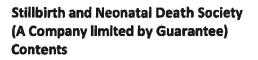
Charity Registration Number: 299679 Scottlsh Charity Number: SC042789 Company Registration Number: 2212082 (England & Wales)



Stillbirth and Neonatal Death Society (A Company limited by Guarantee) Trustees' Report & Accounts Year Ending 31 March 2018 Stillbirth and Neonatal Death Society (A Company limited by Guarantee) Legal and Administrative Information



Trustees	Angela McCafferty (Acting Chair) Michael Smith (Treasurer) Sarah-Jane Evans Edward Ford Stephanie Frearson Derek Jenkins Zoe Renton Mary Catherine Roberts Susanna Speirs
Company Secretary	Dany Anne Quemper
Charity Number	299679
Scottish Charity Number	SC042789
Company Number	2212082
Registered office	Victoria Charity Centre 11 Belgrave Road, London SW1V 1RB
Statutory Auditors	HW Fisher & Company Acre House 11-15 William Road London NW1 3ER
Internal Auditors	Fish Partnership The Mill House, Boundary Road, Loudwater, High Wycombe, Bucks, HP10 9QN
Principal Bankers	Unity Trust Bank Nine Brindley Place Birmingham B1 2HB
Principal Solicitors	Foot Anstey Senate Court Southernhay Gardens, Exeter EX1 1NT





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## **Objects and values of the charity**

The Trustees, who are also Directors of the charity for the purposes of the Companies Act, submit their annual report and accounts of Sands (Stillbirth and Neonatal Death Society) for the year ended 31 March 2018.

The Trustees confirm that the annual report and accounts of the charity have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the charity's constitution, applicable law and the requirements of the *"Accounting and Reporting by Charities: Statement of Recommended Practice,"* applicable in the UK and Republic of Ireland (FRS102), effective 1 January 2015.

The objects of Sands are: -

- 1. to promote the emotional, psychological and physical well-being of parents, their families and friends, when a baby dies in utero, at birth or soon after birth, by:
  - 1.1 the provision of support and information to those so bereaved and their carers; and
  - 1.2 by working collaboratively with health and social care professionals to improve and enhance professional practice with bereaved parents; and
- 2. to promote research and the implementation of best practice that will help identify the causes and reduce the incidence of the death of a baby in utero, at birth or soon after birth, and to publish the results of such research.

Sands' vision is for a world where fewer babies die and where anyone who is affected by the death of a baby receives the best care and support for as long as they need.

To realise the charity's vision Sands' outlined four key objectives within its 2017-2020 Strategy, these are to:

- Reduce the number of babies dying before, during and shortly after birth;
- Ensure the right care and support is available at the right time after the death of a baby;
- Grow as one strong, sustainable and effective organisation;
- Raise awareness of the issues relating to stillbirth and neonatal death.

Underpinning these objectives are Sands Values, whereby the charity commits to:

- Being compassionate, collaborative and evidence-based.
- Working as one organisation; learning from experience and striving for continual improvement through innovation.
- Being open and honest; working with respect and integrity; showing empathy and being inclusive in everything the charity does.



#### Structure, governance and management

Sands was formally established in 1988 and is constituted in England and Wales as a company limited by guarantee, Company Number 2212082. The company's registered address is 11 Belgrave Road, London SW1V 1RB. Sands is also registered with the Charity Commission as a Charity in England and Wales (Charity Number 299679) and with the Office of the Scottish Charity Regulator (Charity Number SC042789). The charity also provides additional meeting space to support its national remit and nationwide operations, including its network of over 100 Sands' Groups – notably in N. Ireland (Portadown) and Scotland (Glasgow).

Sands is governed by a Board of Trustees who are elected by the members at AGM in accordance with the Articles of Association, which is the charity's governing document.

The Articles of Association set out the process whereby the members elect a total of 12 Directors from within the membership of the charity, of which at least 50% must be personally bereaved. The Directors also act as Trustees to the charity. Each year, one-third of the Directors must retire and may be eligible for re-election. The Articles also provide for co-options to fill vacancies that may arise during the year.

All recruitment to the Board of Trustees is subject to the *Trustee Recruitment, Selection and Induction* policy and newly co-opted/elected Trustees are provided with an induction pack upon recruitment which includes the latest guidance,<sup>1</sup> as well as key information from the Charity Commission<sup>2</sup>.

The functions of the Board of are set out in Clause 22 of the Articles of Association and include setting the overall strategic development of the charity; reviewing and adopting the annual business plan and budget; monitoring the performance of the charity in relation to plans and budgets; ensuring that the charity's affairs are conducted in accordance with generally accepted standards of performance and propriety; overseeing the performance and activities of local Sands Groups and ensuring that appropriate advice is taken, particularly with regard to matters of legal compliance and financial viability.

The Board of Trustees also delegates authority to standing sub committees and/or 'task and finish' working groups, as appropriate, who operate within the *Reservation and Delegation of Board Powers* and associated *Framework of Authority*.

<sup>&</sup>lt;sup>1</sup> The essential trustee: what you need to know, what you need to do (CC3, July 2015) at https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/509664/cc3\_lowink.pdf <sup>2</sup> The Charlty Governance Code (3rd Ed.) at https://www.charitygovernancecode.org/en/pdf



The Trustees that served during the financial year under review and up to AGM 2018 are as follows:

Reg Bailey, CBE (Chair); Chair Governance SC	(Elected 18 October 2014; Re-elected 29 October 2016; Resigned 24 March 2018).
Angela McCafferty (Vice Chair)	(Elected 23 November 2013; Re-elected 29 October 2016).
Michael Smith (Treasurer); Chair Finance SC	(Elected 23 November 2013; Re-elected 3 October 2015; Re-elected 4 November 2017).
Derek Jenkins	(Elected 23 November 2013; Re-elected 3 October 2015).
Sarah-Jane Evans	(Elected 23 November 2013, Re-elected 18 October 2014; Re-elected 4 November 2017).
Edward Ford	(Elected 23 November 2013, Re-elected 3 October 2015).
Stephanie Frearson	(Elected 23 November 2013, Re-elected 3 October 2015).
Dr. Alyson Hunter	(Elected 18 October 2014, Re-elected 29 October 2016. Resigned 12 August 2018).
Joel Mitchell	(Elected 18 October 2014; Re-elected 4 November 2017; Resigned 24 July 2018).
Zoe Renton	(Elected 18 October 2014, Re-elected 29 October 2016).
Mary Catherine Roberts Chair Research SC	(Elected 18 October 2014; Re-elected 4 November 2017).
Susanna Speirs Chair Audit & Risk SC	(Co-opted 24 September 2016, Elected 29 October 2016).

Trustees may serve no longer than seven years' from the AGM at which they are first elected. None of the Trustees have any beneficial interest in the company.

Short biographies of all Trustees are on the Sands website at the following link: https://www.sands.org.uk/about-sands/who-we-are/our-trustees .



# **Board Sub-Committees**

In 2017-2018, there were four Sub Committees active to support the work of the Board, as follows:

## o Governance Sub Committee

Provides leadership and oversight of Sands' strategic plans and performance; leads on the continual improvement of Sands' governance structures and practices, including Trustee recruitment and development.

#### • Finance Sub Committee

Formulates and reviews financial policy and plans and maintains oversight of the financial performance of the charity, including business plans, budgets and appropriate levels of reserves.

#### o Audit & Risk Sub Committee

Responsible for overseeing Sands' policies and processes for managing risk and reviews the effectiveness of current processes and practice; recommends the formal approval of the Trustees' Annual Report and Financial Statements to the Board.

#### o Research Sub Committee

Promotes and supports research to reduce the number of babies dying before, during or shortly after birth and to improve the care and support families receive after a death; agrees funds allocated through the Sands Research Fund; regularly reviews and monitors Sands research strategy and grant-making programmes.

## Day-to-day operations of the charity and key management personnel

The Chief Executive, Dr. Clea Harmer, together with the senior leadership team is responsible for, and provides oversight of the delivery of Sands' organisational strategy and annual business plan for the organisation, ensuring compliance with statutory requirements and best practice approaches at national level.

In 2017, three new Directors were appointed to strengthen the Senior Leadership Group in key areas of strategic importance to the charity, as follows:

- Daniel Brett-Schneider was appointed as Director of Fundraising & Communications.
- Jen Coates was appointed as Director of Volunteering & Bereavement Support.
- Kate Mulley was appointed as Director of Research, Education & Policy.

Danyanne Quemper continued in role as Director of Finance & Resources.

Like all staff at Sands, the pay and remuneration of the charity's key management personnel has been set in line with the pay bands determined as a result of a detailed '*Job Evaluation and Pay Benchmarking Review*' conducted in 2015, which was (re)benchmarked against sector trends in late 2016 to support effective recruitment and retention of staff.



# Staffing and staff profile

The charity employed an average of 65 staff during the period under review - equivalent to 48 FTE (full-time equivalent members of staff); 55% of whom are based outside of London. A total of 6 new posts were created during the year to support Sands' increased activities as follows:

- National Bereavement Care Pathway: 2 new posts were funded at Sands to pilot the programme across 11 sites in England; with further funding committed for 2018-2019 from the Scottish Government to extend the programme in Scotland.
- Research, Education & Policy: 2 new posts were created to expand this important area of Sands' work in terms of evidencing 'what works' in order to reduce baby death; delivering effective programmes to improve the quality of bereavement care; and to raise awareness of Sands work at national level.
- Networks & Volunteering: 2 part-time posts were created to support the work of the team in terms of meeting emerging challenges, such as GDPR compliance, and to support Groups as they transition to the NFM.

40% of staff worked directly with beneficiaries to achieve the objectives of the organisation and 22% worked to promote the charity's aims through Fundraising and Communications activities. A further 22% of staff were dedicated to supporting Groups Network and Volunteering activities at local and national level, with support staff accounting for 16% of total staff.

# Sands Groups network and volunteers

Sands' national network of volunteers and Groups enables the charity to achieve its strategic aims by offering support to bereaved parents and families in their local communities and through targeted projects to help improve the quality of bereavement care. By working closely with local hospitals, Sands continues to fund critical resources such as bespoke bereavement suites in maternity units; provide support materials such as memory boxes; and to enable healthcare professionals to access a wide range of training and other resources such as the Sands/Bliss/RCM joint conference. Volunteers and groups also play a vital part in the charity's work to prevent the loss of babies' lives by directly supporting our Research Fund.

Sands' volunteers and supporters are vital to the fundraising efforts of the charity; ensuring that it can achieve its ambitious aims and continue to grow and raise awareness of the issues surrounding stillbirth and neonatal death.

The organisation recognises and is very grateful for the wonderful programmes of work being delivered at a local level by Sands' volunteers, and continues to develop, diversify and strengthen its ongoing support for volunteers and groups across its ten regional networks. 40 volunteers have been recognised as part of Sands' 40<sup>th</sup> anniversary celebrations and an ongoing volunteer recognition programme is being developed.



# Sands' Strategy 2017-2020 and main achievements in 2017-2018

# Following the successful conclusion of its 2014-2017 Strategy, Sands launched four *Strategic Objectives* for its <u>2017-2020 Strategy</u>:

- 1. Reduce the number of babies dying before, during and shortly after birth;
- 2. Ensure the right care and support is available at the right time after the death of a baby;
- 3. Grow as one strong, sustainable and effective organisation;
- 4. Raise awareness of the issues relating to stillbirth and neonatal death.

The charity also made a number of key commitments to underpin these objectives, focusing on six key priority areas.

#### Our commitments for 2020

- o To reduce the number of babies dying by a least 20%
- To have a bereavement lead in every trust or health board and at least one bereavement suite in every hospital
- To implement a National Bereavement Care Pathway to make sure that every parent receives equally excellent bereavement care
- To ensure a high-quality review of care is carried out, in partnership with parents, after every baby's death
- To raise awareness of the issues surrounding stillbirth and neonatal death and to reduce the taboo associated with these deaths
- o To ensure every bereaved parent receives a free memory box

## Strategic Objective 1:

## To reduce the number of babies dying before, during and shortly after birth.

The main activity/achievements relating to this strategic objective in 2017-2018 were:

- A focus on reviews following the death of a baby, working towards ensuring these are always carried out to the highest standard and include parental input. Sands has been part of the collaboration, led by MBRRACE, which has developed and rolled out the Perinatal Mortality Review Tool (PMRT); this tool establishes why a baby has died, enabling lessons to be learnt and an action plan for improving future care to be developed. Sands is also supporting work to improve the Each Baby Counts reviews, and the work of the new Health Safety Investigation Branch.
- Sands launched the second round of its Research Fund in 2017/18 and made the following funding commitments:
  - (a) RF510 Inequalities in stillbirth: a meta-narrative review. Dr Carol Kingdon, University of Central Lancashire; Sands funding £23,436.



This research is being funded in response to the need to do more to prevent stillbirth among women identified as being from vulnerable groups and/or with complex social needs.

 (b) RF512 Parents and Neonatal Decisions Study: Improving communication during conversations about limiting life-sustaining treatment in neonatal intensive care.
 Professor Neil Marlow, UCL Elizabeth Garret Anderson Institute for Women's Health; Sands funding £93,713.

This study is designed to improve the way doctors talk with parents about the decision whether or not to start palliative care for babies who have life-limiting conditions or a poor outlook.

(c) RF513 Prediction and prevention of perinatal death. Dr Asma Khalil, St George's University, London; Sands funding £129,012.

This study aims to find a way of identifying babies at high risk of perinatal death, so that they can be monitored more closely and delivered early if necessary.

(d) RF511 Outcome of resuscitated term babies with no heart rate detected at 10 minutes of age. Dr Gemma Sullivan & Professor Ben Stenson, Edinburgh Royal Infirmary; Sands funding £21,500.

This study will use the British Paediatric Surveillance Unit to survey the outcomes for babies born at term in the UK and Republic of Ireland who receive prolonged resuscitation after delivery and still have no heartbeat detected at 10 minutes.

- Sands drafted a series of public health messages, based on our safer pregnancy work, for inclusion in an expanded NHSE Stillbirth Care Bundle to expand the reach of our messages. Posters and cards were produced to promote Sands <u>Safer Pregnancy Website</u> which was updated to include the most recent research findings including those from the Sands' partfunded MiNESS study.
- Sands was represented on the Pregnancy Loss Advisory Group. A Sands' survey asking for bereaved parents' views on the registration of pre-24 week losses received 4,000 responses, ensuring that our policy positions are truly parent-informed.
- Working with the Joint Baby Charities Group, Sands played a key role in securing the Secretary of State's announcements relating to the inclusion of pre-term birth in the National Ambition, and in committing to halving stillbirths and neonatal deaths by 2025 rather than 2030.

## Strategic Objective 2;

To ensure the right care and support is available at the right time after the death of a baby. The main activity/achievements relating to this strategic objective in 2017-2018 were:

• The National Bereavement Care Pathway project is now live in 11 sites, with a further 21 pilot sites ready to start. It has strong support from the All Party Parliamentary Group on Baby Loss



and the Westminster Government; will be expanded across Scotland, and has a positive baseline evaluation demonstrating the need for the programme.

- In 2017/18 Sands trained over 2,600 health care professionals across 143 bereavement care training days. The Health Visitor course received iHV accreditation and RCM re-accreditation was achieved for the e-learning module on the RCM iLearn site.
- A number of new courses have been developed, including piloting junior doctors' training in Scotland, and finalising the Interpreters' Training and associated resources. Sands also completed the content of the e-learning for GPs, a project which has been undertaken in partnership with the RCGP and CBUK.
- Befriender Training has been further developed, integrating Bereavement Support Services into the management of training, to ensure it is evidence-based and to develop clearer support for Befrienders across Networks and to enhance safeguarding.
- Sands Bereavement Support Helpline was relaunched as a National Freephone Helpline in April 2017 and the Online Forum was redeveloped and relaunched as the Sands Online Community, with enhanced security features which fully meet GDPR<sup>3</sup> requirements.
- o A long-held ambition to issue free Memory Boxes to all was realised from 1 October 2017.

## Strategic Objective 3:

#### To grow as one strong, sustainable and effective organisation.

The main activity/achievements relating to this strategic objective in 2017-2018 were:

- Implementation of the New Financial Model (NFM) commenced in October 2017 with Wave 1 (21 Early Adopter Groups) and stewardship of the implementation pathway for Wave 2 (26 Groups). A survey carried out in March 2018 confirmed that over 90% of respondents would recommend the new banking arrangements within the NFM.
- Sands worked with its Internal Auditors to review its approach to identifying and managing risk both centrally and across its Groups networks and ensuring greater visibility and support available within the NFM. As part of this exercise, it reviewed and agreed revised terms of reference for the Scottish Steering Group as a pre-cursor to re-energising Sands' Scotland office.
- A series of 'Talking Together' workshops were held nationwide to discuss proposals for a potential merger with The Lullaby Trust, commencing at the AGM/Conference in November 2017. These discussions were supported by webinars, teleconferences and a designated mailbox to encourage stakeholders to share thoughts, ask questions and provide feedback.

<sup>&</sup>lt;sup>3</sup> General Data Protection Regulation (EU 2016/679) (GDPR)



Having assessed the benefits and risks of a potential merger at a designated meeting held on 24 March 2018, the Board of Trustees decided not to proceed in principle with the proposal.

- Sands also worked centrally and across its Groups networks to prepare for the implementation of the General Data Protection Regulation 2016/679 in May 2018, to ensure that the charity complies with its legal obligations and appropriately protects its stakeholders' personal information and privacy at all levels of operations.
- A number of new fundraising products were tested and launched during the year via a product innovation pipeline, including social media fundraising, and online giving pages were reworked to support Group fundraising within the NFM.

#### Strategic Objective A:

The main activity/achievements relating to this strategic objective in 2017-2018 were:

- Sands led the Baby Loss Awareness Week 2017 charity alliance. For the first time, the week
  not only provided an opportunity for remembrance and raised awareness, but also included a
  specific call for improvements in bereavement care following the death of a baby. National
  activity included a debate in Parliament and events in the Scottish Parliament and in Wales
  and Northern Ireland. A successful social media campaign resulted in over 60 buildings
  nationwide turning pink and blue to celebrate the event.
- Sands Awareness Month 2017 raised awareness of the fact that 15 babies die each day using the hard hitting image of a washing line of 15 babygrows. National and local events were run all over the UK, with over half of all Sands groups participating and strong social media driving Sands website views. Sands focused on its digital maturity review and strategy development, while providing ongoing support across a number of digital platforms including the <u>National</u> <u>Bereavement Care Pathway</u> website which was launched in early 2017-2018.
- Sands launched a Christmas Appeal linked to the Lights of Love event in late 2017, including the launch of a virtual Christmas tree as part of the campaign.
- Sands established thematic communications activity focusing on careful campaign planning and development for major campaigns to be rolled out in 2018-2019 such as Sands Awareness Month *Finding the Words*, BLAW, and Sands 40<sup>th</sup> Celebrations.
- Development work on the mobile bereavement support app continued for launch in early 2018-2019.
- o Performance analysis of media channels was implemented to assess audience impact.



# **Public benefit**

The Trustees confirm that they have complied with their duty under Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit. Sands has continued to provide public benefit in line with the objects of the charity, in particular through the following:

- (a) Providing support and information to those affected by the death of a baby:
  - 1. Continuing to provide and expand the range of support and services which are free of charge to the public, including the redevelopment and relaunch of the Online Forum as the Sands Online Community.
  - 2. Expanding bereavement support services with the appointment of additional staff and with the launch of a National Freephone Helpline in April 2017 to widen the reach of the charity and make its services available to all.
  - 3. Continuing to develop Sands' Befriender Training programmes to ensure they are evidence-based and deliver stronger protections in terms of safeguarding.
  - 4. Issuing free resources, including Memory Boxes, to all who need them.
- (b) Improving the quality of bereavement care
  - 1. Launch of the National Bereavement Care Pathway across 11 pilot sites and other ongoing work with NHS England, such as the *Maternity Bereavement Experience Measure*.
  - 2. Campaigning for excellent bereavement care to be mandated by the NHS.
  - 3. Continuing with improving bereavement care training delivery and developing new modules such as accredited health visitor training; training for interpreters and junior doctors and e-learning training for GPs.
  - 4. Working with government, national representative organisations, universities and other charities to improve the quality of bereavement care, including the launch of the National Bereavement Care Pathway pilot in 2017-2018.
- (c) Promoting research and best practice to reduce the number of babies dying:
  - 1. Supporting the implementation of the *Perinatal Mortality Review Tool* and committing to a 2017-2018 fund totalling £267,661 to promote research.
  - 2. Promoting public health messages through the further development of Sands' Safer Pregnancy Website.
  - 3. Continuing to work with government and other baby charities to secure the inclusion of pre-term birth in the National Ambition; including government commitments to halving stillbirths and neonatal deaths by 2025.
  - 4. Continuing to raise awareness of, and issues related to baby loss through evidence-based and evidence-informed communications across a wide range of digital media.

Total charitable expenditure at Sands increased from £3.2M in 2017 to almost £3.7M in 2018.



# Statement of Fundraising Practice: compliance with the Charities (Protection and Social Investment) Act 2016

### 1.1 Approach to fundraising

Sands is registered with the <u>Fundraising Regulator</u>, the independent non-statutory body which sets and maintains the standards for charitable fundraising in England, Wales, and Northern Ireland. All newly produced fundraising related collateral and materials bear the Fundraising Regulator logo.

As a registered charity we use the Fundraising Regulator logo to demonstrate the charity's commitment to upholding the aims of the *Fundraising Regulators' Promise*. Those are to ensure that charitable fundraising is:

- o Respectful
- o Open
- o Honest
- Accountable to the public

In January 2018, Sands also became an organisational member of the <u>Institute of Fundraising</u> (IoF), demonstrating an absolute commitment to - as well as being a champion of - fundraising best practice. The Institute of Fundraising champions excellent fundraising which inspires people and organisations to give and makes donors feel good about giving. As members, Sands signs up to support the <u>Code of Fundraising Practice</u>. By following the Code, Sands fundraising activities aims to aspire to and represent best-practice and play its part in increasing public trust and confidence in the voluntary sector.

Sands is committed to the **Fundraising Promise** and to treating donors and the public with respect, fairness, honesty, and clarity in our fundraising activities. Sands will ensure it keeps its' fundraising practices under review and work with others with the aim of improving practice across the charity sector.

## The Sands Fundraising Promise

- 1. We will commit to the highest fundraising and data protection standards
- 2. We will be clear about who we are and what we do
- 3. We will be respectful
- 4. We will keep our supporters up-to-date in the best way for them
- 5. We will ensure staff, volunteers and agencies who work on our behalf treat everyone sensitively
- 6. We will be fair and reasonable
- 7. We will be accountable and responsible



#### 1.2 Processes to demonstrate how Sands conforms to recognised Fundraising standards

Sands has a number of policies, procedures and processes that underpin its Fundraising policy and activities, which include:

- General Data Protection (GDPR)<sup>4</sup> and Data Protection
- Complaints
- Fraud Prevention
- Safeguarding
- Serious Incident Reporting
- Risk Management
- Whistleblowing

## 1.3 Monitoring of fundraising carried out on behalt of Sands

Sands takes all reasonable steps to monitor fundraising carried out on behalf of the charity to ensure no harm comes to staff, volunteers and those that fundraise for the charity. Clear signposting to relevant fundraising guidance and forms is available on the Sands website and is signposted at key moments in all direct contacts with the charity.

Fundraising staff and staff who volunteer for fundraising events are given relevant training and provided with clear briefings for each event. Adherence to all relevant policies and procedures to safeguard and protect are monitored by the designated fundraising staff lead for the event.

## 1.4 Fundraising complaints

Sands recognises the need to respond swiftly and appropriately to complaints and has a clear complaints process across all directorates. A secure, centralised system has been developed, allowing input and complaints management at appropriate management levels.

# 1.5 Steps we take to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate

Sands takes very seriously its responsibility to protect the public and especially vulnerable people. Sands reviews all existing and new fundraising activity and ensures full oversight through a rigorous development and sign off process. All new activity is signed off by the Director of Fundraising and Communications in advance of the commencement of the activity. This helps to ensure that there is accountability and oversight of all communications and fundraising at a senior and strategic level.

<sup>&</sup>lt;sup>4</sup> General Data Protection Regulation (EU 2016/679) (GDPR)



Sands acknowledges the unique connection between the bereavement and fundraising journey for individuals and families raising money for Sands. Sands has an ongoing commitment to upskilling staff across all teams to respond sensitively to fundraisers who may also be bereaved and in recognising and flagging safeguarding issues.

Sands has a Safeguarding Lead and two deputies responsible for oversight of safeguarding across the organisation and a safeguarding training module for all staff.

Whilst bereavement is not in itself a reason for classifying someone as a vulnerable adult, Sands recognises that it places significant pressure on individuals who may move in and out of vulnerability during their journey with Sands.



# **Risk identification and management**

The Trustees are committed to an effective programme of risk management to ensure the continuity and sustainability of the organisation and its ability to achieve its strategic objectives. The Audit & Risk Sub Committee of the Board of Trustees reviews the charity's *Risk Register* on an annual basis and the key risks to the organisation are reviewed on a quarterly basis to identify their potential impact on continuing operations and to ensure that appropriate measures are taken to mitigate and manage risk.

Historically, the key areas of concern in relation to the charity's operations were (i) the high levels of surplus cash being held across Sands Groups Networks, which posed a risk in terms of donor accountability and the charity's public benefit remit, and (ii) the availability of Cashflow centrally with which to deliver on the charity's strategic aims and objectives.

To mitigate these risks and to build a more effective and resilient organisation better able to meet future challenges, a *New Financial Model* (NFM) was developed following extensive consultation across the organisation. The NFM has been implemented from 1 October 2017 on a phased basis. All Groups will have transitioned to the model by 31 March 2019.

A further risk to the charity has been the failure to integrate 'legacy' business systems and the associated difficulties in producing management information.

The Board is committed to mitigating these key risks to the charity by continuing to:

- a) Refocus work across its Group networks to deliver the NFM within the agreed schedule and to ensure that all Groups are appropriately supported; ensuring that all Group activity falls within the Reservation and Delegation of Powers policy – including the agreed Framework of Authorities. This will enable the charity, as it consolidates its operations, to monitor commitments and utilise all available resources in meeting the needs of its service users and supporters; ensuring that the charity operates within agreed strategy and associated budgets.
- b) Carry out regular detailed reviews of each department's *Risk Register* including the 'Groups Risk Register' comprising risks associated with volunteering activity; transferring any high-level risks identified to the strategic *Risk Register* and confirming actions to be taken to manage/mitigate those risks.
- c) Monitor Cashflow closely, pending the full implementation of the NFM, to ensure that the charity continues to honour its commitments to all stakeholders during the transition period, while meeting the requirements of the charity's *Reserves Policy*.
- Proceed to procurement for the design, delivery and implementation of Phase 1 of Sands Information Systems (SIS) which will close the 'automation gap' by enabling data to transfer more easily across the fundraising and finance functions; ensuring that reporting remains up to date without compromising team capacity and focus.

The Board has resolved to implement these mitigating actions within the 2018-2019 financial year and has agreed a set of steps and associated budget to support delivery of these actions.



# **Financial Review**

Income growth

The average annual income growth trend of 12% per annum for the previous five-year period has stagnated in 2017-2018, in line with income trends across the sector.

Total income at 31 March 2018 was £3,868,869 (2017: £3,873,534).

Principal funding sources of the charity and how these resources support the key objectives of the charity

*Donations and legacies* income saw a decline of c.7% on prior year at £1,743,066 (2017; £1,869,675).

Note 3 shows that

- Donations & Gifts income reduced from £1,427,154 in 2017 to £1,360,859; a reduction of just over 4%. Linked to this performance was a reduction in Gift Aid received; from £314,790 in 2017 to £264,072 in 2018.
- Grants Received totalled £106,512 (2017: £115,043) and includes £67,575 from NHS England (2017: £30,358) for continuing work on the Maternity Bereavement Experience Measure; a further £49,575 (2017: £nil) to launch the pilot of the National Bereavement Care Pathway across 11 pilot sites in England and Other Grant Income of £38,937 (2017: £84,685). The 2017 income included £40,000 for Sands Research fund.
- Membership income was down by 8%; from £12,687 in 2017 to £11,623 in 2018.

*Other trading activities* (Fundraising) accounted for just over 49% of all Sands income in 2017-2018 at £1,899,473 (2017: £1,819,217); marking a steady growth rate of 4%.

Income from Charitable Activities (see Note 6) increased overall by over 16% to £193,516 (2017: £166,905); largely due to an increase in *Statutory Income* of 27% to £180,200 (2017: £142,000), which will enable the charity to expand its operations in Scotland – particularly with regard to collaborative working with other charities. A further £92,400 was also received in March 2018 from the Scottish Government to extend the National Bereavement Care Pathway in 2018-2019 and 2019-2020 and has not been included in Income for the year under review (please refer to Note 19).

However, income from *Training and Other related services* has declined by 47% at £13,316 (2017: £24,905) as Sands now provides much of its training on a no-fee basis within the New Financial Model (NFM) as part of its charitable objectives.

Other Income in 2017-2018 was £32,705 (see Note 7), (2017: £9,668) and includes a pro bono contribution for consultancy services valued by the donor at £32,500 (2017: £nil).



# Expenditure

Total Expenditure for the charity in 2017-2018 was £4,591,939 (2017: £4,003,791) and marks an increase of 12% in overall (consolidated) expenditure when compared to prior year. As highlighted in previous audit and annual reports, it is important that funds raised for charitable objectives are spent accordingly, and in line with this, there were three major drivers of the increase in expenditure in 2017-2018:

- In previous years, Groups made significant contributions to Sands Research and other Project work, such as collaborative work with the Royal College of General Practitioners; contributing a total of £55k for the year ended 31 March 2016 and a total of £63k in 2016-2017. 2017-2018 marked another 'spend down' for Sands Groups, who spent their accumulated funds in a range of ways to support Sands' charitable objectives. This resulted in a reduction of over £359k in Group bank balances held as at year end; the Group spend included the following *Bereavement Support* expenditure (see Note 8):
  - £411,725 (2017: £240,085) was paid directly to NHS Hospital Trusts in respect of improving bereavement care and other bereavement support
  - o £141,550 (2017: £172,357) was paid out as memorial expenses.
- The charity made further commitments to fund Research Projects (see Note 20) totalling £267,661 (2017: £nil) and, excluding Group restricted fund spend of £141,474, spent a further £190,564 (see Note 21) on other Restricted Fund Projects (2017: £170,726).
- In order to meet commitments contained within the 2017-2020 Strategy, including commitments made to funders, Sands has made a conscious decision to invest in people as an important resource in furthering the charity's objectives. Sands made a number of additional appointments (6) in 2017-2018, of which (2) were funded for the development of the National Bereavement Care Pathway via Statutory Income (see Note 6) from the Scottish Government and Other Income (see Note 7) from NHS England; and an additional (1) post was funded by the Scottish Government to support Sands' operations in Scotland. A further (2) posts were created centrally to provide leadership and senior management skills to support the new Policy, Education & Research function; with an additional (2) part-time posts created to support Groups in transitioning and implementing the New Financial Model (NFM). This increased activity resulted in an increase in staff salaries of 15% to £1,934,746 (2017: £1,650,651), which was within approved budget for the year (see Note 12(b)).

The net income over expenditure showed a *deficit* of £724,465 (2017: £131,007), but this reduction in funds is in line with the 'spending down' of Group Reserves, as outlined above, and additional commitments made to NHS projects together with new *Research Grant Commitments* in the sum of £267,661, as outlined in *Note 20*.



Reserves and Cashflow

Total Reserves held by the charity as at 31 March 2018 were £1,756,797 (2017: £2,481,262). An analysis of the movement of Restricted and Unrestricted funds is shown in *Notes 21 and 22* respectively. The *Statement of Cashflows* on page 31, shows net cash outflows from operating activities of £217,734 in year, compared to net cash outflows of £465,931 in 2016-2017, which is further detailed in *Note 24*.



## **Reserves Policy**

Sands recognises the need to hold sufficient reserves to allow protection of core activities in the event of any income shortfall to implement its strategic programmes and enable the charity to continue to carry out vital services to the public and to meet its funding commitments in the unlikely event of a sudden cessation of all income streams.

The Board of Trustees have adopted a *Reserves Policy* which aims to have sufficient free reserves to enable Sands to cope with fluctuations and to hold at least the equivalent of 3 months' operating cost expenditure, which they deem prudent based on the nature of Sands income profile.

The reserve fund cannot be funded from income which is subject to other commitments, planned expenditure, or other restrictions and should therefore never include any funds which are restricted or designated for other purposes.

The policy is reviewed and revised annually by the Board of Trustees and was last revised in March 2018 to reflect the forthcoming year's operational requirements and grant commitments.

As previously mentioned under the *'Expenditure'* heading on page 18 of this report, Groups have spent down £359k from bank balances held as at 1 April 2017 to bring the overall level of reserves down to a figure which is consistent with the charity's *Reserves Policy*.

As at 31 March 2018, Sands' Unrestricted Fund totalled £990.7k (*see Note 22*) and the free reserves figure (being the total Unrestricted Fund net of Designated Fixed Asset Fund of £130.5k), at £860.1k is now in line with the 3-month reserves target of £792k.

In the event that excess surplus funds are identified, which are not subject to other commitments or restrictions, they will be spent down and/or set aside as agreed reserves, in line with Charity Commission guidance, so that the charity can comply with its public benefit requirement.

Pending the full implementation of the NFM, the Finance Sub Committee of the Board of Trustees will continue to closely monitor the reserves position to ensure that the level of free cash reserves is appropriate to the operating costs and other commitments at the charity.



# **Principal Risks and Uncertainties**

Since 2013, Sands has been dealing with certain 'legacy' issues in respect of the model of financial organisation within the charity, including the system for disbursing a large percentage of the charity's income directly back to groups. Over the years, this model contributed to (i) high levels of excess reserves being held by Groups and (ii) an inability by the charity at corporate level to maintain control over sufficient 'free cash' to support its operations and other commitments. Despite initiatives introduced in subsequent years, the percentage of funds held by Groups increased year on year, which was raised as a concern in successive internal and statutory audit reports during the period 2015-2017. Correspondingly, the depletion of free cash held centrally through the 'disbursements' model was identified as a corresponding risk and cause of uncertainty regarding the charity's potential to underpin its strategic plan and day to day operations.

To meet this key challenge, a *New Financial Model* (NFM) was devised and implemented from 1 October 2017 which will help to underpin the financial health and ongoing sustainability of the charity through the pooling of resources, whilst reducing the level of unspent reserves at Group level. The model will ensure that:

- F Groups and fundraisers can see how money raised locally is used for local projects
- An appropriate level of reserves is maintained to underpin the charity's Reserves Policy
- Surplus cash is used to support Groups that are struggling to deliver Sands core work in local communities
- Sands works as 'one' organisation with greater strategic impact and public awareness
- The charity can report effectively in terms of the outcomes and impact of the charity as a whole

In addition, the NFM will provide additional support to Groups to enable them to deliver on Sands Strategy 2017-2020 as agreed by the Board of Trustees. A recent area of risk has been the expansion of activity outside of agreed strategy, including increased resourcing of NHS projects on the part of Groups – in excess of £411k in 2018 (2017: £240k) - and other undocumented funding commitments which may expose the charity to additional unexpected risk.

Having smoothly transitioned more than 50% of Groups to the NFM as at the time of this report, the principal risks and uncertainties in 2018-2019 relate to the effective transitioning of subsequent 'waves' of Groups to the NFM, to provide necessary cashflow to the charity, and appropriate control and guidance for the Groups, whilst ensuring that Group commitments do not place inappropriate financial and other contractual obligations on the charity.

The position will continue to be closely monitored by the Audit & Risk and Finance Sub Committees of the Board of Trustees who may identify the need to fund any temporary shortfall, pending full implementation of the NFM, through alternative means.



# **Plans for the future**

A key objective within <u>Sands 2017-2020 Strategy</u> is to grow as one strong, sustainable and effective organisation in order to realise the vision of the charity which is for a world where fewer babies die and where anyone who is affected by the death of a baby receives the best care and support for as long as they need.

As Sands plans for its 40<sup>th</sup> Anniversary celebrations in 2018-2019, the charity has reflected on progress made during that time as well as the significant challenges that lie ahead in terms of reducing baby death and ensuring that, when a baby dies, the bereavement care and support received by grieving parents, their families and friends, is consistently of the highest quality.

Sands has a powerful and clear vision and mission that binds all stakeholders together, which has been emboldened by a focus on collegiate and collaborative working, both internally and externally; working together with a clear sense of purpose and resolve.

This renewed sense of vision and purpose has manifested powerfully through co-ordinated campaigns and activity such as *#FindingTheWords*, and embedding projects at national level, such as the second phase of pilots, evaluation and national rollout of the *National Bereavement Care Pathway* and the uptake of the *Perinatal Mortality Review Tool* across the UK. As well as significant research commitments made in previous years, Sands will provide support to new research projects to reduce baby death in 2018-2019 and will continue to represent parents on national policy forums across all four nations of the UK.

Sands will launch its much-awaited *Bereavement Support App* in 2018 and will seek formal accreditation for its *National Helpline*, including extended helpline hours to comply with the standard. Sands will also continue to develop its policy and campaigns focus in order to break the silence around stillbirth and neonatal death and mobilise public, sector and political support for Sands' vision which is profiled by the charity's annual calendar of events.

In terms of strengthening its governance arrangements and ability to deliver upon its strategic objectives, Sands will launch a new *Volunteer Strategy* to complement implementation of the remaining *waves* within the *New Financial Model* from 1 October 2018. The completion of the NFM will support the agreed *Reserves Policy* and inform an *Investment Strategy* for the charity.

In addition, Sands will devise and deliver a Trustee recruitment strategy to ensure continuity and Board effectiveness as many of its Trustees approach the latter half of their current 7-year term of office.

Sands' vision will provide the determination to succeed and ensure the continued growth of the organisation as it delivers upon those strategic objectives to existing and future beneficiaries of the charity who deserve the best use of all available resources to achieving those aims.



## **Disclosure of information to auditors**

Each of the Trustees 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 aware of such information.

#### Auditors

In accordance with section 485 of the Companies Act 2006, H.W. Fisher & Company were re-appointed as Auditors to the company at the Annual General Meeting of the members held on 4 November 2017.

A resolution proposing that they be reappointed will be put to the Annual General Meeting to be held on 17 November 2018.

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Angela McCafferty Acting Chair – Board of Trustees

29 September 2018



Stillbirth and Neonatal Death Society (A Company limited by Guarantee) Statement of Trustees' Responsibilities for Year Ending 31 March 2018

### **Statement of Trustees' Responsibilities**

The Trustees, who are also directors of the Stillbirth & Neonatal Death Society for the purpose of company law, are responsible for preparing the Trustees' Report and accounts in accordance with applicable laws and United Kingdom Accounting Standards (UK GAAP), including FRS102 *"The Financial Reporting Standard applicable in the UK and Republic of Ireland"*.

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and use them consistently,
- observe the methods and principles in the Charities SORP,
- make judgments 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 accounts on a going concern basis, unless it is inappropriate to presume that the charity will continue its operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the accounts comply with the Companies Act 2006 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

They are also responsible for safeguarding the assets of the charity and hence 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. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



### **Independent Auditors' Report**

#### Opinion

We have audited the accounts of the Stillbirth and Neonatal Death Society (the 'charity') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the accounts, 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 accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

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

- the Trustees' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the trustees have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the charity'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 accounts are authorised for issue.

# Independent Auditors' Report To the Members of the Stillbirth and Neonatal Death Society



# **Other information**

The other information comprises the information included in the annual report, other than the accounts and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the accounts 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 accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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 our audit:

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Directors' Report included within the Trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts 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; or



- the Trustees were not entitled to take advantage of the small companies' exemptions in preparing the Directors' Report included within the Trustees' Report and from the requirement to prepare a Strategic Report.

## **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees, who are also the Directors of the charity for the purpose of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Trustees are responsible for assessing the charity'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 company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as Auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

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

# Independent Auditors' Report To the Members of the Stillbirth and Neonatal Death Society



#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 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.



**Sailesh Mehta** (Senior Statutory Auditor) for and on behalf of H W Fisher & Company

Chartered Accountants Statutory Auditor Acre House 11-15 William Road London United Kingdom NW1 3ER

Dated: 12 Octors of 2018



# Stillbirth and Neonatal Death Society (A Company limited by Guarantee) Statement of Financial Activities Including Income & Expenditure Account As at 31 March 2018

		Unrestricted Funds	Designated Funds	Restricted Funds	Total 2018	Total 2017
Income	Notes	£	E	£	£	£
Donations and legacies Other trading activities Income from investments	3 4 5	1,473,494 1,459,082 <u>109</u> 2,932,685	92,653 416,337 	176,919 24,054 	1,743,066 1,899,473 109 3,642,648	1,869,675 1,819,217 <u>1,069</u> 3,689,961
Income from Charitable activities	6	12,370	945	180,200	193,516	166,905
Other Income	7	32,705	2	12	32,705	16,668
Total income and endowments		2,977,760	509,936	381,173	3,868,869	3,873,534
Expenditure	8					
Expenditure on raising funds Fundraising Costs		896,252	<u> </u>		896,252	766,213
Expenditure on Charitable activities Bereavement Support Improving Bereavement Care Research Other Expenditure Total charitable expenditure	87.	2,235,863 591,590 236,035 <u>32,500</u> 3,095,988		210,191 118,245 271,263 599,699	2,446,054 709,835 507,298 <u>32,500</u> <u>3,695,687</u>	2,422,144 608,314 207,120 - 3,237,578
Total expenditure		3,992,240		599,699	4,591,939	4,003,791
Net gains / (losses) on investments	16	(1,395)	<u> </u>		(1,395)	(750)
Net income / (expenditure)		(1,015,875)	509,936	(218,526)	(724,465)	(131,006)
Transfers between funds		569,815	(545,157)	(24,658)		
Net movement in funds		(446,060)	(35,221)	(243,184)	(724,465)	(131,006)
Fund balance at 1 April 2017		1,057,343	416,782	1,007,137	2,481,262	2,612,269
Funds balance at 31 March 2018	2	611,283	381,561	763,953	1,756,797	2,481,262

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.



# Stillbirth and Neonatal Death Society (A Company limited by Guarantee) Balance Sheet As at 31 March 2018

		2018		20	17
	Notes	£	£	£	£
Fixed Assets					
Intangible Assets	14		53,655		67,951
Tangible Assets	15		76,923		96,569
Investments	16		<u> </u>		6,000
			130,578		170,520
Current Assets					
Stock	17	31,537		8,072	
Debtors	18	294,039		320,207	
Cash In Bank - Sands Groups		1,214,948		1,573,622	
Cash In Bank - Held Centrally		729,349		606,923	
		2,269,873		2,508,824	
Creditors failing due within one year Net Current Assets Total Assets less current Liabilities	19	<u>643,654</u> -	1,626,219 1,756,797	<u>198,082</u>	2,310,742 2,481,262
Income Funds					
Restricted Funds	21				
Central Funds		341,075		517,619	
Sands Groups		422,878		489,518	
			763,953		1,007,137
Unrestricted Funds					
Central Funds	22	272,317		390,022	
Sands Groups		720,527		1,084,103	
			992,844		1,474,125
		-	1,756,797	-	2,481,262
				100	

The accounts were approved by the Board on 29 September 2018.

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Angela McCafferty Acting Chair - Board of Trustees



# Stillbirth and Neonatal Death Society (A Company limited by Guarantee) Statement of Cashflows As at 31 March 2018

	Notes	Total 2018 £	Total 2017 £
Cash flows from operating activities: Net cash provided by (used in) operating activities	24_	(217,734)	(465,934)
Cash flows from investing activities: Purchase of tangible & Intangible fixed assets Sale of Investment Net cash provided by (used in) investing activities	-	(23,412) <u>4,898</u> (18,514)	(91,467) 
Change in cash and cash equivalents in the reporting period	-	(236,248)	(557,401)
Cash and cash equivalents at the beginning of the reporting period	.1 <u></u>	2,180,545	2,737,946
Cash and cash equivalents at the end of the reporting period	2	1,944,297	2,180,545



#### **1.** Accounting Policies

#### **1.1** Basis of Preparation

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), Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and the Companies Act 2006. The Charity 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.

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

We have set out in the Trustees' report a review of financial performance and the charity's Reserves position (notes 21-22) and we have a reasonable expectation that we have the resources to continue in operational existence for the foreseeable future. We believe there are no material uncertainties that call into doubt the charity's ability to continue as a going concern. The accounts have therefore been prepared on the basis that the charity is a going concern.

#### 1.3 Incoming Resources

Income is recognised when the Charity has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Grants income is credited to incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case they are deferred. Voluntary income and donations are accounted for as they are received.

Income received as investments is recognised at the market value on the day the donation is received. Earned income is accounted for as it is receivable. Donations in kind are recognised at their fair value, with an equivalent charge made to the resources expended.

## 1.4 Fund accounting

Restricted funds are donations where the donor has specified are to be solely used for particular areas of the Charity's work or for specific projects being undertaken by the Charity. Designated funds are funds which have been designated by Sands for a particular purpose and show the split of funds held Centrally and by Groups, net of transfers. Unrestricted funds are available to spend on activities that further any of the purposes of the Charity.



#### 1.5 Critical accounting estimates

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. There are no critical accounting estimates for the period under review.

#### 1.6 Gifts in Kind

Goods and services donated to the charity with an estimated value of at least £5,000 are recognised as *Other Income* and as *Other Expenditure* in the Statement of Financial Activities under the most appropriate heading for the expense.

#### 1.7 Resources expended

Fundraising and publicity costs comprise the costs incurred in producing materials for promotional purposes and in raising funds. Governance costs are those which do not directly relate to charitable activities, and include the costs of audit and statutory compliance. Where costs cannot be directly attributed, they are reallocated amongst charitable activities on a utilisation basis, assessed by percentage of cost. Income and expenditure are stated net of VAT. The charity has a partial exemption for VAT and is not able to reclaim VAT on all its indirect charitable costs. Irrecoverable VAT is written off against charitable activities.

Research Grants are recognised and recorded in the accounts at full cost, at the time the funds are committed by the Board of Trustees. In exceptional circumstances, where the grant funding schedule is contingent upon specific targets or deliverables being achieved, Sands may recognise only those commitments which are guaranteed in year under the terms of the grant agreement.

## 1.8 Intangible and tangible fixed assets and depreciation

Intangible and tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual values of each asset over its expected useful life as follows;

Website (Intangible)
Leasehold improvements (Tangible)
All other assets (Tangible)

33% reducing balance 25% straight-line 25% reducing balance

Assets purchased, individually, under  $\pm$ 1,000 are not capitalised, but expensed in the year of purchase.

## 1.9 Stock

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



## 1.10 Leasing & hire purchase

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

# 1.11 Pensions

The charity makes payments on behalf of its employees to the Sands stakeholder pension scheme. The pension costs charged in the accounts represent the contributions payable by the charity during the year. Pension Auto Enrolment commenced on 1 January 2016.

# 1.12 Termination payments

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

# 1.13 Debtors

Debtors are recognised at the settlement amount due after any trade discount offered and provision for bad and doubtful debts.

Prepayments are valued at the amount prepaid net of any trade discounts due.

# 1.14 Cash at bank and in hand

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

## 1.15 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.

# 1.16 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.



#### 2. Legal status of the Charity

The Charity is constituted as a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

#### 3. Donations & Legacies

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2018 £	Total 2017 £
Donations & Gifts	1,159,512	92,153	109,194	1,360,859	1,427,155
Gift Aid	264,072	-	*	264,072	314,790
Grants Received	38,287	500	67,725	106,512	115,043
Membership	11,623	( <b>=</b> )		11,623	12,687
	1,473,494	92,653	176,919	1,743,066	1,869,675

Included in 'Donations and Gifts' is an unrestricted donation from a Trustee for £270.

#### 4. Other trading activities

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2018 £	Total 2017 £
Affinity Fundraising	7,631	238		7,869	7,008
Running Events	471,933	128,585	2,950	603,468	610,719
Challenge Events	370,692	128,821	595	500,108	527,591
Other Fundraising Events	557,289	158,693	20,509	736,491	642,815
Merchandise Sales (External)	51,537	35	-	51,537	31,084
	1,459,082	416,337	24,054	1,899,473	1,819,217

Merchandise Sales' income is shown net of transactions between the Charity and its component Groups under FRS102 SORP. Additional merchandise transactions made internally to the value of £30,185 (2017: £95,848) were recorded as inter-company transactions and are not shown in the note above. The reduction in additional merchandise transactions made internally in 2018 is as a direct result of increased amounts of stock being issued without charge by the charity to Groups, including the issue of free Memory Boxes from 1 October 2018.

#### 5. Income from investments

	Unrestricted funds	Designated funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£	£
Interest Received	109	<u> </u>		109	1,069
	109	š .		109	1,069



## 6. Income from Charitable Activities

	Unrestricted funds	Designated funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£	£
Training and Other related services	12,370	946	( <b>*</b> )	13,316	24,905
Statutory Funding			180,200	180,200	142,000
	12,370	946	180,200	193,516	166,905

Training income is shown net of transactions between the charity and its component Groups under FRS102 SORP. Additional transactions, not shown in Note 6, were made internally to the value of £73,034 (2017: £68,055), and were recorded as inter-company transactions.

Statutory Funding of £180.2k was received from the Scottish Government for programmes of work in Scotland and includes £15k for the Berevement Care Awards; £35k for the 'Being Open' project; £60k for joint project work with Lothian Sands and the balance to support the delivery of Sands work at national level. A further £92,400 was received from the Scottish Government in March 2018 to support the rollout of the National Bereavement Care Pathway in Scotland which is being held in Deferred Income as it is intended to cover the rollout of the project in years 2018-2019 and 2019-2020.

## 7. Other Income

	Unrestricted funds	Designated funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£	£
Pro bono (Oliver Wyman)	32,500	: <b>.</b>	2	32,500	-
Other Income	205			205	16,668
	32,705			32,705	16,668

Consultancy services to the value of £32,500 were received from Oliver Wyman relating to the preparation of a Business Case relating to the proposed merger with The Lullaby Trust. In line with FRS102 SORP, the charity has also recognised the value of this pro bono support in 'Other Expenditure'. Other Income in 2017 included a refund of £7,000 (*PR/Campaigns spend*) and £8,345 from Group Annual Returns.

Like all charities, Sands is reliant on a national network of volunteers to help the charity deliver on its objectives. There are 106 Sands Groups operating across the 4 devolved nations, comprising approximately 1,000 volunteers who perform a variety of roles. Volunteers deliver befriending services and other bereavement support in local communities; liaise with local hospitals to support the delivery of training to improve the quality of bereavement care and are involved in fundraising for the charity and raising awareness of the issues surrounding stillbirth and neonatal death. In accordance with the SORP, due to the absence of any reliable measurement basis, the contribution of these volunteers is not recognised in the accounts.



#### 8. Total resources expended

	Staff Costs £	Depreciation £	Other Costs £	Total 2018 £	Total 2017 £
Cost of Generating Funds	_	_	_		
Fundraising Costs	396,396		499,856	896,252	766,213
Charitable Activities					
Bereavement Support	914,013	37,613	1,494,428	2,446,054	2,422,144
Improving Bereavement Care	419,158	11,341	279,336	709,835	608,314
Research	205,179	8,105	294,014	507,298	207,120
Pro bono	~		32,500	32,500	
Total charitable expenditure	1,538,350	57,059	2,100,278	3,695,687	3,237,578
	1,934,746	57,059	2,600,134	4,591,939	4,003,791

There was a general uplift in Fundraising costs, most notably in Fundraising/Sands Events £78,968 (2017: £63,020) and Fundraising resources £48,289 (2017: £19,376). These increases were driven by replenishment of fundraising merchandise stock and the introduction of new fundraising events. There were larger increases in fulfilment costs £52,513 (2017: £19,319) and Salaries/Consultants £404,424 (2017: £370,959); the latter due to key posts being filled for the majority of the financial year, compared to part-filled in prior year.

Included in *Bereavement Support* costs £2,447,382 (2017: £2,422,145) are Group donations to hospitals £411,725 (2017: £240,085) and memorial expenses £141,550 (2017: £172,357).

## 9. Reallocation of Support Costs

	Bereavement	Improving	Research			
	Support	Bereavement		Pro bono	Total 2018	Total 2017
	£	£	£	£	£	
Charitable Activities						
Staff Costs	578,515	317,997	132,882		1,029,394	686,202
Depreciation		S.	1	-	125	<u></u>
Other Costs	1,100,543	160,569	(58,526)		1,202,586	1,276,887
	1,679,058	478,566	74,356	*	2,231,980	1,963,089
Allocation of support costs						
Staff Costs	335,498	101,161	72,297		508,956	644,377
Depreciation	37,613	11,341	8,105		57,059	44,458
Other Costs	344,651	103,922	74,269		522,842	536,435
Governance (Note 10)	49,234	14,845	10,610		74,689	49,219
Research	27	27	267,661		267,661	5
Pro bono	/			32,500	32,500	
	766,996	231,269	432,942	32,500	1,463,707	1,274,489
	2,446,054	709,835	507,298	32,500	3,695,687	3,237,578



#### **10. Governance Costs**

	2018	2017
	£	£
Governance costs comprise:		
Legal & Professional	17,090	10,665
Statutory Audit Fees	9,500	9,500
Audit & Accountancy	12,638	7,824
Expenses reimbursed to or paid on behalf of Trustees	4,461	8,482
AGM	9,536	8,628
Meeting Costs	1,244	3,930
Governance Training	16,773	460
Other	3,457	6,781
	74,699	56,270

Legal & Professional fees were £17,090 (2017: £10,665) which relate to additional trademark watch services - £3,026 (2017: £460); professional services relating to rent review (VCC) advice - £1,800 (2017: £460); GDPR advice and provision of templates - £1,800 (2017: £nil); review of grant agreements £1,595 (2017: £695).

Statutory Audit Fees in 2018 was £9,500 (2017: £9,500). Accountancy fees incurred in 2018 were £12,638 (2017: £7,874); the increase of £4,814 relates to the expansion of the Internal Audit Assignment to include central operations (2017: £nil).

*Training* costs include GDPR training for the organisation £15,352 (2017: £nil). The balance of £398 relates to Trustee Training (2017: £460).

## 11. Trustees

None of the Trustees received any remuneration for their services as Trustees of the charity during the year, but a total of 4 Trustees were reimbursed for travel, subsistence and training expenses totalling £4,461 (2017: £8,482).

## 12. Employees

Sands is committed to providing equality of opportunity in employment and to developing working practices and policies that support work-life balance and encourages flexible working.

Table 12.a sets out the average employee headcount per year; Table 12.b equates the total average headcount (65) to the number of full-time equivalent posts (48) at Sands during the year under review.



12(a) Average Employee Headcount during the year:

	2018	2017
	Number	Number
		[Restated]
Bereavement Support Services	10	10
Groups Networks & Volunteering	15	13
Improving Bereavement Care	12	10
Research	3	3
Fundraising	10	10
Media, Policy & Campaigns	5	4
Management & Administration	10	9
	65	59

12(b) Average Employee FTE during the year:

	2018 Number	2017 Number
		[Restated]
Bereavement Support Services	5	5
Groups Networks & Volunteering	11	9
Improving Bereavement Care	7	5
Research	2	2
Fundraising	9	9
Media, Policy & Campaigns	4	3
Management & Administration	10	9
	48	42
12(c) Employee Cost		
	2018	2017
	£	£
Wages & Salary	1,704,843	1,457,164
Social Security Costs	159,880	135,853
Cessation Costs	6,350	6,350
Other Pension Costs	63,673	51,284
	1,934,746	1,650,651
		1,050,051

## 12 (d) Key Management Personnel

The key management personnel of the Charity for the period under review, comprised of the CEO and Senior Leadership Group, comprising of four departmental Directors. Remuneration of key management personnel was £320,233 (2017: £234,333).



12 (d) Key Management Personnel (contd.)

	2018	2017
£70,000-79,999	1	1
£60,000-69,999	4	-
	5	1

Pension costs for employees whose annual emoluments were £60,000 or over was £8,916 (2017: £1,510).

Cessation costs relate to termination payments associated with employees who left the organisation. At the balance sheet date, all payments had been made and there were no outstanding liabilities (2017: £nil).

#### 13. Pension Scheme

	2018	2017
	£	£
Contributions payable by the company for the year	63,673	51,284
	63,673	51,284

## 14. Fixed Assets (Intangible)

	Sands	
	Websites	Total
	£	£
Cost		
At 1 April 2017	77,681	77,681
Additions	5,382	5,382
Disposals		
At 31 March 2018	83,063	83,063
Depresention		
Depreciation	0 770	0 720
at 1 April 2017	9,730	9,730
Disposals	-	-
Charge for the year	19,678	19,678
at 31 March 2018	29,408	29,408
Net book value		
At 31 March 2018	53,655	53,655
at 31 March 2017	67,951	67,951



# 15. Fixed Assets (Tangible)

Cost	Fixtures, Fittings & Equipment £	IT Equipment £	Software & IP £	Leasehold Prop & Imp £	Total £
At 1 April 2017	12,194	49,635	15,050	60,911	137,790
Additions	2,820	15,210	15,050	00,511	18,030
Disposals/Transfer	2,820	(370)			(370)
At 31 March 2018	15,014	64,475	15,050	60,911	155,450
<b>Depreciation</b> at 1 April 2017 Disposals/Transfer Charge for the year	3,337 - 3,430	15,771 (77) 14,962	6,885 - 3,763	15,228 - 15,228	41,221 (77) 37,383
at 31 March 2018 Net book value	6,767	30,656	10,648	30,456	78,527
At 31 March 2018	8,247	33,819	4,402	30,455	76,923
at 31 March 2017	8,857	33,864	8,165	45,683	96,569

## 16. Investments

	Unrestricted	Designated	Restricted	
	Income	Funds	Funds	Total
	£	£	£	£
Market Value at 1 April 2017	6,000	35	-	6,000
Additions/(Deletion)	(6,000)		2	(6,000)
Gains / (Losses)				
Market Value at 31 March 2018				

Sands received a donation of 100,000 shares in Eurovestech PLC, previously a UK AIM listed company, during the financial year ending 31 March 2013. The shares declined in value since that time and were worth £6,000 as at 31 March 2017. The shares were sold in February 2018 and the loss incurred on disposal of £1,395 is shown in the SOFA.



#### 17. Stock

	2018 £	2017 £
Publications, Leaflets and Memory Boxes	31,537	8,072
	31,537	8,072

The value of stock increased during the year to prepare for free distribution of Memory Boxes.

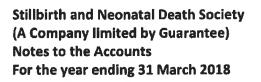
#### 18. Debtors 2018 2017 £ £ VAT Debtor 2,067 532 Other Debtors 44,014 51,970 Trade Debtors 56,745 4,201 124,085 Accrued Income 193,295 46,878 49,959 **Prepayments & Receivables** 20,250 Long Term Debtors 20,250 294,039 320,207

*Other Debtors* comprises Just Giving income receivable of £38,411 (2017: £46,271) and Season Ticket Loans (staff) of £5,603 (2017: £5,350).

*Trade Debtors* includes an accrual of £18,000 (2017: £nil) relating to the Maternity Bereavement Experience Measure (MBEM); including the Children and Young People's Bereavement Experience Measure (CYP BEM). A further £29,000 (2017: £nil) is included in this amount which relates to a payment due from the Scottish Government. The balance of £9,387 (2017: £4,201) relates to Merchandise and Training fees due as at 31 March 2018.

Accrued Income comprises £124,085 (2017: £193,295) of which £70,000 (2017: £140,614) relates to Legacy Income; Corporate Income £20,000 (2017: £nil) accrued as at 31 March 2018. A further £34,085 (2017: £38,086) relates to Fundraising Income payable at year end.

Prepayments & Receivables comprises Prepayments £46,878 (2017: £40,704).





**19. Creditors** 

	2018 £	2017 £
Trade Creditors	189,053	45,059
Taxes & Social Security Costs	56,729	41,077
Other Creditors	1,604	1,810
Accruals	151,499	110,136
Accruals (Research Commitments)	152,369	-
Deferred Income	92,400	-
	643,654	198,082

Included in *Accruals* is the sum of £91,912 (2017: £nil) relating to Group commitments to NHS Hospital projects in 2017-2017. *Deferred Income* of £92,400 relates to a payment received from the Scottish Government in late March 2018 which relates to the extension of the National Bereavement Care Pathway (NBCP) in 2018-2019 and further work to be carried out in 2019-2020.

## 20. Research Grant Commitments Analysed

Name of Institution / Individual	Balance as at 1 April 2017	Commitments made in year	Commitments paid in year	Balance as at 31 March 2018
Kings College Hospital (Pasupathy)	40,000		20,000	20,000
University of Central Lancashire (Kingdon)		23,436	23,436	÷.
University College London (Marlow)	*	93,713	46,856	46,857
St. George's University London (Khalll)	ž.	129,012	65,000	64,012
Edinburgh Royal Infirmary (Sullivan/Stenson)	ž.,	21,500		21,500
	40,000	267,661	155,292	152,369

 Kings College Hospital, London: Detection of Small for Gestational Age Fetus (DESiGN trial), (Dr. Dharmintra Pasupathy).

The trial aims to evaluate the diagnostic performance of the Growth Assessment Protocol (GAP) programme.

 University of Central Lancashire: Inequalities in stillbirth- a meta-narrative review. (Dr Carol Kingdon).

This research is being funded in response to the need to do more to prevent stillbirth among women identified as from vulnerable groups and/or with complex social needs.



University College London: Parents and Neonatal Decisions Study - Improving communication during conversations about limiting life-sustaining treatment in neonatal intensive care. Professor Neil Marlow, UCL Elizabeth Garret Anderson Institute for Women's Health.

This study is designed to improve the way doctors talk with parents about the decision whether or not to start palliative care for babies who have life-limiting conditions or a poor outlook.

St. George's University, London: Prediction and prevention of perinatal death. (Dr Asma Khalil)

This study aims to find a way of identifying babies at high risk of perinatal death, so that they can be monitored more closely and delivered early if necessary.

Edinburgh Royal Infirmary: Outcome of resuscitated term babies with no heart rate detected at 10 minutes of age. (Dr Gemma Sullivan and Professor Ben Stenson)

This study will use the British Paediatric Surveillance Unit to survey the outcomes for babies born at term in the UK and Republic of Ireland who receive prolonged resuscitation after delivery and still have no heartbeat detected at 10 minutes.

	Balance at		Incoming	Outgoing	Balance 31st
	1st April 2017	Transfers	Resources	Resources	March 2018
	£	£	£	£	£
Groups Annual Return as at 31.03.18	489,518	(24,658)	99,492	(141,474)	422,878
Sands Research Fund	356,979	:(*:	18,606	(267,661)	107,924
Sands: Safer Pregnancy Website	15,159	-	-	(8,374)	6,785
Sands: Main Website	31,324		-	(18,734)	12,590
Sands: Memory boxes	41,567	0.000	150	(41,717)	
Sands: Forum/Online Community	350		150	(500)	
Bereavement Room Refurbishment	5,000	125	-	1	5,000
Bereavement Support App	2,786	0.00	-		2,786
NHS England: NBCP	-		64,575	(64,575)	
NHS England: (IBC) RCGP	19,310	3 <b>4</b> 3	а С	(8,189)	11,121
NHS England: Non religious pastoral support	1,548	0.000			1,548
NHS England: Review of Impact BSS	5,000		÷.	÷	5,000
NHS England: MBEM/CYP BEM	8,733	5 <b>2</b> 7	18,000	(12,733)	14,000
Scottish Govt: Bereavement Care Awards	*	(m)	15,000		15,000
Scottish Govt: Bereavement care Joint training	2,400		-	(2,400)	
Scottish Govt: Joint Project Lothlan Sands	2		60,000	1	60,000
Scottish Govt: Being Open			35,000		35,000
Scottish Govt: Parent Toolkit	12,000				12,000
Scottish Govt: Sands Glasgow office	-	-	70,200	(26,500)	43,700
Stillbirth awareness focus group	9,420	-	-	(3,602)	5,818
Taunton Soroptimist	6,042	<u> </u>	-	(3,240)	2,802
	1,007,136	(24,658)	381,173	(599,699)	763,952

## 21. Analysis of movements of Restricted Funds



Sands Groups Annual Return as at 31.03.18 – Groups continue to fund large and smaller scale projects in their local community and will utilise the balance of the restricted funds as they transition to the New Financial Model, which places a renewed emphasis on designated fundraising and project planning to deliver on local projects.

Sands Research Fund –  $\pm 267.6k$  has been released from the fund on the basis of commitments made in the financial year ending 31 March 2018 (See Note 20 for further analysis).

Sands Safer Pregnancy and Main Websites - Sands invested a total of £53.1k to develop these websites in 2017. The investment has been capitalised and this fund will be used to fund the amortisation of the assets.

Sands Memory Boxes - fund released in 2017-2018 to fund the free dissemination of memory boxes throughout the UK from 1 October 2018.

Sands Forum – redeveloped as Sands Online Community in October 2017; fund fully utilised.

*Bereavement Room Refurbishment* - To fund the refurbishment of bereavement suite at Simpson's Maternity Unit, Royal Infirmary, Edinburgh; fund will be disbursed in 2018-2019.

Bereavement Support App – near completion at year end and ready for launch in June 2018.

*NHS England: National Bereavement Care Pathway* – The launch of 11 pilot sites was funded by NHS England (£49,575) and by Trust Income (£15,000) and the fund fully utilised in 2017-2018. Further funds are anticipated in 2018-2019 to extend the project in England.

*NHS England: RCGP e-learning project* – fund part drawn-down in 2017-2018 and will be fully utilised in 2018-2019 to complete the e-learning portal for general practitioners.

*NHS England: Pastoral Support* – to support the development of a collaborative approach to developing an accessible and inclusive model of support for bereaved parents.

*NHS England: Review of Bereavement Support Services* – this work will be carried out in the financial year 2018-2019.

*NHS England: MBEM* – work on the *Maternity Bereavement Experience Measure* will be carried out in the financial year 2017-2018.

*Scottish Government: Bereavement Care Awards* – annual award funded by the Scottish Government.

*Scottish Government: Joint Training* - to explore/develop a model of joint bereavement training with other bereavement charities in Scotland; work completed in 2017-2018.



Scottish Government: Joint Project Lothian Sands – the project to deliver excellent bereavement care to all bereaved parents and families will be rolled out in 2018-2019.

Scottish Government: Being Open - project with Scottish Government Stillbirth Group to develop a national maternity service model to ensure all families who have experienced stillbirth or death shortly after birth are reliably involved in the review of care.

Scottish Government: Parent Toolkit - Sands will be working with its partners in 2018-2019 to develop better ways for parents to have a voice regarding the quality of care that they receive.

Scottish Government: contribution to the running of Sands Glasgow office in 2017 and 2018-2019.

Stillbirth Awareness Focus Group - the fund was created to facilitate a project that aimed to raise awareness of stillbirth, through public health messaging and was partly drawn-down in 2018.

Taunton Soroptomists - to fund work undertaken on behalf of Sands in the Taunton, or immediate area. Sands continues to liaise with the hospitals in the Taunton area with a view to spending down the remainder of the fund in 2018-2019.

#### Movement In Funds Balance at Incoming Outgoing Balance 31st 1st April 2017 March 2018 Transfers Resources Resources £ £ £ £ Centrally held funds Designated Fixed Asset Fund 170,521 (39,944) 130,577 Other Charitable Funds 219,502 112,903 2,913,005 (3,356,786) (111,376) Project Fund (2,778) 250,984 246,262 7,500 Total Centrally held Funds 2,920,505 (3,356,786) 636,285 70,181 270,185 837,842 (45,524) 565,796 720,528 Funds held by Groups (637,586) 1,474,127 24,657 3,486,301 (3,994,372) 990,713

## 22. Analysis of movements of Unrestricted Funds

£



## 23. Analysis of net assets between Funds

	Unrestricted Funds	Designated Funds	Restricted Funds	Total
	£	£	£	f
Fund balances to 31st March 2018	-	-	_	_
Intangible Assets	53,655	-	<del>5.</del>	53,655
Tangible Assets	76,923	-	+	76,923
Investments		-		-
Current Assets	619,190	743,617	916,322	2,269,873
Creditors falling due in 1 year	(491,285)		(152,369)	(643,654)
	258,483	743,617	763,953	1,756,797

## 24. Reconciliation of net movement in funds to net cash flow from operating activities

	2018 £	2017 £
Net movement in funds	(724,465)	(131,007)
Add back intangible asset depreciation charge	19,678	15,064
Add back tangible asset depreciation charge	37,383	29,394
Decrease / (increase) in stock	(23,465)	17,494
Loss/(profit) on disposals	1,395	18,855
Decrease (increase) in debtors	26,168	(102,416)
(Decrease) increase in creditors	445,572	(314,068)
Loss/(profit) on investment valuation		750
	(217,734)	(465,934)

#### 25. Operating Leases

	Land & Buildings		Other	
	2018	2017	2018	2017
	£	£	£	£
Expiry Date				
Within 1 year	89,775	81,000	10,987	4,408
Between 2 & 5 years	175,809	261,225	38,454	6,612
	265,584	342,225	49,441	11,020



## 27. Related Party Transactions

Stillbirth & Neonatal Death Society Lothians, also a charity registered in Scotland (No SCO24375), has similar objectives, but has separate management and legal status. There were no material transactions between the parties during 2017-2018. However, in April 2017 the sum of £60,000 was received by Sands from the Scottish Government for joint project working with Sands Lothians to explore how to provide excellent support for all bereaved families in Scotland and was held by Sands at the year-end (see Note No. 21) to support the work in 2018-2019.

Alyson Hunter has made the Board aware that she is a co-investigator on the AFFIRM study which is co-funded by Sands and continued to be a member of the Perinatal Expert Panel (renamed the Scientific Advisory Group), as part of her role in the Royal College of Obstetricians and Gynaecologists Clinical Studies Group for Stillbirth. Alyson also made the Board aware that she was a co-applicant on an application for funding from Sands Research Fund in 2017 and that, as Acting Chair of the Research Sub Committee, did not receive any papers that discussed the application of which she was a co-applicant; nor did she participate in any discussion regarding the evaluation and selection of projects to benefit from the fund.

Derek Jenkins (Vice Chair) has made the Board aware that his spouse, Claire Stoneman, is a Partner at Enable Law LLP and leads the clinical negligence team at Foot Anstey LLP's Taunton office. Payments totalling £5,048 (2017: £4,585) were made to Foot Anstey LLP, for nongovernance (trademark) related services, during the year. There was an outstanding balance of £60 due at the year-end (2017: £nil).

Michael Smith (Treasurer), has made the Board aware that his spouse, Roopal Shah, was paid Befriender trainer fees of £1,436 (2017: £1,550) and also claimed expenses to the value of £212 (2017: £1,050) during the year. Sands uses a core group of Befriender trainers, who are appropriately trained. The method of selecting trainers for each session is based on location and the availability of the trainers. There were no outstanding balances at the year-end (2017: £nil).