-limiting illnesses, and also for their families and carers. In 2015/16 over 1,000 people were supported by the clinical team based at Salisbury Hospice.

1.2.1 Inpatients

There are 10 inpatient beds. Patients are admitted from both the community and the hospital, with reasons for admission including symptom control, rehabilitation, special assessment, and end of life care. In 2015/16 there were a total of 226 admissions to the inpatient unit.

For the year ended 31 March 2016

1.2.2 Community (incorporating outpatients)

Members of the hospice multidisciplinary team work in the community in partnership with GPs and district nurses to support patients and families at home. This includes clinical nurse specialists, doctors, therapy staff, and social workers supported by admin staff and volunteers. Demand for this part of our service is increasing. In 2015/16 525 patients were supported by the hospice team in the community.

1.2.3 Hospital

Input from members of the Specialist Palliative Care team provides support to patients, families and staff of the acute wards in Salisbury NHS Foundation Trust. This is primarily provided by a small team of nurse specialists and doctors with additional support from other hospice staff. In 2015/16 560 patients were seen by the hospice team in the hospital setting.

1.2.4 Day Care

The Peter Gillam Support Centre provides a day care service for patients at the hospice 4 days a week. This provides both social support for patients and a day of respite for carers. In addition there are carers' days once a month which patients and carers can attend together. In 2015/16 72 patients attended day care.

1.2.5 Therapy

The occupational therapists and physiotherapist work predominantly on the inpatient unit but also in the other branches of the service. In 2015/16 175 patients were supported by the therapy team.

1.2.6 Family Support and Bereavement

The social workers in the family support team work with both patients and their families. They coordinate the bereavement service, which is delivered by specially trained volunteers as well as other members of the multidisciplinary team. In 2015/16 247 clients received bereavement support services and 144 patients received family support services.

1.2.7 Education

The education service offers a range of learning opportunities for both health professionals and informal carers, including GP study days, a Carer Skills Programme which helps relatives feel more confident looking after someone at home, and staff wellbeing days, to sustain staff working in this emotionally demanding area.

1.2.8 Hospice at Home

Introduced in April 2016 Salisbury Hospice will now be offering a Hospice at Home service. This invaluable service will provide high quality care for palliative patients coming to the end of their life who wish to stay in their own home. The service will also act as 'crisis intervention', preventing any unnecessary admissions to a hospital, hospice or alternative care setting.

2.0 ACHIEVEMENTS AND PERFORMANCE

The Trustees measure performance against the key objectives.

Fundraising results are measured against the budgets set at the beginning of the financial year. They are determined by the Head of Fundraising and agreed by the Trustees. Fundraising performance is measured by monthly management information and reviewed on a quarterly basis by the Finance and Investment Committee. The Trustees monitor performance of the investment portfolio and obtain advice from Cazenove Capital Management.

The Fundraising Team was restructured during the year and all team members now have key areas of responsibility. These changes have brought improved efficiency and enabled the development of new competencies.

2.1 Fundraising

Our events continue to do well with over 3,000 supporters attending The Wessex Country Fair raising a brilliant £29,000. Other key successes have been our 7th Midnight Walk raising £39,000 and Up the Downs, our sponsored walk raising £14,000.

Community involvement has been hugely successful this year with many supporters organising events on our behalf. Key successes have been Lyn Fletcher's Fabulous football day, and the Downton Cuckoo Fair, both raising over £6,000. In addition, our Fundraising Groups continue to raise vital funds with the Hatch House Open Garden raising a tremendous £11,000.

Corporate support has also continued to grow with Vita Skin Spa, Trethowans Solicitors, Strutt & Parker and James Hay all raising funds on our behalf.

We now have a specific member of the team responsible for trust applications. We have worked to develop specific funding packages and this will help develop this important income stream moving forward.

In memoriam fundraising has been particularly strong this year, we have further developed our Tribute Fund giving and plan to launch a special Celebration giving tree in Summer 2016.

The weekly Lottery, now in its third year, continues to do well. We now have over 5,400 players each week raising a brilliant £54,228 in this financial year.

Legacy income performed above expectations and was a major contributor to the funds raised this year. Legacies are important to maintain our services and we are planning a specific 'Make your Will' campaign for early 2017.

2.2 Our Volunteers

We are supported by over 425 active volunteers, who support us in every area of our work. They cover a large range of tasks including support in the hospice, transporting patients, fundraising, gardening and helping in our charity shop. This amazing support equates to over 380 hours per week saving the hospice over £160,000 per year.

3.0 FINANCIAL REVIEW

3.1 Money received - money spent

Income from fundraising, investments and other activities amounted to £1,592,108 (2014/15: £1,089,931). Expenditure amounted to £1,591,374 (2014/15: £2,071,327) The charity ended the year with a net surplus of £734 (2014/15: deficit of £981,396).

Realised and unrealised gains and losses on investments meant there was a net deficit of £133,325 in 2015/16 (2014/15: surplus of £200,897). This meant that there was an overall net deficit for the year of £132,591 (2014/15: deficit of £780,499).

The charity relies entirely on donations from both businesses and individuals, therefore the key objective is for staff to drive the various fundraising initiatives to ensure the income budgets are achieved.

The current economic climate is challenging for the charity sector with all organisations fighting for every last pound. We are fortunate to have many generous members of the public who support us on a regular basis. However this support will not continue if our fundraising teams fail to keep our charity and its activities very visible in our community.

3.2 Investment policy and objectives

The quoted investments are managed by investment manager Schroder & Co Limited trading as Cazenove Capital Management, who are authorised to make transactions on a discretionary basis. The attitude of the Directors to risk is medium/low and the total return to the charity is to be maximised by both capital appreciation and income growth. The investment manager reports to the Directors on a regular basis.

Like many voluntary sector organisations the charity has benefited from substantial income from legacies, which by their very nature are unpredictable. Conversely the charity's expenditure, which is mainly composed of salaries and payments to Salisbury NHS Foundation Trust, is largely predictable and requires payment to be made on a regular basis. The charity therefore holds adequate liquid funds in short term deposits to ensure that monies are available when needed and are not subject to short term stock market fluctuations.

3.3 Reserves policy and going concern

Designated Funds	2015/16	2014/15
Protection of Services Fund	£Nil	£564,000
Hospice at Home Fund	£1,000,000	£Nil
Unrestricted Funds	2015/16	2014/15
General Fund	£2,360,669	£2,850,027

The Protection of Services Fund was established to enable the current level of activities to be maintained if the funding were to be significantly reduced.

During the year the Trustees decided to designate £1,000,000 over a three year period commencing 1 April 2016 to support the Hospice at Home project.

The General Fund includes funds both unrestricted and undesignated and is used to smooth out fluctuations in voluntary and investment income.

At the end of the year under review there were free reserves of £554,070.

The trustees currently consider that the appropriate level of reserves is sufficient to support the charity and continue to support the hospice at the current levels.

After making appropriate enquiries, the trustees are of the view that the charity is a going concern.

4.0 PLANS FOR THE FUTURE

As we have recorded in past years we have implemented various initiatives and structural changes to ensure the charity is in a strong position for the future. With our commitment to the Hospice at Home project, this year will be one of consolidation to ensure the three year commitment will be achieved.

We are also carrying out a review of Trustees skills and length of service to ensure the Board remains fit for purpose and continue to bring fresh ideas to the charity.

5.0 REFERENCE AND ADMINISTRATIVE

5.1 Status

The organisation is a company limited by guarantee, incorporated on 5 March 2008 and registered as a company on 1 April 2008.

Charity number 1123314

Company number 06525170

Registered Office Salisbury Hospice, Odstock Road, Salisbury SP2 8BJ

Auditors Fawcetts Chartered Accountants, Windover House, St Ann Street, Salisbury SP1 2DR

Bankers National Westminster Bank Plc, 48 Blue Boar Row, Salisbury SP1 1DF

5.2 Directors and trustees

The Directors, who are also Trustees under charity law, who served during the year and up to the date of this report were as follows:

Ceri Hurford - Jones (Chair)

Robert Newman (Vice-chair & Treasurer)

Colette Martindale (Honorary Secretary)

Dr Chris Glaysheer

Andrew Mercer (Resigned 16 June 2015)

Mr Ian Downie

David Pardoe

Richard Hilliard

Stella Sykes

Dr Andy Hall

6.0. STRUCTURE, GOVERNANCE AND MANAGEMENT

6.1 Governing Document

Salisbury Hospicecare Trust, registered charity number 282484, was established by a Deed of Trust dated 1st April 1981. On 1st April 2008 the charity was incorporated as a limited company, Salisbury Hospicecare Trust Limited (registered charity number 1123314). A scheme to transfer the assets of the charity to the limited company was approved by the Charity Commission on 15th January 2009.

6.2 Recruitment, Appointment and Training of new Directors

The Directors conduct a regular skills audit of the Directors and are selected, as required, to fill particular skill requirements of the Board of Directors. Prospective Directors are invited to an introductory meeting with the Trustees.

New Directors attend an induction day to brief them both on their legal obligations under charity and company law, and on the Charity Commission guidance on trustees and governance, including public benefit in order to inform them of the committee and decision-making processes, the business plan and recent financial performance of the charity.

During the induction they meet the clinical team based at Salisbury Hospice, charity employees and volunteers. Directors are encouraged to attend trustee training days and any other appropriate external training events, where these will facilitate the undertaking of their role.

6.3 Organisational structure

The charity is administered by a board of up to nine unpaid trustees. They come from a variety of relevant backgrounds including medical, nursing, accounting, law, property management, public relations and community representatives. The trustees meet quarterly and in addition oversee finance and investments, recruitment and pay.

6.4 Finance and Investment Committee

The Finance and Investment Committee meets quarterly before the meeting of the main board. The Committee oversees all financial matters of the charity and receives regular reports from both the charity's investment managers and auditors.

6.5 Shop Committee

Set up to oversee the running of the Salisbury Hospice Charity shop.

6.6 Related parties and co-operation with other organisations

Any connection between a trustee or senior manager of the charity with a related supplier must be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions are disclosed in note 21 to the accounts.

6.7 Remuneration policy

None of our Directors receive remuneration or other benefit from their work with the charity. The pay of our staff is reviewed on an annual basis by the trustees. Pay levels are benchmarked against pay levels of other similar charities. Details of staff costs and numbers are disclosed in note 3 to the accounts.

6.8 Risk Assessment

The Directors actively review the major risks which the charity faces on a regular basis and believe that the policy of maintaining the reserves at the levels stated in 3.3 combined with the annual review of the controls over key financial systems carried out through an internal review programme, will provide sufficient resources in the event of adverse conditions. The Directors have also examined other operational and business risks which the charity faces and confirm that they have established systems to mitigate any significant risks. Attention has also been focussed on non-financial risks arising from fire and health and safety. These risks are managed by having policies and procedures in place, and regular staff training.

6.9 Profiles of the Directors

Ceri Hurford-Jones (chair of board and member of F & I Committee)

Ceri is the Managing Director of Salisbury's local radio station, Spire FM in Salisbury and has been a trustee of the charity since 2006. As the Managing Director of the independent local radio station in Salisbury he has led the continued challenge to develop the station's products and services in line with the needs faced by the South Wiltshire business community. Other posts held by Ceri include: Director of Salisbury and District Chamber of Commerce, Lay Canon and elected member of Chapter at Salisbury Cathedral and board member of Salisbury Cathedral Enterprises Ltd.

Robert Newman (vice chair and chair of F & I Committee)

Robert has been a trustee of the charity since 2009. He was born and educated in Salisbury and qualified as a chartered accountant with a local firm before joining one of the "top" firms in Southampton. He joined Moore Stephens as a partner in 1985 and is now chairman of Moore Stephens (South) LLP. Robert is also treasurer of VisitWiltshire Ltd.

Colette Martindale (trustee)

Colette has been a trustee of the charity since 2004. She started her nursing career as a student nurse in 1973 at St Thomas' Hospital, London. She moved to Salisbury in 1989 and has worked in various senior nurse roles at the hospital. She gained her Masters in Inter-professional Health and Social Care in 2005 and has trained and qualified as an Executive Coach. Colette is currently the Directorate Senior Nurse for Clinical Support and Family Services and she is Lead Governor of the Foundation Trust.

Dr Chris Glaysher (trustee and member of F & I Committee)

Chris has been a trustee of the charity since 2001. He has worked as a general practitioner in Salisbury for 32 years, and up to retirement from medical practice in September 2010 he also worked as a specialist doctor in palliative medicine for 8 years.

Mr Ian Downie (trustee)

Ian has been a trustee of the charity since 2010. After studying Dentistry in Liverpool, Ian later studied medicine in Southampton and trained in general surgery before completing specialist training in Maxillofacial surgery. He was appointed consultant Oral and Maxillofacial Surgeon at Salisbury NHS Foundation Trust where he is currently the Clinical Director of the Musculoskeletal Directorate. As well as being on the faculty for head and neck anatomy at the Royal College of Surgeons, he has also held the post of Salisbury Post Graduate Dental Tutor for a number of years and has run the South Coast Head and Neck Anatomy course for over 14 years.

David Pardoe (trustee and member of Shop Committee)

David has been a Chartered Surveyor for over 15 years, specialising in rural properties and businesses. He is actively involved in professional training, being an external Examiner for the Royal Agricultural University and an assessor for the Assessment of Professional Competence for entry to the Royal Institution of Chartered Surveyors.

Richard Hilliard (trustee)

Richard held senior management positions in the City of London and the USA for many years. Now he works as an Executive Coach in London, focussing particularly on the impact that work-related anxiety can have on promising careers.

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)
Report of the Directors

For the year ended 31 March 2016

Stella Sykes (trustee)

Stella has lived in Fordingbridge for over 25 years and has worked for Salisbury Hospice as a volunteer and 'bank' administrator for nearly 20 years. She has also been involved with many fundraising events. She was Governor representing the Volunteers for Salisbury NHS Foundation Trust from 2006 to 2009. Her background has been in copy-writing, writing press releases and editing a trade magazine for the fashion industry, as well as organising a major trade show twice a year. Stella has written two novels, several short stories and articles.

Dr Andy Hall (trustee)

Andy has worked as a GP in South Wiltshire since 1983 and is now the Senior Partner of the Orchard Valley Partnership. He sits on the Executive Board of Wiltshire CCG and for many years has been heavily involved in GP education both locally and nationally. He is a passionate supporter of the England cricket team and loves listening to live music.

7.0 PUBLIC BENEFIT

The Directors of Salisbury Hospice Charity have taken note of the Charity Commission guidance on Public Benefit.

For the year ended 31 March 2016

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors (who are also trustees of Salisbury Hospicecare Trust Limited for the purposes of charity law) are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2015 (FRS 102);
- 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 a going concern basis unless it is inappropriate to presume that the charity will continue in operation;

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

This report has been prepared taking advantage of the exemptions available to small companies under the Companies Act 2006.

AUDITORS

Fawcetts were reappointed as the Charity's auditors during the year and have expressed their willingness to continue in that capacity.

Approved and authorised for issue by the Board of Directors on 12th September 2016.


Ceri Hurford-Jones
Chairman of Trustees

**Report of the Independent Auditors
To the Members of**

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

We have audited the financial statements of Salisbury Hospicecare Trust Limited for the year ended 31 March 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the statement of Cash Flows and the related notes. The reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'the Financial Reporting Standards' applicable in the UK and Republic of Ireland.

This report is made solely to the charitable charity'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 charity's members those matters we are required to state to them in an auditors' 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 charity and the charitable charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the directors and auditors

As explained more fully in the Directors' Responsibilities Statement on page 11, the directors' (who are also the trustees of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards as Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether: the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Directors to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs at 31 March 2016, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006;

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Report of the Independent Auditors
To the Members of**

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations required for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.



Simon Ellingham BA FCA DChA (Senior Statutory Auditor)
for and on behalf of Fawcetts
Chartered Accountants & Statutory Auditors
Windover House
St Ann Street
Salisbury
SP1 2DR

Date: 16 September 2016

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)
Statement of Financial Activities

For the year ended 31 March 2016

	Note	Unrestricted £	Designated £	Restricted £	Total £	Total £
Income and Endowments from:						
Donations and legacies						
Donations	5	385,499	-	5,135	390,634	303,928
Legacies		674,041	-	-	674,041	337,799
Other trading activities						
Fundraising	6	310,724	-	-	310,724	242,314
Shop trading activities		115,584	-	-	115,584	106,875
Investment						
	7	95,916	-	-	95,916	97,472
Other						
		5,209	-	-	5,209	1,543
TOTAL INCOME AND ENDOWMENTS		<u>1,586,973</u>	<u>-</u>	<u>5,135</u>	<u>1,592,108</u>	<u>1,089,931</u>
Expenditure on:						
Raising funds						
Fundraising	8	190,180	-	-	190,180	195,784
Trading expenses		94,601	-	-	94,601	87,559
Investment Management costs		9,132	-	-	9,132	9,824
Charitable activities						
Hospice costs	9	738,354	393,000	84,368	1,215,722	1,675,644
Support costs		81,739	-	-	81,739	102,516
TOTAL EXPENDITURE		<u>1,114,006</u>	<u>393,000</u>	<u>84,368</u>	<u>1,591,374</u>	<u>2,071,327</u>
NET INCOME/(EXPENDITURE) FOR THE YEAR BEFORE GAINS AND LOSSES ON INVESTMENTS		<u>472,967</u>	<u>(393,000)</u>	<u>(79,233)</u>	<u>734</u>	<u>(981,396)</u>
Net gain/(losses) on investments						
Realised		(74,282)	-	-	(74,282)	(672)
Unrealised		(59,043)	-	-	(59,043)	201,569
NET INCOME/(EXPENDITURE)		<u>339,642</u>	<u>(393,000)</u>	<u>(79,233)</u>	<u>(132,591)</u>	<u>(780,499)</u>
TRANSFER BETWEEN FUNDS		<u>(829,000)</u>	<u>829,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET MOVEMENT IN FUNDS		<u>(489,358)</u>	<u>436,000</u>	<u>(79,233)</u>	<u>(132,591)</u>	<u>(780,499)</u>
RECONCILIATION OF FUNDS						
Total funds brought forward at 1 April 2015		2,850,027	564,000	253,989	3,668,016	4,448,515
Total funds carried forward as at 31 March 2016		<u>2,360,669</u>	<u>1,000,000</u>	<u>174,756</u>	<u>3,535,425</u>	<u>3,668,016</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The notes form part of these financial statements

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Balance Sheet

As at 31 March 2016

	Note	2016 £	2015 £
Fixed assets			
Tangible fixed	11	26,488	35,780
Investments	12	<u>2,954,867</u>	<u>3,392,090</u>
		<u>2,981,355</u>	<u>3,427,870</u>
Current assets			
Stock	13	1,900	2,537
Debtors	14	333,394	261,148
Cash at bank and in hand		<u>391,361</u>	<u>209,164</u>
		<u>726,655</u>	<u>472,849</u>
Creditors: amounts due within one year	15	<u>(172,585)</u>	<u>(232,703)</u>
NET CURRENT ASSETS		<u>554,070</u>	<u>240,146</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u><u>3,535,425</u></u>	<u><u>3,668,016</u></u>
Funds			
Unrestricted funds	17	2,360,669	2,850,027
Designated funds	18	1,000,000	564,000
Restricted funds	19	174,756	253,989
		<u><u>3,535,425</u></u>	<u><u>3,668,016</u></u>

The financial statements were approved and authorised for issue by the Board of Directors on 12th September 2016 and signed on its behalf by:



Mr Ceri Hurford-Jones
Chair



Mr Robert Newman
Treasurer

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Statement of Cash Flows

As at 31 March 2016

	2016 £	2015 £
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	<u>(210,002)</u>	<u>(993,987)</u>
Cash flows from investing activities:		
Investment and Interest income received	95,916	97,472
Proceeds from the sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(7,615)	(10,899)
Proceeds from sale of investments	910,649	924,154
Purchase of investments	(606,751)	(190,943)
Net cash provided by investing activities	<u>392,199</u>	<u>819,784</u>
 Increase/(decrease) in cash and cash equivalents in the year	182,197	(174,203)
Cash and cash equivalents at the beginning of the year	209,164	383,367
Cash at bank and in hand	<u><u>391,361</u></u>	<u><u>209,164</u></u>
	2016	2015
	£	£
a) Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income/(expenditure) for the year (as per the statement of financial activities)	(132,591)	(780,499)
Adjustments for:		
Depreciation	16,907	17,718
(Gains)/losses on investments	133,325	(200,897)
Investments and Interest income	(95,916)	(97,472)
Loss/(Profit) on the sale of fixed assets	-	-
(Increase)/decrease in stocks	637	494
(Increase)/decrease in debtors	(72,246)	349,991
Increase/(decrease) in creditors	<u>(60,118)</u>	<u>(283,322)</u>
	<u><u>(210,002)</u></u>	<u><u>(993,987)</u></u>
 b) Analysis of cash and cash equivalents		
	2016	2015
	£	£
Cash at bank and in hand	<u><u>391,361</u></u>	<u><u>209,164</u></u>

BASIS OF PREPARATION AND ACCOUNTING**1. Accounting Policies**

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of fixed assets, and in accordance with applicable Accounting Standards in the United Kingdom, the accounting regulations issued under the Charities Act 2011 and the Statement of Recommended Practice (SORP) FRS 102.

Reconciliation with previously Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. In accordance with the requirements of FRS 102 a reconciliation of opening balances is provided below:

	2015	2014
	£	£
Fund balances previously stated	3,668,016	4,448,515
Adjustments required under FRS 102	-	-
Fund balances under FRS 102	<u>3,668,016</u>	<u>4,448,515</u>

Income Recognition

Income received for specific purposes is treated as restricted. All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary income is accounted for on a receipts basis.

Investment income is accounted for in the period in which the charity is entitled to the receipt.

Legacies are included when the charity is advised by the personal representative of an estate that payment will be made or property transferred, the amount involved can be quantified and probate has been granted.

Income tax recoverable in relation to investment income is recognised at the time the investment income is received.

Resources Expended

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. All costs have been directly attributed to one of the functional categories of resources expended in the SOFA.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of charitable activities.

The allocation of expenditure between charitable and other expenditure is split based upon the trustees' best estimate of the resources input to those different parts of the charity's operations.

Tangible Fixed Assets Depreciation

Tangible fixed assets are stated at cost or valuation less depreciation.

Depreciation is provided at rates calculated to write down the cost or valuation of each asset to its estimated residual value over its expected useful life. This applies to assets with a value of £250 or more. The depreciation rates in use are as follows:

Computer equipment	Straight line over three years
Office equipment	Straight line over two and five years
Shop Fixture and Fittings	Straight line over three and five years

Funds Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds are unrestricted funds which have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds subject to specific restrictive conditions imposed by donors or by the purpose of an appeal. Such donations and grants are treated as income in the year of receipt. The aim and use of each restricted fund is set out in the notes to the financial statements.

Stock

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

Operating Leases

Rentals applicable to operating leases, where substantially all of the benefits and risk of ownership remain with the lessor, are charged to the income and expenditure accounts as incurred.

Pensions

The former NHS staff transferred over to the charity under the Transfer of Undertakings (Protection of Employment) Regulations (TUPEd) retain membership of the NHS Pensions Scheme under a directive.

Pension contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme. Any differences between amounts charged to the Statement of Financial Activities and contributions paid are shown as a separately identified liability or asset in the balance sheet.

Investments

Investment income is accounted for when received, with gains and losses allocated to the appropriate fund. Investments are included on the balance sheet at their market value at the end of the financial year, with the exception of unlisted investments and investments in subsidiaries which are included at cost. Realised and unrealised gains and losses are credited, or debited, to the Statement of Financial Activities in the year in which they arise.

Irrecoverable VAT

Irrecoverable VAT has been charged to the Statement of Financial Activities.

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.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements. The bases on which support and governance costs have been allocated are set out in note 10.

Donated services

Goods which are donated for sale through the retail operation are not included in the accounts until they are sold as they have no cost attached.

The value of services provided by volunteers is not incorporated into these financial statements.

The estimated value, based on the value of the contribution to the charity, of donated services is recognised within incoming resources as a donation, and an equivalent charge included within fundraising costs.

Consolidated Accounts

The charity has a dormant subsidiary company, Salisbury Hospice Trading Limited, which has never traded and which has no assets or liabilities. Consolidated accounts have not been prepared as the Trustees are of the opinion that they would be of no real value to the members in view of the insignificant amounts involved.

2. Net Incoming Resources for the Year

This is stated after charging:

	2016	2015
	£	£
Depreciation	16,907	17,718
Auditors' remuneration:		
- audit	5,220	4,740
Operating lease rentals:		
- land and buildings	22,500	22,500

3. Staff Costs and Numbers

Staff costs were as follows:

	2016	2015
	£	£
Salaries and wages	184,443	204,484
Social security costs	12,443	15,442
Pension costs	9,815	10,934
	<u>206,701</u>	<u>230,860</u>

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Notes to the Financial Statements

For the year ended 31 March 2016

None of the trustees received any remuneration or reimbursement of expenses during the financial year.

The cost of directors' indemnity insurance was £1,113 (2015 - £1,113).

No employee earned more than £60,000 during the year (2015 - None).

It is the policy of the Charity to reimburse in full all expenses properly incurred by its volunteers in connection with its charitable activities.

As stated in note 1, the charity operates two pension schemes. The NHS Pension Scheme is a defined benefit scheme, however the employer is unable to identify its share of the underlying assets and liabilities and as such the conditions in FRS 17 paragraph 9 are met and accordingly the scheme is treated as a defined contribution pension scheme.

Pension contributions to this scheme are charged to the SOFA as they fall due and amounted to £9,371 in the year (2014/15: £8,960). At the balance sheet date there were outstanding contributions of £781 (2014/15: £1,125).

The charity also operates a defined contribution pension scheme and the contributions charged to the SOFA for this scheme for the year totalled £444 (2014/15: £1,973). At the balance sheet date there were outstanding contributions of £43 (2014/15: £86).

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2016 No.	2015 No.
Fundraising/Administration	7	8
Shop	<u>2</u>	<u>2</u>

4. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Notes to the Financial Statements

For the year ended 31 March 2016

5. Income from donations

	Unrestricted	Designated	Restricted	Total 2016	Total 2015
	£	£	£	£	£
Individuals	117,427	-	460	117,887	128,473
In Memoriam	136,381	-	-	136,381	109,800
Organisations and Trusts	131,191	-	4,675	135,866	65,655
Donated services	500	-	-	500	-
	<u>385,499</u>	<u>-</u>	<u>5,135</u>	<u>390,634</u>	<u>303,928</u>

6. Income from other trading activities

	Unrestricted	Designated	Restricted	Total 2016	Total 2015
	£	£	£	£	£
Fundraising	310,724	-	-	310,724	242,314
Shop Income Dorothy House/SHC	846	-	-	846	3,577
Shop Income SHC	85,660	-	-	85,660	89,602
Shop Gift Aid	12,050	-	-	12,050	-
Sales of purchased goods	17,028	-	-	17,028	13,696
	<u>426,308</u>	<u>-</u>	<u>-</u>	<u>426,308</u>	<u>349,189</u>

Since 2008, the charity has run The Hospice Shop in partnership with Dorothy House Hospice. Income and expenditure is shared equally.

Since 1 April 2010, Dorothy House Hospice had given the charity 50% of the net income after deduction of operating expenditure.

In August 2013, the charity opened its own independent shop in Salisbury.

7. Investment Income

	Unrestricted	Designated	Restricted	Total 2016	Total 2015
	£	£	£	£	£
Investment Income	95,300	-	-	95,300	96,805
Bank Interest	616	-	-	616	667
	<u>95,916</u>	<u>-</u>	<u>-</u>	<u>95,916</u>	<u>97,472</u>

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Notes to the Financial Statements

For the year ended 31 March 2016

8. Analysis of expenditure on raising funds

	Staff Costs	Costs	Depreciation	Total 2016	Total 2015
	£	£	£	£	£
Fundraising	126,930	63,250	-	190,180	195,784
Trading expenses - shop costs - SHC	40,695	33,007	12,252	85,954	81,159
Cost of goods for resale	-	8,647	-	8,647	6,400
Investment Management costs	-	9,132	-	9,132	9,824
	<u>167,625</u>	<u>114,036</u>	<u>12,252</u>	<u>293,913</u>	<u>293,167</u>

9. Analysis of expenditure on charitable activities

	Note	Staff Costs	Costs	Depreciation	Total 2016	Total 2015
		£	£	£	£	£
Hospice clinical expenses		-	1,138,000	-	1,138,000	1,138,000
Hospice non-clinical expenses		-	77,722	-	77,722	96,234
NHS England Hospice Grant		-	-	-	-	441,410
Depreciation		-	-	4,655	4,655	8,004
Irrecoverable input VAT		-	1,628	-	1,628	8,768
Governance costs	10	2,426	16,177	-	18,603	10,700
Support costs	10	36,650	20,203	-	56,853	75,044
		<u>39,076</u>	<u>1,253,730</u>	<u>4,655</u>	<u>1,297,461</u>	<u>1,778,160</u>

10. Analysis of governance and support costs

	General support	Governance function	Total 2016	Basis of apportionment
	£	£	£	
General office	17,268	-	17,268	Invoice
Trustee meeting expenses	-	1,505	1,505	Invoice
Salaries, wages and related costs	36,650	2,426	39,076	Allocated on time
Auditors' remuneration	-	5,220	5,220	Governance
Consultancy fees	-	6,560	6,560	Governance
Professional development	2,935	-	2,935	Invoice
Legal fees	-	2,892	2,892	Governance
	<u>56,853</u>	<u>18,603</u>	<u>75,456</u>	

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Notes to the Financial Statements

For the year ended 31 March 2016

11. Tangible Fixed Assets

	Office equipment	Computers equipment	Shop fixtures & fittings	Total
	£	£	£	£
Cost				
At 1 April 2015	27,621	17,357	44,469	89,447
Additions	-	-	7,615	7,615
Disposals	-	-	-	-
At 31 March 2016	<u>27,621</u>	<u>17,357</u>	<u>52,084</u>	<u>97,062</u>
Depreciation				
At 1 April 2015	18,719	15,520	19,428	53,667
Charge for the year	2,818	1,837	12,252	16,907
Eliminated on disposals	-	-	-	-
At 31 March 2016	<u>21,537</u>	<u>17,357</u>	<u>31,680</u>	<u>70,574</u>
Net book value				
At 31 March 2016	<u>6,084</u>	<u>-</u>	<u>20,404</u>	<u>26,488</u>
At 31 March 2015	<u>8,902</u>	<u>1,837</u>	<u>25,041</u>	<u>35,780</u>

12. Fixed Asset Investments

	Total £
Valuation at 1 April 2015	3,392,090
Additions	606,751
Disposals	(984,931)
Revaluations	(59,043)
Valuation as at 31 March 2016	<u>2,954,867</u>

13. Stock

	2016 £	2015 £
Stock for resale	<u>1,900</u>	<u>2,537</u>

14. Debtors

	2016 £	2015 £
Trade debtors	17,233	11,097
Prepayments and accrued income	132,802	112,096
Other debtors	5,625	5,625
Gift Aid	6,788	18,838
Legacies	<u>170,946</u>	<u>113,492</u>
	<u>333,394</u>	<u>261,148</u>

15. Creditors: amounts due within one year

	2016 £	2015 £
Trade creditors	117,906	209,588
PAYE and National Insurance	4,541	3,321
Other creditors	14,171	863
Accruals and deferred income	<u>35,967</u>	<u>18,931</u>
	<u>172,585</u>	<u>232,703</u>

16. Operating Lease Commitments

As at 31 March the charity had total future minimum lease payments under non-cancellable operating leases as follows:

	Land and buildings	
	2016	2015
	£	£
Less than 1 year	22,500	22,500
Between 2 and 5 years	90,000	90,000
Over 5 years	45,000	67,500
	<u>157,500</u>	<u>180,000</u>

17. Unrestricted Funds

This represents funds which have been given for the general purposes of the Hospice.

18. Designated Funds

	Balance at 1.4.15	Incoming resources	Outgoing resources	Transfers in/(out)	Balance at 31.3.16
Protection of Services Fund	564,000	-	(393,000)	(171,000)	-
Hospice at Home Fund	-	-	-	1,000,000	1,000,000
	<u>564,000</u>	<u>-</u>	<u>(393,000)</u>	<u>829,000</u>	<u>1,000,000</u>

Purposes of designated funds

The funds of the charity include the designated funds which have been set aside by the trustees out of unrestricted funds for specific purposes.

The Protection of Services Fund was established to enable the current level of activities to be maintained if the funding arrangements were to be significantly reduced.

Given the changing nature of the service provision, the Trustees have decided the balance of the Protection of Services Fund be transferred to Unrestricted Funds which is used for the general purposes of the Hospice.

During the year the Trustees decided to designate £1,000,000 over a three year period commencing 1 April 2016 to support the Hospice at Home project.

19. Restricted Funds

	Balance at 1.4.15	Incoming resources	Outgoing resources	Transfers in/(out)	Balance at 31.3.16
Children's Bereavement Fund	13,931	-	(283)	-	13,648
Staff Fund	3,348	460	(430)	-	3,378
PGSC Fund	-	4,675	(225)	-	4,450
Tisbury Lodge Fund	1,645	-	-	-	1,645
Training and Development of nursing staff at the hospice	<u>235,065</u>	<u>-</u>	<u>(83,430)</u>	<u>-</u>	<u>151,635</u>
	<u>253,989</u>	<u>5,135</u>	<u>(84,368)</u>	<u>-</u>	<u>174,756</u>

Purposes of restricted funds**Children's Bereavement Fund**

The charity receives funds for the purpose of treating child bereavement issues.

Staff Fund

The charity holds a small amount of funds provided by gifts to the Hospice for staff on their behalf until the funds are required.

PGSC Fund

The charity receives funds for the benefit of the Peter Gillam Support Centre.

Tisbury Lodge Fund

The charity receives funds to purchase specific equipment.

Training and Development for Nursing Staff Fund

This represents a restricted legacy left for the education, as in training and development, of nursing staff.

SALISBURY HOSPICECARE TRUST LIMITED (Company number 06525170)

Notes to the Financial Statements

For the year ended 31 March 2016

20. Analysis of Net Assets between Funds

	Unrestricted £	Designated £	Restricted £	Total £
Fixed assets	1,806,599	1,000,000	174,756	2,981,355
Net current assets	<u>554,070</u>	<u>-</u>	<u>-</u>	<u>554,070</u>
Net assets at the end of the year	<u><u>2,360,669</u></u>	<u><u>1,000,000</u></u>	<u><u>174,756</u></u>	<u><u>3,535,425</u></u>

21. Related Party Transactions

At the balance sheet date Salisbury Hospicecare Trust Limited owed Salisbury NHS Foundation Trust £110,459 (2014/15: £204,666).

During the year there were transactions with Spire FM, where Ceri Hurford-Jones is Managing Director. The total amount invoiced in the year was £1,320 (2014/15: £1,470). At the balance sheet date Salisbury Hospicecare Trust Limited owed Spire FM £663 (2014/15: £Nil).

In the financial year 2014/15, there were transactions with Moore Stephens (South) LLP, where Robert Newman is a Partner. The total amount invoiced during this year was £Nil (2014/15 £2,232). At the balance sheet date Salisbury Hospicecare Trust Limited owed Moore Stephens (South) LLP £Nil (2014/15 £Nil).

There were transactions with Strutt & Parker LLP, where David Pardoe is a Partner. The total amount invoiced in the year was £2,400 (2014/15: £Nil). At the balance sheet date Salisbury Hospicecare Trust Limited owed Strutt & Parker LLP £Nil (2014/15 £Nil).

There were also transactions with Trethowans Solicitors, where former Trustee Andrew Mercer is a Partner. The total amount invoiced in the year was £2,268 (2014/15: £2,520). At the balance sheet date Salisbury Hospicecare Trust Limited owed Trethowans Solicitors £1,358 (2014/15: £708).

During the year Stella Sykes was paid by Salisbury NHS Foundation Trust for administration work undertaken at Salisbury Hospice to a value of £1,281.74 (2014/15: £3,300).

During the year related party donations totalled £2,520.