



Annual Report and Financial Statements

For the year ended 31 March 2024



Making the most of short and precious lives across the South West
www.chsw.org.uk

Registered Charity No. 1003314 Company No. 02620879 (England and Wales)





Welcome to our Annual Report 2023 to 2024

At Children's Hospice South West (CHSW) we believe that every baby, child, young person, and family deserves the highest quality of care. In the 2023/2024 year, we focused on increasing our activity to meet the individual needs of those families we support. Whether in hospice, at home, or virtually, we have worked tirelessly to be there when they need us most, offering them choice and flexibility in their care.

Our commitment to continuous improvement is evidenced by the considerable progress across our service. We have maintained our robust system of governance, fostering an open culture throughout our teams. We have encouraged collaborative working across our 3 hospices to develop an infrastructure of holistic support, increase levels of daycare and support of the launch of a pilot 24-hour end of life care service in the Bristol, North Somerset and South Gloucestershire area, in collaboration with other agencies.

Despite the national challenges with nurse recruitment, we saw an improvement in our Care Team numbers, thanks to a concerted effort to support the recruitment and retention of all CHSW staff, particularly nurses. Our strategy for 2024/2025 will focus on further strengthening our workforce to maintain the high standards of care for which we are known.

From a financial standpoint we have faced rising costs due to inflation, increased care activities, and statutory wage increases, with expenditure on care

rising over 23%. Consequently, our income largely matched our expenditure. We generated a surplus for the year due to an increase in the market value of our investments and one-off disposal of a piece of land, which had been generously donated to the charity as a legacy gift. This surplus will be crucial in ensuring the sustainability of vital care services amid ongoing economic challenges. While this strengthens our financial stability, continued support and ongoing donations remain crucial to maintaining and expanding our services to reach even more families.

As Royal Patron of CHSW since 2015, we were delighted to welcome Her Majesty The Queen to Charlton Farm, being the last of CHSW's 3 hospices for her to visit. We are tremendously grateful for Her Majesty's official patronage and continued commitment to our vital work.

We extend our heartfelt thanks to our incredible staff, dedicated volunteers, generous supporters and the wider community, whose unwavering commitment and compassion continue to make a profound difference in the lives of the babies, children, young people and families we support.



Tricia Morris
Chair of Trustees



Eddie Farwell MBE
Co-Founder and Chief
Executive Officer (CEO)

A personal message from Tricia, our Chair of Trustees

This year has been a pivotal time for CHSW, marked by reflection and planning as Eddie announced his retirement, effective from April 2025, after more than 30 years of dedicated service as Co-Founder and CEO. Together with his late wife, Jill, Eddie and his family have built the charity's compassionate care vision into 3 hospices providing critical support across the region. The Board of Trustees has expressed deep gratitude for their remarkable service and leadership over the years.

As we move into the next phase of CHSW's journey, our priorities include ensuring a smooth leadership transition and expansion of our vital services to respond to the needs of families.

We remain committed to our mission and will strive to build on the solid foundation laid over the past decades.



Contents

Trustees' report (including the strategic report) for the year ended 31 March 2024.....	5
Our objectives and activities	5
Our purpose, vision and ethos	5
Organisational principles.....	5
Our core values and behaviours	6
Our strategy.....	7
Public benefit.....	7
Our achievements in 2023 to 2024	8
Our key objectives for 2024 to 2025	9
CHSW hospice activity levels from April 2023 to March 2024.....	10
How our 3 hospices support the whole family	11
The difference CHSW makes	14
Income generation	16
Our financial performance	18
Our financial reserves	20
Our investment approach	20
How we manage risks and uncertainties.....	21
Statement of Trustees' responsibilities.....	23
Financial statements	24
Accounting policies	47
Audit report	51
Independent auditor's report to the members of CHSW	51
Structure, governance and management	54
Reference and administration.....	58
Fundraising standards.....	59
Valuing our supporters and upholding high standards	59





Trustees' report (including the strategic report) for the year ended 31 March 2024

Our objectives and activities

Our purpose, vision and ethos

Our purpose is to make the most of short and precious lives and to put babies, children, young people and their families at the centre of all we do.

Our vision is to provide high quality care to every baby, child and young person in the South West who may not live to their 18th birthday.

Our ethos is to ensure that everyone (Trustees, staff and volunteers) places babies, children, young people and their families at the centre of the organisation.

To achieve this, everyone will be expected to promote a strong, caring, community environment, characterised by a culture of sensitivity, trust, consideration and respect for others.



Organisational principles

Our ethos gives rise to a set of principles which determine how CHSW as an organisation operates on a day to day basis. We will:

- ☺ Be an organisation which places babies, children, young people and their families at the heart of all that we do
- ☺ Continually engage with and listen to our children, young people and families, employees, volunteers and supporters
- ☺ Ensure that diversity, integrity, quality and respect are an integral part of all that we do
- ☺ Ensure that all staff, volunteers and supporters are valued and appreciated
- ☺ Ensure that everyone has the tools to do their job and is provided with appropriate opportunities to develop and gain new skills
- ☺ Be ethical, open, honest and compliant in all that we do
- ☺ Be one organisation with common goals while tailoring services to individual families, and according to individual need
- ☺ Work collaboratively with our colleagues and external partners
- ☺ Spend the money we raise wisely with our focus being on the care we provide
- ☺ Be safe, efficient and environmentally aware.



Our core values and behaviours

Everyone working for, or on behalf of CHSW will act to or with:

Care and respect for each other:

- ☺ Recognising and accepting our responsibility for safeguarding babies, children, young people and adults, protecting them from harm
- ☺ Acting fairly and with consideration, treating others as we would wish to be treated ourselves
- ☺ Finding out what other colleagues do, encouraging them and recognising the value that each brings to the organisation
- ☺ Embracing and recognising the importance of difference and diversity.

Honesty, openness and accountability:

- ☺ Behaving with openness, integrity and honesty
- ☺ Communicating swiftly and openly and listening to the views of others respectfully
- ☺ Taking responsibility for your own actions and being accountable for them
- ☺ Sorting out mistakes and concerns swiftly and without fuss.

Strive for excellence:

- ☺ Seeking to continuously develop and improve for your own benefit and the charity
- ☺ Always protecting the reputation of the charity
- ☺ Celebrating success.

Work together:

- ☺ Ensuring dynamic and harmonious team working to achieve success
- ☺ Working with and involving our families, supporters and volunteers, understanding who they are and what their needs might be
- ☺ Making the best use of organisational resources; having regard for sustainability, efficiency and respect for the environment.



Our strategy

In July 2024 a review and revision of our strategic objectives was undertaken by the Board of Trustees, recognising the transitional period the charity was entering with the retirement of Eddie Farwell, our Co-Founder and CEO, and the recruitment and introduction of his replacement.

The Board of Trustees identified several key strategic priorities extending from 2024 to 2026 with an intended review early in 2026.

These key priorities include:

- ☺ To embed, define and communicate our current and developing care offer to all staff, current (and potential) families and referring professionals
- ☺ To define, measure and evaluate the effective use of our hospice sites and people resources to enable us to develop further plans to continue to give responsive, effective, safe and high-quality care to babies, children, young people and their families
- ☺ To produce a revised and responsive income generation strategy which maximises new opportunities and maintains and grows commitment to our communities
- ☺ Make the best use of digital and integrated data capture processes to robustly and accurately report the impact of our work to all internal and external stakeholders, while informing plans for the future
- ☺ Understand and qualify the extent of the 'unmet need' across the South West by undertaking authentic and wide-reaching consultation with families, healthcare professionals and providers
- ☺ To have a key voice as one of the UK's leading providers of palliative care for babies, children and young people, by actively engaging in, driving and participating in research, sector-wide review and the shaping of future provision.

Public benefit

The Board of Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives. The benefits are clearly set out in the achievement section on page 8 to 9. The Board of Trustees review the activities of the charity against its aims and objectives on an ongoing basis and are satisfied that all activities continue to

be related to its purpose. The beneficiaries are babies, children and young people living with life-limiting and life-threatening conditions and their families. A referral process is in place, with clear guidance on criteria, to ensure that those who meet the criteria are offered support by the charity. Our public services are supplied free of charge.



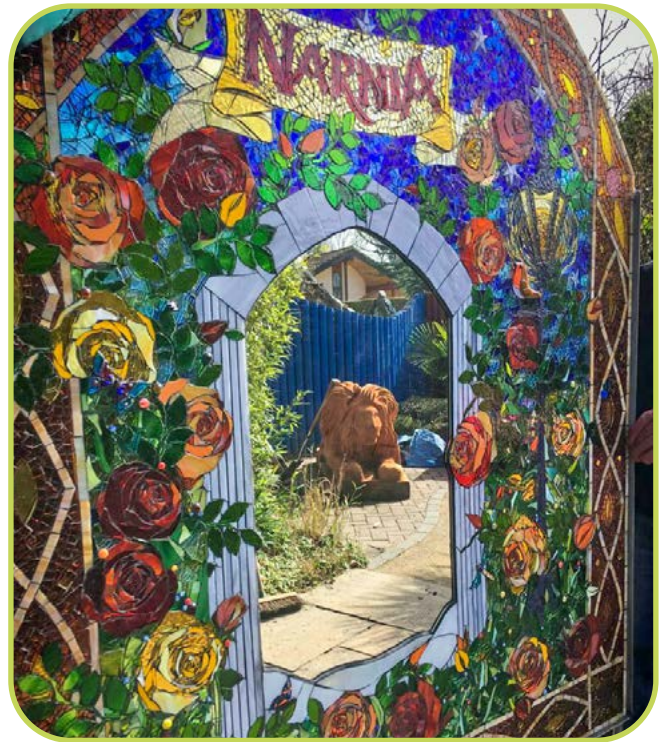
Our achievements in 2023 to 2024

2023 to 2024 objectives	What we achieved
1 We will develop and grow our clinical expertise to meet the changed nature of demand. We will offer families more flexibility about how they access our care and where they wish to be at the end of life. We will continue to develop and increase the ways we engage with families and increase mechanisms to gather service user feedback.	With the appointment of a Lead for Clinical and a Lead for Education and Development, we have ensured that our care and support remains safe, up to date and responsive. Our Senior Care Leadership Team has strengthened and collaborative working at all 3 hospices has provided strong, robust leadership, enhancing the development of the workforce. Senior Team Leaders have supported a comprehensive competency training programme.
2 During the year, we will implement a digital clinical records system as part of the Care Clinical Information System (CIS) programme.	Our new Care Digital Team have successfully implemented a digital CIS. This has enabled data transfer, staff engagement and training, evaluation and feedback. In doing so, we have helped NHS England to achieve 80% of service providers using CIS by April 2024.
3 We will progress our recruitment and retention strategy, with a focus on nurses. We will promote and evaluate the success of our changes to terms and conditions; extend our search outside the South West by attending recruitment fairs out of the region; and promoting lifestyle relocation.	Following our new Recruitment and Retention Strategy, we are pleased to report a doubling in the number of nurses recruited last year. We attended 2 recruitment fairs and targeted social media campaigns and on-site nurse recruitment events, supported by our improved Terms and Conditions and the Refer a Nurse Friend Scheme.
4 To continue to develop and evolve our workplace health, safety and wellbeing plans with particular focus this year on workplace culture. To do this we will respond proactively to the relevant findings from our bi-annual staff survey, and work collaboratively to assess our strengths and where change will be positive.	Following the Staff Survey in June 2023, we have been working with staff to explore the meaning of culture and the impact of change at CHSW. We have held sessions across the charity to hear and understand what our staff and Trustees value about CHSW. Our findings will be the foundations of our CEO recruitment process this Autumn.
5 We will develop and embed new stewardship plans across all fundraising methodologies, from event participation, business partnerships and community engagement, to individual giving, lottery subscriptions and gifts in wills.	We have tested a range of approaches throughout the year to ensure that thanking our supporters (across all areas of fundraising) remains central to all we do in fundraising. We will continue to develop these programmes moving forward.
6 We will develop new tools to share our impact, enabling people and organisations to see the difference their support is making.	We have created a full suite of 'money handles' that demonstrate the difference donations make. These have been well received and will be revised and shared annually.
7 Continue to support individual relationship development with our growing supporter base, through the implementation of a website and database software upgrade.	A website and database software upgrade have been completed during 2023 to 2024, these upgrades will allow greater opportunities for individualised and targeted communications.
8 To complete our shop refurbishment and relocation programme, utilising the new open plan format where possible. To roll out a new Electronic Point of Sale (EPoS) system aimed at improving Gift Aid recovery. Under a new retail strategy, we plan to start a programme of new shop openings.	<p>We completed 6 shop refurbishments taking the total under this strategic objective to 10. We have 4 more to complete in 2024 to 2025 which will finish this strategic program.</p> <p>We implemented a new EPoS system. Which has helped to increase retail Gift Aid recovery now up to 45%. In the second half of 2024 to 2025 we are planning to open 2 new shops taking the CHSW retail fleet to 40 shops.</p>

Our key objectives for 2024 to 2025

We plan to achieve the following key objectives:

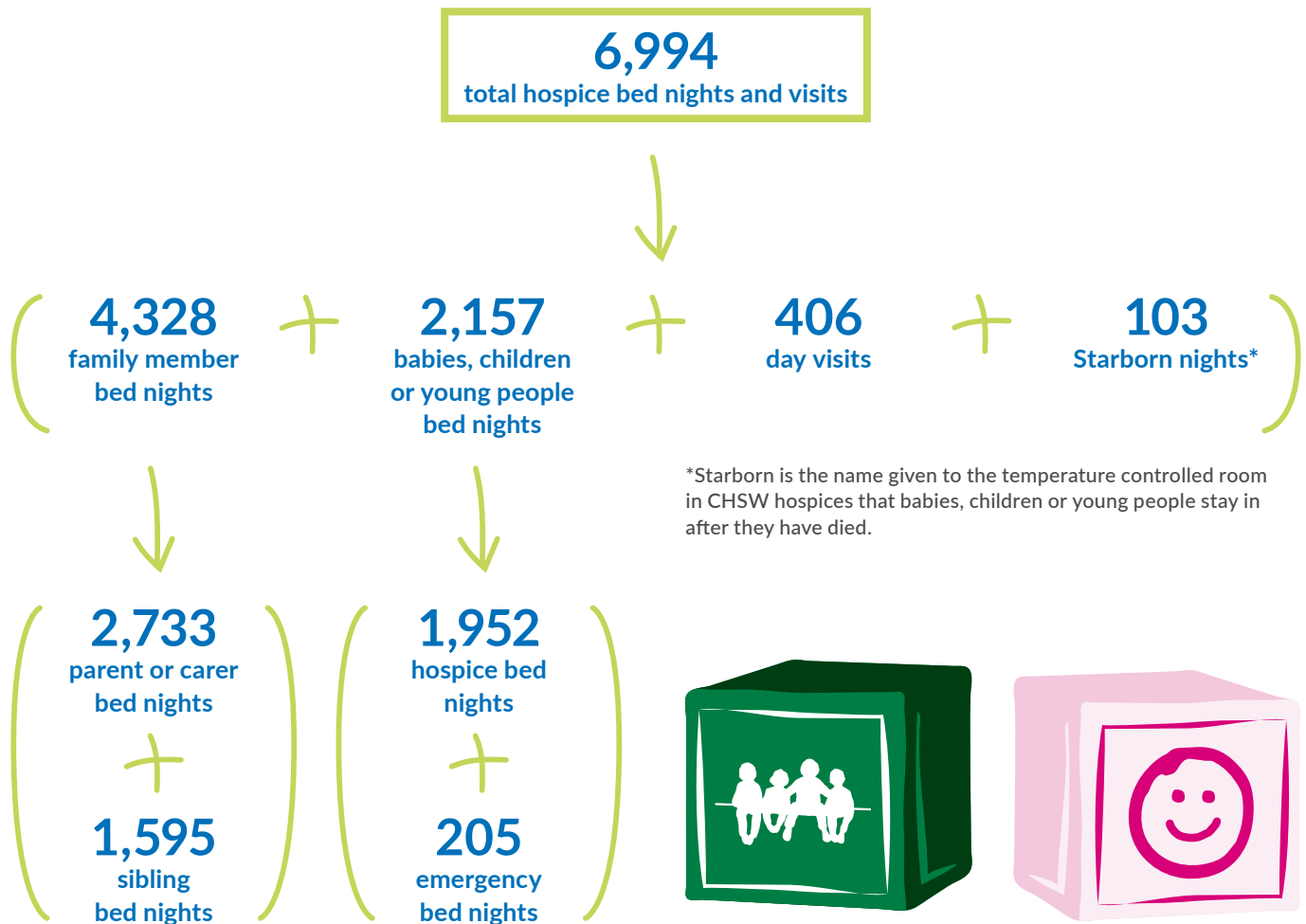
- 1 Define and publish our care offer to all stakeholders
- 2 Review and improve the way we capture care activity and report progress against newly defined Key Performance Indicators (KPIs)
- 3 To research and test new opportunities for income generation which will feed into a new income generation strategy
- 4 Setup a management information project to define business reporting needs and begin to develop a centralised, real-time information hub
- 5 To extend the end of life at home pilot project in the Bristol area for a further year to allow time for meaningful evaluation. Alongside this we will conduct a feasibility project to investigate how end of life in the home could be delivered across the region
- 6 Develop a framework and strategy to inform our research ambitions.



CHSW hospice activity levels from April 2023 to March 2024



CHSW cares for babies, children and young people of all ages, from neonates to teenagers, and can continue to care for some very poorly young adults who are in the end stages of their life. Below details the care and support activity in the hospices from 1 April 2023 to 31 March 2024.



How our 3 hospices support the whole family

Family support, holistic care and wellbeing support

During the past year, the focus has been on continuing the holistic support provided to babies, children, young people and their families. We appointed a Lead for Children and Families, who works alongside the Deputy Director of Care (Children and Families), and takes a safeguarding lead, along with the Team Leaders for Family Support in each hospice. These

appointments were made in recognition of the wide-ranging care and support offered to families who are supported by CHSW, and the aspiration to develop them further. It is anticipated that these roles will provide a clear infrastructure, and an overarching offer of support, while ensuring that the needs of families in the South West are met.

Music Therapy

Our Music Therapists offer time to support babies, children and young people receiving care, their parents, siblings and CHSW staff. They engage in co-composing music and co-creating lyrics, using music as a means of engagement (such as with bereaved siblings) and providing an opportunity for relationship building and access to support and safety to explore grief. Music Therapists can be responsive, having the freedom to work flexibly to meet the needs of individual children, young people and their families.

Alex, opposite, had a wonderful jamming session at Little Harbour and demonstrates how music is really effective at allowing children and young people to express themselves.

Examples of how Music Therapy has been used during the past 12 months include:

- ☺ Joining in with a toddler group in the hospice, providing an inclusive and accessible opportunity to experience Music Therapy
- ☺ Offering relaxation sessions in groups for bereaved parents
- ☺ Using music as a means of responding to low mood, anxiety, and reluctance to attend school
- ☺ Using music to provide a sense of achievement in the face of extensive chemotherapy
- ☺ Entertainment, distraction and fun
- ☺ Access to a medium that might otherwise be unattainable
- ☺ To enable movement through rhythm that is otherwise limited or restricted
- ☺ Working collaboratively with other holistic team members, in the hospice, at home or virtually (such as in-reach when babies, children or young people are in hospital)
- ☺ Using technology to enable young people with even the most significant of physical immobility to create music by way of manoeuvring an electric wheelchair across the sensors of a 'sound beam'



“ Music Therapy sessions at our 3 children's hospices open up wonderful possibilities for engagement and interaction. Children will often leave the sessions with a big smile on their face, having achieved something they never thought they could. ”

Ceridwen,
CHSW Lead Music Therapist



- ☺ Engaging the Care Team in music-based activity continues to bring joy to the wider teams, particularly around Christmas
- ☺ Providing bereaved parents with video footage of their children engaging in music sessions can bring positive memories of them accessing emotion, physicality, spirituality, psychological wellbeing and social engagement.

Sibling Support Teams

In each hospice, we have a dedicated team who work to meet the needs of the siblings of babies, children and young people receiving care. They provide an opportunity for siblings to meet others who understand their unique family situation, who have been bereaved following the death of a sibling or who

live with a sibling who has a life-limiting condition and has complex needs that take up much of the family's time. Meeting others, having fun, sharing stories, concerns and worries, and feeling understood can enable the development of meaningful connections and friendships.



Our support offered by the Sibling Support Teams has valuable therapeutic benefits, providing understanding without the need for explanation. A favourite activity is a Teenage Weekend.

During a weekend stay at Charlton Farm, 2 siblings (left) who had never met before struck up a friendship. They spent lots of time playing in different areas, including the music room and soft play. This inspired them to write a song, and perform it for the Care Team, about their stays at Charlton Farm, and how much they both love spending time there. This example of peer relationships is part of what the Sibling Support Team offer and encourage.

Feedback received by the Sibling Support Teams during the past year include:

“ I am writing to you and just want to say a huge thank you for helping me get through this difficult time, and for making the knickerbocker glory with me. Thank you for being my friend. ”

“ During our stay there was another family with the same number of siblings and our children all played together. The Sibs Team were fantastic and went with the flow making sure they had opportunities to have the best time together. ”

“ A huge thank you for the chat the other day, it has calmed my mind greatly. Thanks too for sending the wonderful package for my sibling, she was a bit blown away by it! ”

Our Sibling Support Teams develop relationships with siblings of babies, children and young people receiving care from CHSW, making and maintaining connections in the hospice, at home and virtually, working to understand individual needs and enable access to support for all siblings. Sometimes they might arrange to meet in another venue in the community if this better meets the needs of the baby, child or young person.

The teams offer support to parents around their grieving children following the death of their sibling, offering advice and a listening ear when the grief feels overwhelming. This invaluable support is also available to schools. They also join with Care Team visits to babies, children and young people in hospital, providing time-out for siblings.



Bereavement support

The teams at the 3 hospices continue to respond to the needs of bereaved family members. This includes individual or group support, advice, help with navigating funeral arrangements, hand casting, remembering events and activities, and continued contact with CHSW.

The 'Dads in the Loop' group for bereaved dads and male carers is a walking and talking group. This beautiful photograph was taken on a recent walk in Cornwall, 2 beautiful rainbows as 2 bereaved dads took in the sight. A dad in this group commented:

“ I know we were only a small group, but it was a chance to reset, recharge and recalibrate with nature, coffee and cake - a great combination! ”

Our teams take time to understand the spiritual needs of families. One of our nurses refers to the following quote to define how we do this:

“ Spirituality is recognising and celebrating that we are all inextricably connected to each other by a power greater than all of us, and that our connection to that power and to one another is grounded in love and compassion. Practicing spirituality brings a sense of perspective, meaning and purpose to our lives. ”



This might manifest in several ways in our hospices:

- ☺ Meeting the faith-based and religious needs of families by connecting with faith leaders and welcoming key members of families' faith groups into the hospice
- ☺ Enabling christenings and other meaningful rituals to take place, where possible
- ☺ Encouraging and welcoming support from local communities, granting wishes to children and young people where we can
- ☺ Finding ways of connecting with children, young people and families using sensory methods rather than words
- ☺ Supporting parents, siblings and other family members through their bereavement
- ☺ Opportunity for informal contact with faith leaders, such as during lunch. This is of benefit to both families and staff
- ☺ Attending funerals at the family's request, providing music, songs and art created by their child
- ☺ Remembering days and events, in 1 hospice bubbles are released for each baby, child or young person who has died.



The difference CHSW makes

Permission has been sought and obtained from the parents to tell their child's story.

Kelvin and his family visit Little Bridge House

The Care Team tell Kelvin's story:

“ Back in the Summer of 2019, the Care Team organised a day of activities based around 'We're Going on a Bear Hunt.' We baked biscuits for our picnic lunch, and we put up a big black tent and made it into the Bear's Cave and acted out the Bear Hunt story with actions and music. It was really fun, and as a team we all embraced and enjoyed the day.

Kelvin and his family joined us that day. His family made a biscuit with Kelvin using his handprint, they decorated it and wrote his name on it using icing. t looked so beautiful. Mum and Dad, Georgina and Corey, took it home and kept that biscuit safely in a drawer. When the family came in for a visit in June 2023, almost 4 years later, we asked if they would like to do some music again, they said they would love to, and Georgina and Corey immediately remembered and recalled all the wonderful activities they did with us on that Bear Hunt day. Georgina told staff that she had kept Kelvin's biscuit safe for 3 years! One day, not long ago, Georgina took it out of the drawer just to look at it, and she dropped it and sadly the biscuit broke, Georgina was devastated. She felt guilty that she had not made something more permanent, such as a picture using Kelvin's handprint.

We, as a team here at Little Bridge House, immediately sprang into action and shared ideas about how we could help Mum and Dad make memories to treasure. We agreed on our plan, having come up with the idea of asking each family

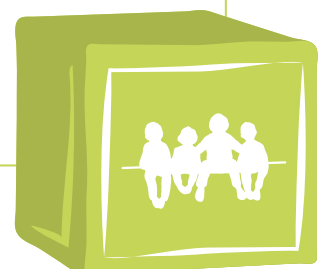
member if they would like to make a handprint on paper. These were then used to make a beautiful family tree picture which we framed and gave to the family to hang at home. They absolutely loved it, the smiles on their faces and the gratitude expressed gave us great pride.

“t 's just great, thank you so much! t 's an amazing thing to have with all of us in there. We'll find somewhere really special to hang it.”

One of our Care Team was also able to make an imprint of Kelvin's hand and foot using air-dry clay which we then framed for Mum and Dad as a lasting memory for years to come.

The family also went on to attend one of our music sessions with our wonderful Music Therapist and team. As a team, we laid out a Jungle Trail Treasure Hunt outside, and the whole family went around the garden, finding and collecting treasure while making beautiful music as we went around. t was great fun, and Kelvin ended up with all the treasure animals!! Another wonderful memory for the family (and us) to cherish in years to come.

These memories are a daily reminder of the special impact we have in the everyday activities we offer at Little Bridge House! ”



Arlo and his family visit Little Harbour

Mum, Kate, tells Arlo's story:

“ What Little Harbour means to me and my family. As a family, we've been using Little Harbour since Arlo was diagnosed back in August 2022. For us it's been a place where you can recoup your thoughts and express your worries without judgment, it's a place to get that much needed missed sleep. It's a place where you can switch off from all the medical care and know that your child is being cared for by the most wonderful staff. It's a place where you don't need to cook, and you can focus on that much needed self-care.

It's a place where Arlo's big brother can just have fun, feel safe and have quality family time. We're extremely thankful for all the support Little Harbour has given us as a family and continues to give us in the future. ”



Emily and her family visit Charlton Farm

Mum, tells Emily's story:

“ In June 2023, we had a family hospice stay at Charlton Farm, our first since September 2022. From the moment we arrived, Emily looked around, gave the hugest grin ever and squealed with excitement! This continued as we went inside, and Emily promptly marched up to the bedrooms in her walking frame and then proceeded to explore the whole house, her grin never moving from her face, she was definitely happy to be back. I don't think she stopped smiling the entire time we were there!

The rest of us were equally happy to be back, the sense of relief that hits you as you walk through the door, knowing you can switch off from all the caring and just be yourselves for the weekend is quite amazing. Seeing Emily so happy and relaxed, engaging with all the wonderful staff who looked after her, really helped me to relax which is something I am rarely able to do at home. I even found time to read a whole book, and James and I got out for a lovely walk around Portishead Marina, not needing to worry about what

time we got back, a rare treat for us indeed! When back at Charlton Farm, James relaxed in the best way he knows, playing the piano, much to the delight of the staff!

Bethan had a wonderful time with the Sibling Support Team, with the bonus of a day looking after baby bunnies, which made it worth having had a day off school! She did some lovely activities and had some good chats; we could see it had done her an awful lot of good. A family session in the hydrotherapy pool was also very much enjoyed by us all.

We all went home feeling rejuvenated. It is hard to put into words how much our stay meant, I think we all felt a little lighter in our step, just having been looked after, having had time to relax and seeing the girls both having fun. Thank you Charlton Farm! ”



Income generation

Thank you for making it possible!

Once again, this past year has been characterised by the overwhelming support of the people and organisations of the South West, and beyond! Together, we have ensured that we can be there to support babies, children, young people and their families when they need us most.

We have enjoyed a full calendar of events, including the CHSW Bear Hunt that saw 25 brightly coloured bears bringing joy to people across North Devon throughout the summer. Our Ride for Precious Lives had a record-breaking year with **more than 100 cyclists raising more than £320,000!**

Our local fundraising continues to be the beating heart of CHSW, and we are so grateful for every community group, school and local organisation that has played their part this year. Our particular thanks go to our incredibly committed Friends Groups who continue to fly the flag for CHSW with such gusto.

This year has seen the relaunch of our CHSW Business Club and we have been delighted to continue our work with so many committed companies across the South West as well as welcoming many new friends. In addition, companies have given their support through event sponsorship, volunteering days, Charity of the Year partnerships and longer term pledges of support.

In a year where the cost of living crisis impacted many people, we have been grateful for the generous support of individuals with one-off donations and

regular gifts. We are also delighted to report that we now have more than **20,000 players in our weekly Raise a smile Lottery!**

Gifts in wills continue to play an important part in funding the care we offer, now and in the future.

Our shops have continued to enjoy the fantastic support of our local communities from donors and customers and have generated a **record income of £5.6m** during the year. This was helped by the refurbishment of a number of our shops during the year and the introduction of our new till system which now means that customers are aware of the CO2 being saved from their purchase alongside the contribution to the care of the hospices!



Here are some of the highlights:



£1m received from generous donations from Charitable Trusts and Foundations.



Over **20k** players in our Raise a smile Lottery raising more than **£1m**.



£3.8m raised from voluntary fundraising. This includes **£3.2m** from supporters making donations of all sizes, and **£630k** raised through CHSW events.



£4.5m received from people who chose to remember CHSW with a gift in their Will.



£5.6m raised in our 38 charity shops, turning pre-loved clothes and goods into precious memories.



Thank you to our wonderful volunteers, young and old!

We simply couldn't do all that we do without our fabulous volunteers! This year hundreds of you have been part of the action in our shops, at our events, shouting about CHSW in your community, supporting bucket collections and much more!

From the very youngest to the very oldest, including 90 year old Helston shop volunteer Pearl! We are so grateful for all you do.



Our financial performance

The consolidated financial statement comprises the results of the charity together with those of C H S W Promotions Limited, a wholly owned subsidiary, which donates its profits to the charity. The consolidated statement of financial activities is set out on page 24.

Donations and legacies amounted to **£9,345,067** (2023 restated: £11,871,619), income raised from charitable activities (statutory income sources) amounted to **£2,701,253** (2023: £2,325,395), trading activities (including retail and Raise a smile Lottery) generated income of **£6,594,414** (2023: £6,122,948), investment income was **£975,118** (2023: £712,423) and other income **£13,705** (2023: £48,422).

Total income for the year was **£19,629,557** (2023 restated: £21,080,807).

Total expenditure for the year amounted to **£19,545,853** (2023: £16,824,702). This resulted in an operational surplus of **£83,704** (2023 restated: £4,256,105). Total net gains on investments, property and land was **£4,417,038** (2023: net gains £118,375) and therefore net income for the year was **£4,500,742** (2023 restated: £4,374,480).

Consolidated in the above figures C H S W Promotions Limited, a trading subsidiary, has a turnover which amounted to **£357,305** (2023: £353,396) and a profit

after taxation of **£4,331** (2023: £22,657). The company will donate this amount to the charity.

During 2023 to 2024, we were very grateful to receive a continued high level of legacy donations albeit this was £1.9m lower than the previous year. Our legacy income in 2023 to 2024 amounted to **£4,537,020** (2023 restated: £6,418,035) which is more than 23% of all our income. In 2023 to 2024 we changed our legacy accounting policy and now include legacies within any financial year based on the earlier of the date funds are received or the date of receipt of final estate accounts. The new methodology reduces the judgement around legacy recognition and is common practice for similar not for profit organisations.

The impact of the UK cost of living crisis impacted some areas of CHSW's fundraising throughout the year and we noted a fall in individual donations from the previous year of just over £1 million. This was felt across some of the community events and activities that are often staged in support of local charities including CHSW. With costs rising some of these long-standing events were cancelled or the profits available to distribute to local causes were much lower. In addition, this year-on-year fall was due to having 2 exceptionally large in memoriam gifts, the value of which was not replicated in 2023 to 2024.

Where we received our income

Trading - lottery and shops
£6.6 million - 34%

Legacies
£4.5 million - 23%

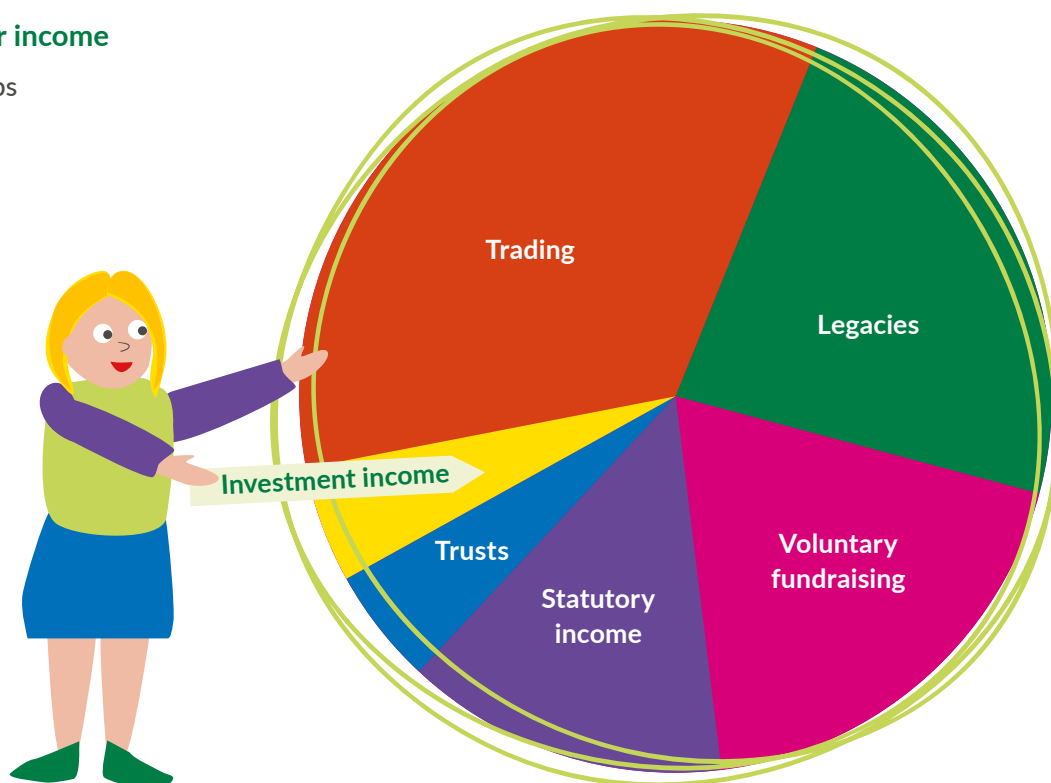
Voluntary fundraising
£3.8 million - 19%

Statutory income
£2.7 million - 14%

Trusts
£1 million - 5%

Investment income
£1 million - 5%

Total - £19.6 million



Our shops have continued to trade very strongly as they benefit from fantastic local community support together with the ever increasing public interest in making sustainable purchases. Total shop income (including related Gift Aid receipts) achieved its highest levels ever at nearly **£5.6 million** as compared to £5.2 million in 2023 to 2024.

Following investment in lottery canvassing activity we are pleased that our Raise a smile Lottery income reached **more than £1 million** for the first time in 2023 to 2024 (2023: £895,727).

In February 2024, land in Yatton, North Somerset that had been gifted to the charity in 2000, was sold to a housing developer for £4.1 million. The land had been revalued upwards by £1.5 million in 2022 to 2023 from its agricultural value to reflect its hope value following obtaining planning permission on the land. Following its disposal, a gain of £2.4 million was created in the 2023 to 2024 accounts. The charity retains ownership in one property in the new housing development alongside a strip of land bordering the development site. We are very grateful to the donor of the land and following their wishes have restricted the funds generated to care of babies, children, young people and families at Charlton Farm.

During the year, the market value of investments held by the charity increased by more than £2 million

reflecting the global upturn of equities and bonds during 2023 to 2024. This gain was particularly welcome following a significant loss on investments of £1.4 million during the previous financial year.

Our expenditure during the year in relation to the care and support we provide, increased by more than 23% on the previous year. This reflects the investment in new professional care roles together with increased activity and support given at all 3 hospices. Costs for the charity have inevitably increased with global inflationary pressures, cost of living demands and the impact of National Living Wage statutory increases.

Notably, during the year our operating income and costs have largely been matched, with a relatively small net income of £83,704 generated. However, the significant overall positive movement of funds of £4.5 million during the year has been the result of gains in our investments as previously mentioned.

While this is a very positive financial position, we are very mindful of the continuing impact of the cost of living crisis and the corresponding pressure on the wage inflation forecast for the coming years. It is anticipated that the surplus generated in 2023 to 2024 will be used to support the charity during the ongoing economic challenges and to ensure the continuance and investment of its care delivery into the future.

Where we spent our income

Trading activities
£5.1 million - 26%

Charlton Farm
£4.5 million - 23%

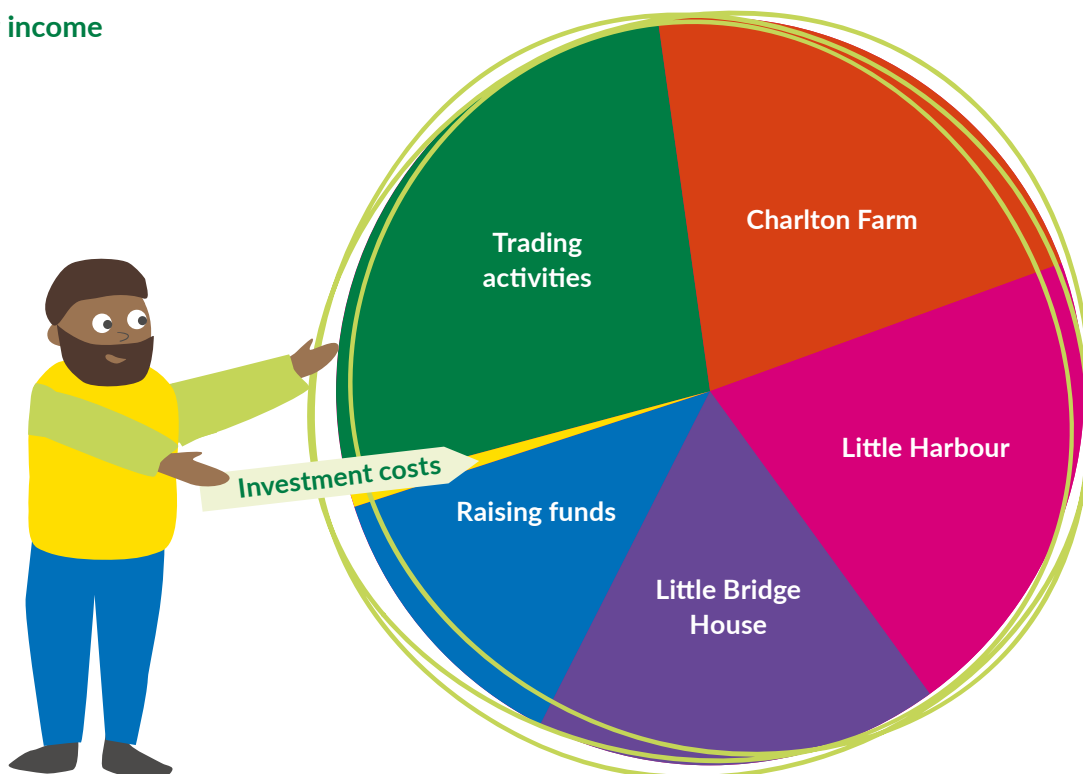
Little Harbour
£3.9 million - 20%

Little Bridge House
£3.6 million - 18%

Raising funds
£2.3 million - 12%

Investment costs
£0.1 million - 1%

Total - £19.5 million



Our financial reserves

We recognise our commitment and moral obligation to the babies, children, young people and families who currently use our hospices, will extend many years into the future. It is imperative, therefore, for us to maintain unrestricted general reserves at a level that will ensure the continuity of the unique care provided by the charity while recognising that the charity is facing a period of significant economic uncertainty.

In establishing the CHSW reserves policy, we have taken guidance from the Charity Commission's guidance CC19, to use an integrated approach for an organisation with complex activities and structures. This involves projecting cash flows during the next 3 years and identifying key risks associated in this period, with income and expenditure, while also considering already committed expenditure. From this work, looking forward to 2024 to 2025, it has been determined that CHSW should maintain a target range of unrestricted general reserves between **£15,131,388** and **£17,742,257**.

The charity's unrestricted general funds (free reserves) were at a level of **£17,409,373** (note 23) as of 31 March 2024 (2023 restated: **£17,753,484**). We note that

the group's unrestricted general funds are within the target range set above.

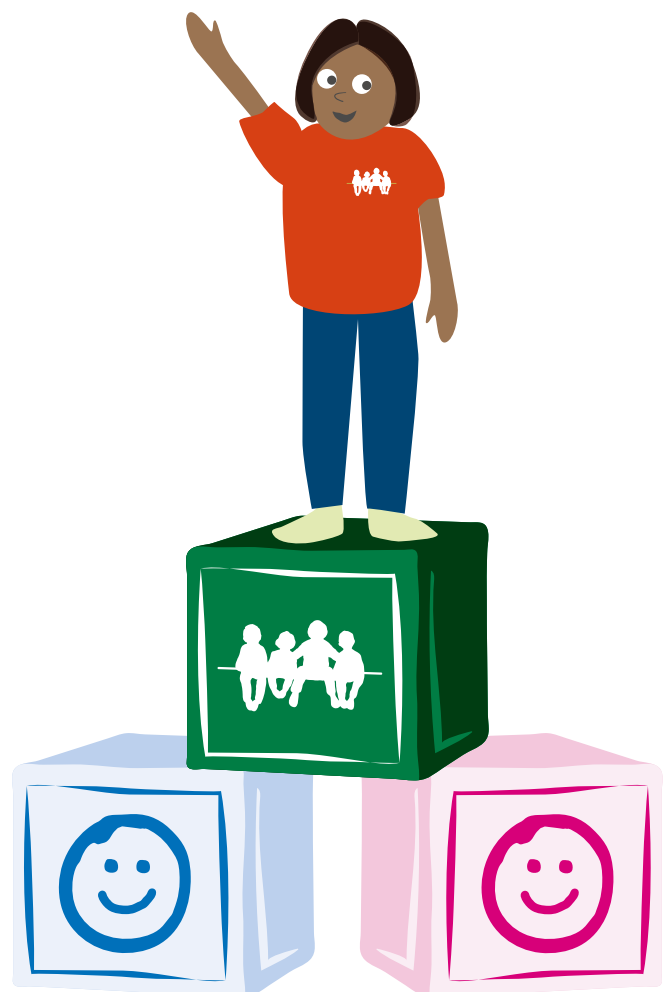
Unrestricted designated capital funds are **£19,609,177** (2023: £19,504,312) and represent the net book value of the unrestricted tangible and intangible fixed assets of the group.

On 14 July 2022, the CHSW Care Endowment Fund (CCEF) was formally and legally set up to provide an additional income stream from long-term investments to support future care developments and reduce future dependence on fundraising and trading activity. The need for this fund had been highlighted during the COVID-19 crisis where voluntary and trading incomes were vulnerable. The CCEF is expendable and will be used to finance operational and developmental opportunities in care if unrestricted general reserves fall below their required lower target level. On 31 March 2024, the CCEF amounted to **£13,345,694**. During the year £1,713,987 was designated to the CCEF in the 2023 to 2024 year.

Our investment approach

The charity's investment policy requires CHSW to invest funds in such a manner that the risk profile reflects planned expenditure and future plans.

In 2019, we secured the services of an external independent investment advisor to undertake an investment risk profile review and to provide an ongoing expert assessment of the performance of our appointed investment managers. At the beginning of the 2020 to 2021 financial year, as part of good governance, a formal retendering process in relation to investment management services was undertaken, which included a review of investment performance and charges. As a result of this work, LGT Wealth Management and Sarasins & Partners LLP were appointed as CHSW investment managers. As part of this restructuring of investment managers, CHSW investments were rebalanced and divided into a lower and higher equity exposure fund allocation. The minimum performance requirements of these invested funds have been set as Consumer Price Index (CPI) +3% for the lower equity exposed fund and CPI +4% for the higher equity exposed fund. CHSW review the long term performance of investments in line with this policy to ensure targets are met.





How we manage risks and uncertainties

CHSW has a clear Risk Management Framework in place, overseen by the Trustee Governance Assurance Committee, as delegated by the Board of Trustees. CHSW undertake a continual assessment of the principal risks facing the charity and is satisfied that adequate preventative and mitigating measures are in place to reduce the risks to an acceptable level.

All risks identified are recorded on the CHSW Strategic Risk Register and scored based on impact and likelihood in line with the Charity Commission's guidance CC26; based on the scores, the risks are prioritised using a Red, Amber or Green rating.

The CHSW agreed process for reviewing risk, is as follows:

- ☺ The Senior Management Team (SMT) will meet weekly to monitor and review current risks; and share, record and escalate any new or emerging risks as appropriate

- ☺ SMT will meet with the Risk Management Committee every quarter where the risk register is reviewed and updated. Identified risks may be added to the register at any time
- ☺ Each item on the risk register is owned and overseen by the relevant Assurance Committee as a standing item at each of their meetings (currently 3 times per year)
- ☺ The Governance Assurance Committee will take assurance from the Chairs of each Committee that their relevant risks have been reviewed and mitigated to satisfactory levels
- ☺ Where assurance cannot be given, further review/oversight or Internal Audit may be recommended or pursued
- ☺ The Governance Assurance Committee will report to the Board of Trustees annually.

We are currently being supported by an external partner to review and improve our risk management processes.

Current red risks

Recruitment: The recruitment and retention of children's nurses remains an ongoing and challenging red risk for CHSW despite seeing significant improvements in the last 12 months. The 2024 to 2025 strategy includes:

- ☺ Closer liaison with our Heads of Care to hear the messages from the different hospices to create bespoke recruitment plans to meet the differing environments
- ☺ Refresh adverts accordingly
- ☺ Review the job descriptions for potential barriers
- ☺ Extend the on-site recruitment open days to all 3 hospices
- ☺ Progress with our social media options
- ☺ Progress with our 'grow your own' strategy currently in development.

Risk of safeguarding issues arising: Safeguarding is the top priority at CHSW with stringent policies, procedures and mandatory training for all staff up to Safeguarding Level 5. A whole day was given to safeguarding during our annual 2023 to 2024 Care Conference, and Trustees have spent time with our new Safeguarding Lead to seek assurance following the change in leadership. We continue to:

- ☺ Be vigilant and diligent
- ☺ Audit our policies and practices carefully
- ☺ Embed our values and behaviours to reflect our ethos, legal responsibilities and duty of care.

Risk of cyber security: We are aware of the proliferation of sophisticated cyber attacks using artificial intelligence. This has made detection of attacks much harder as they appear to be genuine. In response, we are taking the following action:

- ☺ Successful completion of the annual NHS Data Security Toolkit
- ☺ Completion and passing of the government standard Cyber Essentials.

We are currently working on:

- ☺ The enhanced Cyber Essentials Plus certification
- ☺ Onboarding the Arctic Wolf cyber security operation centre, which includes staff training exercises and a cyber risk management system.

A further risk identified in 2023 to 2024 is that of our suppliers being compromised leading to data loss or proliferation of malware from seemingly safe partners. Increased staff awareness and enhanced detection will help to keep us safe as well as carrying out checks on our suppliers to ensure they meet the necessary standards, such as Data Protection Impact Assessments, ISO 27001 or Cyber Essentials.



Included on page 54 to 57 are the charities structure, governance and management, reference and administrative detail and fundraising disclosures which also form part of this report.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of CHSW for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements, in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- ☺ Select suitable accounting policies and then apply them consistently
- ☺ Observe the methods and principles in the charity's Statement of Recommended Practice
- ☺ Make judgements and estimates that are reasonable and prudent
- ☺ State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- ☺ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to Auditors

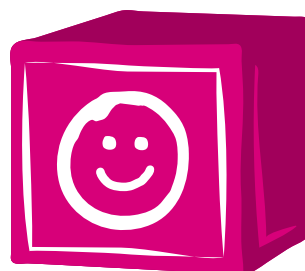
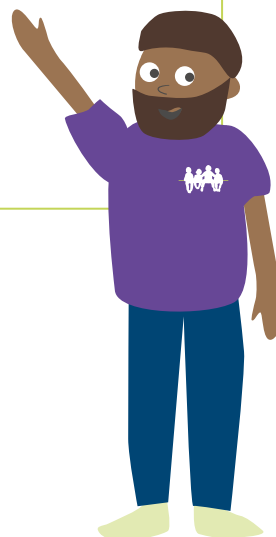
Insofar as each of the Trustees of the charity at the date of approval of this report is aware, there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approval

This report, incorporating the strategic report, was approved by the Board of Trustees on 10 October 2024 and signed on its behalf:



Tricia Morris
Chair of Trustees



Financial statements

Consolidated statement of financial activities

Including income and expenditure account for the year ended 31 March 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 (as restated) £
Income from:						
Donations and legacies	1	7,861,143	1,483,924	-	9,345,067	11,871,619
Charitable activities	2	38,453	2,662,800	-	2,701,253	2,325,395
Trading activities	3	6,594,414	-	-	6,594,414	6,122,948
Investments	4	919,113	56,005	-	975,118	712,423
Other income	5	7,491	6,214	-	13,705	48,422
Total income		15,420,614	4,208,943	-	19,629,557	21,080,807
Expenditure on:						
Raising funds	6	2,340,530	-	-	2,340,530	2,034,869
Trading activities	6	5,077,090	-	-	5,077,090	4,928,079
Investment management fees	7	112,689	-	-	112,689	107,385
Charitable activities	8	7,606,400	4,409,144	-	12,015,544	9,754,369
Total expenditure		15,136,709	4,409,144	-	19,545,853	16,824,702
Net income/(expenditure) before net gains on investments		283,905	(200,201)	-	83,704	4,256,105
Net gain on investments	13	1,288,695	2,349,343	779,000	4,417,038	118,375
Net income		1,572,600	2,149,142	779,000	4,500,742	4,374,480
Transfers between funds	23	(8,701,863)	(3,838)	8,705,701	-	-
Net movement in funds		(7,129,263)	2,145,304	9,484,701	4,500,742	4,374,480
Reconciliation of funds:						
Total funds brought forward as previously stated		44,461,461	2,679,243	5,535,244	52,675,948	47,879,495
Prior year adjustment	22	(313,648)	(108,325)	-	(421,973)	-
Total funds brought forward as restated		44,147,813	2,570,918	5,535,244	52,253,975	47,879,495
Net movement in funds		(7,129,263)	2,145,304	9,484,701	4,500,742	4,374,480
Total funds carried forward	23	37,018,550	4,716,222	15,019,945	56,754,717	52,253,975

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.
The notes on pages 27 to 46 form part of these financial statements.

Consolidated and charity balance sheet

Company number: 02620879

As at 31 March 2024

	Note	Group 2024 £	Group 2023 (as restated) £	Charity 2024 £	Charity 2023 (as restated) £
Fixed assets					
Intangible assets	14	505,796	48,363	505,796	48,363
Tangible fixed assets	15	19,483,384	19,835,946	19,483,384	19,835,946
Investments	16	30,951,379	24,631,547	30,951,479	24,631,647
Total		50,940,559	44,515,856	50,940,659	44,515,956
Current assets					
Stocks	17	37,243	62,502	-	-
Debtors	18	2,122,390	1,794,737	2,164,802	1,833,153
Cash at bank and in hand		6,740,389	9,466,376	6,722,422	9,462,977
Total		8,900,022	11,323,615	8,887,224	11,296,130
Creditors: amounts falling due within 1 year	19	(1,504,582)	(1,919,330)	(1,496,415)	(1,914,602)
Net current assets		7,395,440	9,404,285	7,390,809	9,381,528
Total assets less current liabilities		58,335,999	53,920,141	58,331,468	53,897,484
Provisions for liabilities	21	(1,581,282)	(1,666,166)	(1,581,282)	(1,666,166)
Total net assets		56,754,717	52,253,975	56,750,186	52,231,318
Charity funds					
Unrestricted designated funds	23	19,609,177	26,394,329	19,609,177	26,394,329
Unrestricted general funds	23	17,409,373	17,753,484	17,404,842	17,730,827
Restricted funds	23	4,716,222	2,570,918	4,716,222	2,570,918
Endowment funds	23	15,019,945	5,535,244	15,019,945	5,535,244
Total funds	23	56,754,717	52,253,975	56,750,186	52,231,318

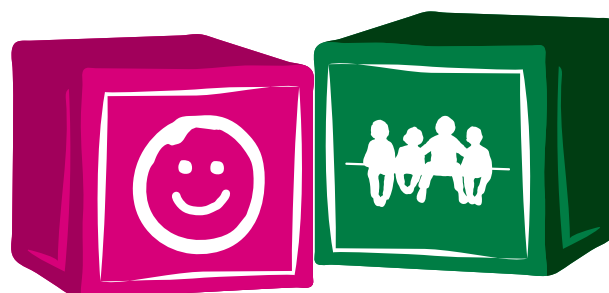
The charity's net movement in funds for the year was **£4,500,742** (2023 restated: £4,374,480).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Board of Trustees on 10 October 2024 and signed on its behalf:



Tricia Morris
Chair of Trustees



Consolidated cash flow statement

For the year ended 31 March 2024

	Notes	2024 £	2023 (as restated) £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	26	(592,927)	7,650,694
Cash flows from investing activities			
Dividends, interests and rents from investments		975,118	667,137
Proceeds from the sale of tangible fixed assets		-	4,000
Purchase of intangible assets		(486,420)	(39,333)
Purchase of tangible fixed assets		(718,964)	(923,895)
Receipts from investments		7,963,974	500,844
Payments for investments		(9,866,768)	(4,000,000)
Net cash used in investing activities		(2,133,060)	(3,791,247)
Change in cash and cash equivalents in the year		(2,725,987)	3,859,447
Bank and cash balances brought forward		9,466,376	5,606,929
Cash and cash equivalents at the end of the year	27	6,740,389	9,466,376



Notes to the financial statements

For the year ended 31 March 2024

1 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 (as restated) £
Individual donations	2,066,371	277,661	2,344,032	3,345,525
Friends Group fundraising	183,515	1,331	184,846	177,791
Other voluntary income	1,188,787	49,336	1,238,123	1,001,309
Legacies	4,072,288	464,732	4,537,020	6,418,035
Grants and donations from Charitable Trusts	350,182	690,864	1,041,046	913,820
Government Grant - NHS England COVID-19 funding**	-	-	-	15,139
Total 2024	7,861,143	1,483,924	9,345,067	11,871,619
Total 2023	9,684,168	2,187,451	11,871,619	

**The NHS England awarded funding to allow the hospice to make available bed capacity and community support from April 2020 to March 2022 to provide support to people with complex needs in the context of COVID-19.

2 Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Funding from regional Integrated Care Boards	38,453	1,264,566	1,303,019	1,147,401
NHS England Children's Hospice grant	-	1,364,434	1,364,434	1,144,194
NHS England Superannuation grant	-	33,800	33,800	33,800
Total 2024	38,453	2,662,800	2,701,253	2,325,395
Total 2023	977,346	1,348,049	2,325,395	

CHSW acknowledges the award of grants for Little Bridge House, Charlton Farm and Little Harbour from NHS England Children's Hospice grant. The project undertakes to sustain and develop existing high quality hospice care for babies, children and young people receiving palliative care, their siblings and parents. It promotes education and learning needs of all those working in the sector in a responsive and flexible way. The funding and associated expenditure have been treated as movements in restricted funds.

In 2010 the charity succeeded in establishing contractual arrangements with the ICBs whose areas the charity covers. There are no unfulfilled conditions in respect of these contractual arrangements.

3 Income from non-charitable trading activities

Trading income	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Lottery and raffles	1,032,807	-	1,032,807	895,727
Donations relating to the sale of goods where the shops acted as agent	1,679,117	-	1,679,117	1,459,259
Gift Aid received on donations where the shops acted as agent	407,753	-	407,753	350,710
Shops turnover	3,117,432	-	3,117,432	3,063,856
C H S W Promotions Limited	357,305	-	357,305	353,396
Total 2024	6,594,414	-	6,594,414	6,122,948
Total 2023	6,122,948	-	6,122,948	

4 Income from investments

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Rental income	8,994	-	8,994	6,606
UK	132,814	-	132,814	192,971
Overseas	245,269	-	245,269	79,161
Multi-asset funds	382,162	56,005	438,167	348,515
Income from cash deposits	149,874	-	149,874	85,170
Total 2024	919,113	56,005	975,118	712,423
Total 2023	656,256	56,167	712,423	

5 Other income

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Other income	7,491	6,214	13,705	48,422
Total 2024	7,491	6,214	13,705	48,422
Total 2023	40,422	8,000	48,422	

6 Expenditure on raising funds and trading activities

Raising funds	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Direct costs	448,536	-	448,536	435,641
Staff costs	1,882,100	-	1,882,100	1,595,099
Depreciation	9,894	-	9,894	4,129
Total 2024	2,340,530	-	2,340,530	2,034,869
Total 2023	2,034,869	-	2,034,869	

Trading activities	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
C H S W Promotions Limited	352,974	-	352,974	330,739
Lottery and raffles	397,155	-	397,155	354,264
Shops	1,474,091	-	1,474,091	1,418,639
Dilapidation provision	-	-	-	328,392
Staff costs	2,554,049	-	2,554,049	2,238,345
Depreciation	298,821	-	298,821	257,700
Total 2024	5,077,090	-	5,077,090	4,928,079
Total 2023	4,928,079	-	4,928,079	

7 Expenditure on investment management fees

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Investment management fees	112,689	-	112,689	107,385
Total 2024	112,689	-	112,689	107,385
Total 2023	107,385	-	107,385	



8 Expenditure on charitable activities

By fund type	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Care of babies, children, young people and families	7,606,400	4,409,144	12,015,544	9,754,369
Total 2024	7,606,400	4,409,144	12,015,544	9,754,369
Total 2023	6,593,562	3,160,807	9,754,369	

By expenditure type	Staff costs 2024 £	Depreciation 2024 £	Other costs 2024 £	Total funds 2024 £	Total funds 2023 £
Care of babies, children, young people and families	9,257,417	777,920	1,980,207	12,015,544	9,754,369
Total 2024	9,257,417	777,920	1,980,207	12,015,544	9,754,369
Total 2023	7,527,988	725,404	1,500,977	9,754,369	



9 Expenditure by activities

	Direct costs 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Care of babies, children, young people and families	9,952,628	2,062,916	12,015,544	9,754,369
Total 2024	9,952,628	2,062,916	12,015,544	9,754,369
Total 2023	8,006,177	1,748,192	9,754,369	

Direct costs	Total funds 2024 £	Total funds 2023 £
Staff costs	8,005,792	6,460,393
Depreciation	658,931	609,520
Other costs	1,287,905	936,264
Total	9,952,628	8,006,177
Support costs		
Staff costs	1,251,625	1,067,595
Depreciation	118,989	115,884
Other costs (see below)	692,302	564,713
Total	2,062,916	1,748,192

Detailed support costs	Total 2024 £	Total 2023 £
Communications and IT	682,980	562,963
Human resources	531,162	383,812
Governance	43,772	39,747
Finance	516,251	421,425
Head office support	373,635	425,129
Retail grant provision	(84,884)	(84,884)
Total support costs	2,062,916	1,748,192
Less staff costs included in above costs	(1,251,625)	(1,067,595)
Less depreciation included in above costs	(118,989)	(115,884)
Other support costs total	692,302	564,713

Governance costs comprise the costs of running the charity. This includes insurance of **£2,486** (2023: £1,860), external audit fees **£21,680** (2023: £17,147), internal audit fees **£4,683** (2023: £3,004), consultancy fees and legal advice for the Trustees **£13,630** (2023: £17,591) and all costs of complying with constitutional and statutory requirement such as the costs of board and committee meetings **£1,293** (2023: £145).

10 Auditor's remuneration

	Total 2024 £	Total 2023 £
Fees payable to the charity's auditor and its associates for the audit of the charity's annual accounts	17,720	16,560
Fees payable to the charity's auditor and its associates in respect of:		
The auditing of accounts of associates of the charity	3,150	2,950
Taxation compliance services	3,750	950
Accounts preparation	4,350	-



11 Staff costs

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Salaries and wages	11,498,253	9,635,610	11,498,253	9,635,610
Social security costs	1,049,591	884,048	1,049,591	884,048
Contribution to defined contribution pension schemes	1,145,722	841,774	1,145,722	841,774
Total	13,693,566	11,361,432	13,693,566	11,361,432

During the year, redundancy and settlement payments were made totalling **£55,000** (2023: £15,216).
At 31 March 2024 the payments outstanding were **£Nil** (2023: £Nil).

Average number of persons employed	Group 2024 No.	Group 2023 No.
Hospice services	200	178
Fundraising and publicity	62	54
Trading	123	113
Management and finance	29	27
Total	414	372

Average headcount expressed as full time equivalents

Hospice services	162	144
Fundraising and publicity	55	47
Trading	79	74
Management and finance	24	22
Total	320	287

Employees whose employee benefits (excluding employer pension costs) exceeded £60,000

In the band £60,001 to £70,000	8	7
In the band £70,001 to £80,000	6	2
In the band £80,001 to £90,000	5	4
In the band £90,001 to £100,000	-	-
In the band £100,001 to £110,000	1	-
In the band £110,001 to £120,000	2	2
In the band £120,001 to £130,000	-	-

All Trustees and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the charity are considered to be key management personnel. Total employment costs (including social security and pension contributions) in respect of these senior employees is **£699,642** (2023: £626,969).



12 Trustees remuneration and related party transactions

During the year, no Trustees received any remuneration or other benefits (2023: £NIL).

During the year ended 31 March 2024, expenses totalling **£1,104** were reimbursed or paid directly to **5 Trustees** (2023: £195 to 2 Trustees) for travel and subsistence.

13 Net gain/(loss) on investments

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Net gain on property and land	-	2,349,343	-	2,349,343	1,559,900
Net gain/(loss) on investments	1,288,695	-	779,000	2,067,695	(1,441,525)
Total 2024	1,288,695	2,349,343	779,000	4,417,038	118,375
Total 2023	(1,282,841)	1,401,216		118,375	

14 Intangible assets

Cost	Computer software £
At 1 April 2023	498,797
Additions	486,420
Disposals	(24,635)
Reclassification from fixed assets	10,563
At 31 March 2024	971,145
Amortisation	
At 1 April 2023	450,434
Charge for the year	39,550
Disposals	(24,635)
At 31 March 2024	465,349
Net book value	
At 31 March 2024	505,796
At 31 March 2023	48,363



15 Tangible fixed assets

Cost	Freehold property and land £	Leasehold property £	Motor vehicles £	Furniture, fittings and other equipment £	Total 2024 £
At 1 April 2023	21,924,002	551,950	289,818	5,100,284	27,866,054
Additions	99,691	89,490	-	529,783	718,964
Disposals	(6,204)	(15,534)	(1,627)	(497,974)	(521,339)
Reclassification to intangible fixed assets	-	-	-	(10,563)	(10,563)
At 31 March 2024	22,017,489	625,906	288,191	5,121,530	28,053,116

Depreciation

At 1 April 2023	3,553,450	430,773	245,463	3,800,422	8,030,108
Charge for the year	410,812	54,313	14,945	567,015	1,047,085
On disposals	(6,204)	(15,134)	(1,627)	(484,496)	(507,461)
At 31 March 2024	3,958,058	469,952	258,781	3,882,941	8,569,732

Net book value

At 31 March 2024	18,059,431	155,954	29,410	1,238,589	19,483,384
At 31 March 2023	18,370,552	121,177	44,355	1,299,862	19,835,946

Included in the above is land totalling **£2,947,681** (2023: £2,947,681) which is not depreciated.



16 Investments

Group cost or valuation	Listed investments £	Donated land held for investment purposes £	Cash held as part of investment portfolio £	Total 2024 £
At 1 April 2023	20,852,571	1,600,000	2,178,976	24,631,547
Additions	11,292,615	335,466	-	11,628,081
Disposals	(4,178,936)	(1,600,000)	-	(5,778,936)
Revaluations	2,232,000	-	-	2,232,000
Net movement of cash held	-	-	(1,761,313)	(1,761,313)
At 31 March 2024	30,198,250	335,466	417,663	30,951,379

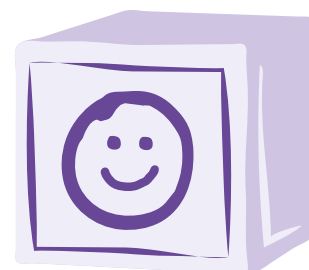
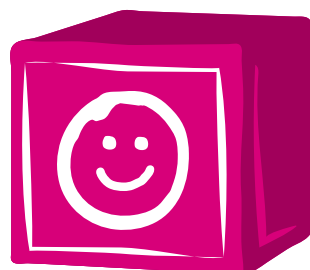
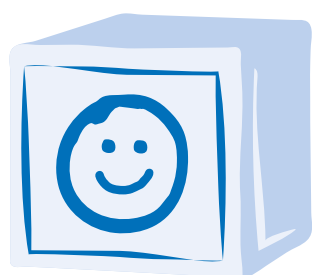
Group net book value

At 31 March 2024	30,198,250	335,466	417,663	30,951,379
At 31 March 2023	20,852,571	1,600,000	2,178,976	24,631,547

Charity cost or valuation	Investment in subsidiary company £	Listed investments £	Donated land held for investment purposes £	Cash held as part of investment portfolio £	Total 2024 £
At 1 April 2023	100	20,852,571	1,600,000	2,178,976	24,631,647
Additions	-	11,292,615	335,466	-	11,628,081
Disposals	-	(4,178,936)	(1,600,000)	-	(5,778,936)
Revaluations	-	2,232,000	-	-	2,232,000
Net movement of cash held	-	-	-	(1,761,313)	(1,761,313)
At 31 March 2024	100	30,198,250	335,466	417,663	30,951,479

Net book value

At 31 March 2024	100	30,198,250	335,466	417,663	30,951,479
At 31 March 2023	100	20,852,571	1,600,000	2,178,976	24,631,647



Listed investments at market value comprise	Total 2024 £	Total 2023 £
UK equities and bonds	5,265,864	5,533,346
Overseas equities and bonds	10,223,141	4,530,528
Multi fund assets	14,709,245	10,788,697
Total	30,198,250	20,852,571

Investments are held in a diverse portfolio of funds, managed by LGT, Sarasin & Partners and other fund managers, and in Government stocks.

Principal subsidiaries

The following was a subsidiary undertaking of the charity

Name	Company number	Registered office	Class of shares	Holding
C H S W Promotions Limited	02645823	Little Bridge House, Redlands Road, Barnstaple EX31 2PZ	Ordinary	100%

The financial results of the subsidiary for the year were:

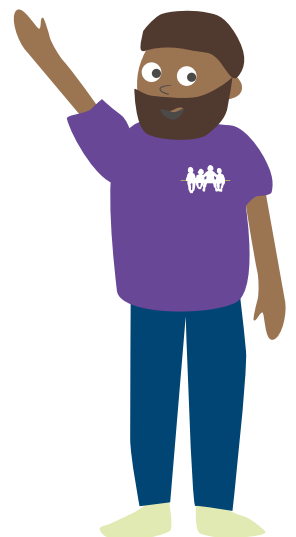
Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
C H S W Promotions Limited	357,305	352,974	4,331	4,631

The principal activity of C H S W Promotions Limited is the sale of bought in goods for the benefit of CHSW. The company pays its taxable profits to the charity under Gift Aid.

During the year the charity recharged expenses of **£176,083** (2023: £182,687) to CHSW Promotions Limited and remittances were **£172,122** (2023: £172,242). At the year end C H S W Promotions owed CHSW **£42,412** (2023: £38,451). Included within this is management recharges of **£173,588** (2023: £180,311).

17 Stocks

	Group 2024 £	Group 2023 £
Finished goods and goods for resale	37,243	62,502



18 Debtors

	Group 2024 £	Group 2023 (as restated) £	Charity 2024 £	Charity 2023 (as restated) £
Amounts owed by group undertakings	-	-	42,412	38,451
Other debtors	613,344	870,763	613,344	870,763
Prepayments and accrued income	621,869	595,371	621,869	595,336
Legacies receivable	887,177	328,603	887,177	328,603
Total	2,122,390	1,794,737	2,164,802	1,833,153

19 Creditors

Amounts falling due within 1 year	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Trade creditors	319,620	351,928	318,102	351,861
Other taxation and social security	258,397	219,582	257,256	219,582
Other creditors	252,040	207,146	252,040	207,146
Accruals and deferred income	674,525	1,140,674	669,017	1,136,013
Total	1,504,582	1,919,330	1,496,415	1,914,602

Deferred income

Deferred income at 1 April 2023	504,449	669,719	504,449	669,719
Resources deferred during the year	493,570	504,449	493,570	504,449
Amounts released from previous periods	(504,449)	(669,719)	(504,449)	(669,719)
Deferred income at 31 March 2024	493,570	504,449	493,570	504,449

Deferred income includes income relating to registrations and sponsorship for upcoming events £403,145 (2023: £146,492), lottery subscriptions for future draws £90,425 (2023: £84,835).

20 Financial instruments

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Financial assets measured at fair value through income and expenditure	30,533,716	22,452,571	30,533,716	22,452,571

Financial assets measured at fair value through income and expenditure comprise listed investments and investment property.

21 Provisions for liabilities

	Dilapidation provisions £	Retail grant provisions £	Total 2024 £
At 1 April 2023	1,581,282	84,884	1,666,166
Amounts used	-	(84,884)	(84,884)
Total	1,581,282	-	1,581,282

Dilapidation provisions are a provision for anticipated costs of dilapidation across the charity's retail operations.

Retail grant provisions are a provision for claw back on its retail grant income.

22 Prior year adjustment

In 2024 the charity has changed its accounting policy for the recognition of legacies. Previously the charity accounted for residuary legacies when amounts were received or when an accurate figure could be determined. Legacies are now accounted for based on settlement of the estate or receipt of payment, whichever is earlier. Pecuniary legacies are recognised at the point of notification. The 2023 comparatives have been restated to take account of a prior year adjustment and a change to the legacy accounting policy. The impact of this adjustment means that the charity debtors represented by legacies receivable, surplus for the period and funds at 31 March 2023 have decreased by £421,973.

The effects of the change are summarised below:

Reconciliation of legacy debtors	Group 2023 £	Charity 2023 £
Legacies receivable (as previously stated)	750,576	750,576
Legacy accrual change in basis	(421,973)	(421,973)
Legacies receivable (as restated)	328,603	328,603
Reconciliation of funds		
Funds (as previously stated)	52,675,948	52,653,291
Legacy accrual change in basis	(421,973)	(421,973)
Funds (as restated)	52,253,975	52,231,318
Reconciliation of 2023 surplus for period		
2023 surplus (as previously stated)	4,796,453	4,785,493
Legacy accrual change in basis	(421,973)	(421,973)
2023 surplus (as restated)	4,374,480	4,363,520



23 Statement of funds

2023 to 2024	Balance at 1 April 2023 (as restated) £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted designated funds						
Designated capital funds	19,504,312	-	(1,086,635)	1,191,500	-	19,609,177
Designated care endowment fund	6,890,017	-	-	(6,890,017)	-	-
Total unrestricted designated funds	26,394,329	-	(1,086,635)	(5,698,517)	-	19,609,177
Unrestricted general funds						
Unrestricted general funds	17,753,484	15,420,614	(14,050,074)	(3,003,346)	1,288,695	17,409,373
Total unrestricted general funds	17,753,484	15,420,614	(14,050,074)	(3,003,346)	1,288,695	17,409,373
Restricted funds						
Little Harbour capital	380,000	-	-	-	-	380,000
NHS England grants	-	1,398,234	(1,398,234)	-	-	-
Little Bridge House funds	123,883	311,049	(272,858)	(3,776)	-	158,298
Charlton Farm funds	1,906,484	925,799	(1,193,405)	76,550	2,349,343	4,064,771
Little Harbour funds	29,257	225,379	(214,347)	(14,843)	-	25,446
CHSW funds	131,294	1,348,482	(1,330,300)	(61,769)	-	87,707
Total restricted funds	2,570,918	4,208,943	(4,409,144)	(3,838)	2,349,343	4,716,222
Endowment funds						
CHSW Care Endowment Fund (CCEF)	3,987,446	-	-	8,702,222	656,026	13,345,694
Bayliss Endowment Fund	1,547,798	-	-	3,479	122,974	1,674,251
Total endowment funds	5,535,244	-	-	8,705,701	779,000	15,019,945
Total funds 2024	52,253,975	19,629,557	(19,545,853)	-	4,417,038	56,754,717

2022 to 2023	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 (as restated) £
Unrestricted designated funds						
Designated capital funds	19,538,065	-	(987,232)	953,479	-	19,504,312
Designated care endowment fund	7,972,315	-	-	(1,082,298)	-	6,890,017
Total unrestricted designated funds	27,510,380	-	(987,232)	(128,819)	-	26,394,329
Unrestricted general funds						
Unrestricted general funds	18,116,361	17,481,140	(12,676,663)	(3,884,513)	(1,282,841)	17,753,484
Total unrestricted general funds	18,116,361	17,481,140	(12,676,663)	(3,884,513)	(1,282,841)	17,753,484
Restricted funds						
Little Harbour capital	380,000	-	-	-	-	380,000
NHS England grants	-	1,363,188	(1,363,188)	-	-	-
Little Bridge House funds	59,187	395,520	(318,168)	(12,656)	-	123,883
Charlton Farm funds	79,389	710,130	(371,892)	(25,143)	1,514,000	1,906,484
Little Harbour funds	38,449	941,299	(931,915)	(18,576)	-	29,257
CHSW funds	52,501	189,530	(175,644)	64,907	-	131,294
Total restricted funds	609,526	3,599,667	(3,160,807)	8,532	1,514,000	2,570,918
Endowment funds						
CHSW Care Endowment Fund (CCEF)	-	-	-	4,000,000	(12,554)	3,987,446
Bayliss Endowment Fund	1,643,228	-	-	4,800	(100,230)	1,547,798
Total endowment funds	1,643,228	-	-	4,004,800	(112,784)	5,535,244
Total funds 2023	47,879,495	21,080,807	(16,824,702)	-	118,375	52,253,975

Designated funds

Capital Funds

The Trustees have established designated capital funds which are equivalent to the net book value of unrestricted tangible and intangible fixed assets used to enable CHSW to carry out its charitable work.

Of the net transfer between funds **£89,838** (2023: £72,419) represent the amount spent on capital assets from restricted funds where the restrictions on the donations for assets have been fulfilled. In the year **£1,115,546** (2023: £890,809) was spent on capital from general unrestricted funds and was transferred to designated capital funds.

Endowment Fund

Funds designated for transfer to the CHSW Care Endowment Fund are included within endowed funds below.

Endowed funds

CHSW Care Endowment Fund (CCEF)

The CCEF exists to support the management of excess unrestricted reserve holdings which usually arrive in the form of unexpected and unpredictable windfalls from legacies. The fund is available to be spent (expendable endowment) to support the long term sustainability, stability and resilience of the charity and the long term continuation of the delivery of care services and to ensure that future care expenditure and investment can be financed even during periods of lower anticipated income. Established in 2022 following expert legal advice taken by the CHSW Board of Trustees on the form, nature and compliance with regulatory law and guidance of the fund. During the year to 31 March 2024 **4 donations** met the CCEF criteria totalling **£1,713,987** (2023: 5 donations totalling £2,917,703) and £98,218 (2023: nil) of investment income was reinvested into the CCEF.

Bayliss Endowment Fund

The Bayliss Endowment Fund is to be retained for the benefit of the charity as a capital fund. The income from the capital is restricted due to the wishes of the donor. This income funds care staff costs at Charlton Farm and in particular, the post of Head of Care. Income in 2024 is **£56,005** (2023: £56,167) and is included in restricted funds income on the Statement of Financial Activities. The gain in 2024 is **£122,974** (2023: loss £100,230). The fund is an expendable endowment.

Restricted funds

The Little Harbour capital fund relates to the valuation of the land donated in 2009 to CHSW on which the hospice site has been built.

NHS England grant fund is the NHS England Children's Hospice grant which was given to sustain and develop the existing high quality hospice care for babies, children and young people receiving palliative care, their siblings and parents.

The Little Bridge House, Charlton Farm, Little Harbour and CHSW funds include donations towards specific projects at each hospice and across the whole charity, including Music Therapy, equipment, rooms and gardens, parties and presents, play equipment and materials, salary and other revenue costs, and funding of mums and dads groups.

Other legacies and donations were restricted to be spent at a specific hospice. **3 restricted legacies** (2023: 7) were more than £50,000, of which a total of **£289,379** (2023: £234,366) was donated for Charlton Farm and **£Nil** (2023: £465,122) was donated for Little Harbour.

Last year, agricultural land being held by the charity was revalued with a gain of £1,514,000 following the granting of planning permission to build residential homes on it. In 2023 to 2024 this land was disposed of to a housing developer and an investment gain of £2.4 million was recognised. As the land had originally been donated by a supporter of care at Charlton Farm, the benefit of this revaluation and disposal has been restricted to this hospice.

Transfers between funds represent the amounts spent on capital assets from revenue funds. Only assets with a continuing restriction are maintained as restricted funds.

24 Summary of funds

2023 to 2024	Balance at 1 April 2023 (as restated) £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted designated funds	26,394,329	-	(1,086,635)	(5,698,517)	-	19,609,177
Unrestricted general funds	17,753,484	15,420,614	(14,050,074)	(3,003,346)	1,288,695	17,409,373
Endowment funds	5,535,244	-	-	8,705,701	779,000	15,019,945
Restricted funds	2,570,918	4,208,943	(4,409,144)	(3,838)	2,349,343	4,716,222
Total	52,253,975	19,629,557	(19,545,853)	-	4,417,038	56,754,717

2022 to 2023	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 (as restated) £
Unrestricted designated funds	27,510,380	-	(987,232)	(128,819)	-	26,394,329
Unrestricted general funds	18,116,361	17,481,140	(12,676,663)	(3,884,513)	(1,282,841)	17,753,484
Endowment funds	1,643,228	-	-	4,004,800	(112,784)	5,535,244
Restricted funds	609,526	3,599,667	(3,160,807)	8,532	1,514,000	2,570,918
Total	47,879,495	21,080,807	(16,824,702)	-	118,375	52,253,975



25 Analysis of net assets between funds

2023 to 2024	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £
Tangible fixed assets	19,103,384	380,000	-	19,483,384
Intangible fixed assets	505,796	-	-	505,796
Fixed asset investments	15,595,968	335,466	15,019,945	30,951,379
Current assets	4,899,266	4,000,756	-	8,900,022
Creditors due within one year	(1,504,582)	-	-	(1,504,582)
Provisions for liabilities and charges	(1,581,282)	-	-	(1,581,282)
Total	37,018,550	4,716,222	15,019,945	56,754,717

2022 to 2023	Unrestricted funds 2023 £	Restricted funds 2023 (as restated) £	Endowment funds 2023 £	Total funds 2023 (as restated) £
Tangible fixed assets	19,455,946	380,000	-	19,835,946
Intangible fixed assets	48,363	-	-	48,363
Fixed asset investments	19,096,303	-	5,535,244	24,631,547
Current assets	9,132,697	2,190,918	-	11,323,615
Creditors due within one year	(1,919,330)	-	-	(1,919,330)
Provisions for liabilities and charges	(1,666,166)	-	-	(1,666,166)
Total	44,147,813	2,570,918	5,535,244	52,253,975

26 Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £	Group 2023 £
Net income for the period (as per Statement of Financial Activities)	4,500,742	4,374,480
Adjustments for:		
Depreciation and amortisation charges	1,086,635	987,233
Gains on property and land	(2,349,343)	(1,559,900)
(Gains)/losses on investments	(2,067,695)	1,441,525
Dividends, interests and rents from investments	(975,118)	(605,036)
Loss on the sale of fixed assets	13,879	5,750
Decrease/(increase) in stocks	25,259	(36,910)
(Increase)/decrease in debtors	(327,653)	2,873,895
Decrease in creditors	(414,749)	(73,851)
(Decrease)/increase in provisions	(84,884)	243,508
Net cash (used in)/provided by operating activities	(592,927)	7,650,694

27 Analysis of cash and cash equivalents

	Group 2024 £	Group 2023 £
Cash in hand	6,740,389	9,466,376
Total cash and cash equivalents	6,740,389	9,466,376

28 Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	9,466,376	(2,725,987)	6,740,389
Total	9,466,376	(2,725,987)	6,740,389

29 Pension commitments

CHSW employees belonged to 2 principal pension schemes during the year. The NHS pension scheme for eligible staff is a defined benefit scheme. Non eligible members of staff are offered a defined contribution scheme administered by Scottish Widows.

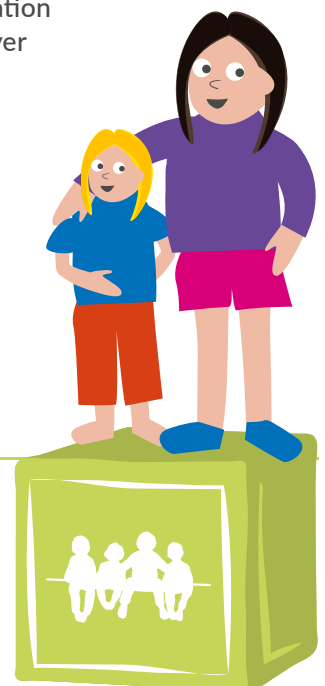
NHS scheme

Only ex NHS qualified doctors and nurses are eligible to join the NHS scheme. The NHS scheme is a multi employer defined benefit pension scheme. As the charity is unable to identify its share of the assets and liabilities of the scheme on a consistent and reliable basis, the scheme is treated by the charity as if it were a defined contribution scheme, in accordance with Financial Reporting Standard (FRS 101).

Following advice from the Government Actuary's Department as part of the 2016 valuation process, the Department of Health and Social Care (DHSC) confirmed that NHS employer contribution rate will increase to 20.68% with effect from 2019. The government has committed to cover this cost increase for a certain category of employers, including CHSW, recurring annually until 31 March 2024.

Total pension contributions and liabilities

The total pension costs, excluding salary exchange, charged in the year represent the charity's contributions to all the schemes and amounted to **£1,145,722** (2023: £841,774). The charity contributions outstanding at 31 March 2024 were **£147,176** (2023: £128,673). The assets and liabilities of both schemes are held separately from those of the charity, in independently administered pension schemes.



30 Operating lease commitments

At 31 March 2024 the group and the charity had commitments to make future minimum lease payments under non cancellable operating leases as follows:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Not later than 1 year	596,976	672,319	596,976	672,319
Later than 1 year and not later than 5 years	1,144,276	913,109	1,144,276	913,109
Later than 5 years	78,584	63,262	78,584	63,262
Total	1,819,836	1,648,690	1,819,836	1,648,690

The following lease payments have been recognised as an expense in the Statement of financial activities:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Operating lease rentals	903,739	898,235	903,739	898,235

31 Indemnities

Legacies

The charity has indemnified the executors of 3 estates in respect of residuary legacies distributed to the charity. The maximum liability under the indemnities at the date the accounts were approved is **£24,225** (2023: £27,437).

Solicitors unclaimed client funds

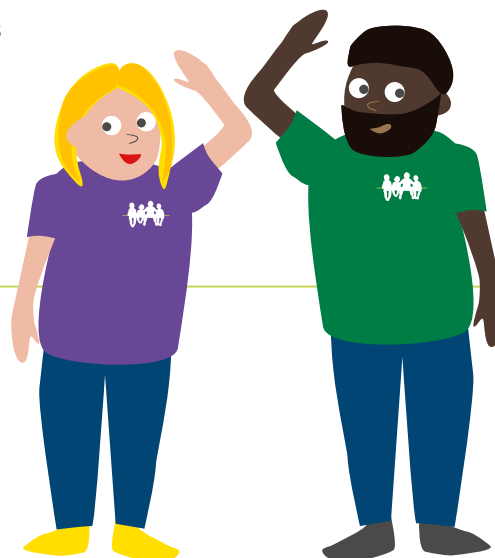
Following the passing of relevant legislation, solicitors are now permitted to distribute to charities certain unclaimed client funds, however an indemnity is required from those charities to indefinitely commit to refund any funds that are subsequently claimed. The total of the charity's indemnities is **£97,900** (2023: £104,919).

32 Post balance sheet events

As at 31 March 2024, the charity had been notified of a number of residuary legacies, the values of which were uncertain, as the executors were awaiting confirmation of other claims on the estate and may also be in the process of realising assets such as residential property. The estimated total of these legacies could be up to £1,900,000.

None of these legacies have been accrued in the financial statements.

There are no other post balance sheet events that require reporting.



Accounting policies

1. General information

Children's Hospice South West is a company limited by guarantee (registered number 02620879), which is incorporated and registered in England and Wales.

Its charity registration number is 1003314. The registered office is Little Bridge House, Redlands Road, Fremlington, Barnstaple, Devon, EX31 2PZ.

The liability of each member in the event of winding up is limited to £1 per member.

2. Accounting policies

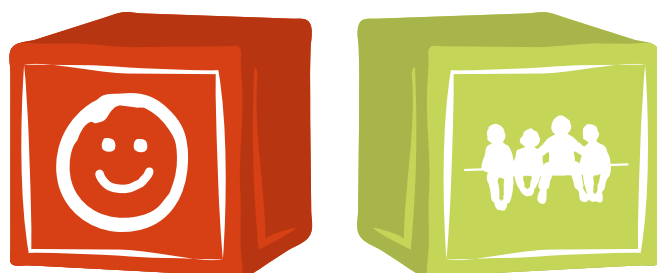
2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the charity's Statement of Recommended Practice (FRS 102) 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 2019), Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), Companies Act 2006 and the Charities Act 2011.

Children's Hospice South West 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.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis and intercompany balances are eliminated on consolidation.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only cash flow statement and certain disclosures about the charity's financial instruments.



2.2 Going concern

The Group has cash resources and no requirement for external funding to fund normal operating activities. The Trustees believe that there are no material uncertainties about the Group's ability to continue in operating existence for the foreseeable future, having reviewed our financial position, reserves levels and future plans. They continue to believe the going concern basis of accounting appropriate in preparing the annual financial statements.

2.3 Income

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

Income from voluntary sources is received by way of donations and gifts and is included in full in the consolidated statement of financial activities when receivable.

Income from Gift Aid tax reclaims is recognised for all donations made prior to the year end, where valid Gift Aid declarations are held and allocated to the same fund as the underlying donation.

Donated services and facilities

Properties, investments and other fixed assets donated to the charity are included as income and recognised as assets or investments at market value at the time that the charity takes control of the item. Donated services, if material, are recognised at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of the service provided, at the same value and time. Although it is of significant value to the charity, time donated by the charity's volunteers and Friends Group members is not recognised in the accounts as it cannot be reliably valued and is specifically exempted by the Statement of Recommended Practice. Details of the roles played by volunteers and the nature of their contribution can be found in the Trustee's report.

Stocks of donated goods for resale cannot be measured reliably in a cost effective manner, due to the high volume of low value items received. Therefore donated goods for resale are not recognised on receipt, but their value is recognised as income when sold.

Legacy income

Legacies are recognised when the charity is entitled to the funds (when there is a valid will and they are notified of the benefactor's death), when receipt is probable (indicated by grant of probate) and the charity can reliably estimate the legacy income receivable.

Recognition is therefore dependent on the type of legacy:

- ☺ Pecuniary legacies are recognised when notification is received
- ☺ Residuary legacies are recognised on settlement of the estate or receipt of payment, whichever is earlier.

Where legacies have been notified to the charity but the criteria for income recognition have not been met the legacy is treated as contingent assets and disclosed if material in note 32.

Income received in advance

Income received in advance of an event or provision of another specific service, is deferred until the criteria for income recognition are met.

Grants

Grants received for specific purposes are accounted for as restricted funds. Grants that provide core funding or are of a general nature provided by charitable foundations are recorded as donations. The grants detailed in note 2 have been included as income from charitable activities as they relate to the provision of care. Grants are recognised in full when the entitlement is established.

Investment income

Investment income is credited to income on an accruals basis.

Interest received

Interest on funds held on deposit is included when receivable.

2.4 Expenditure

Expenditure is accounted for on an accruals basis and recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the location of the asset's use.

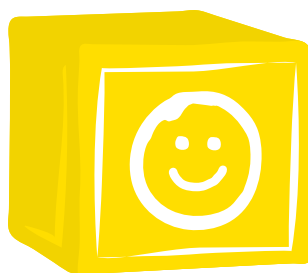
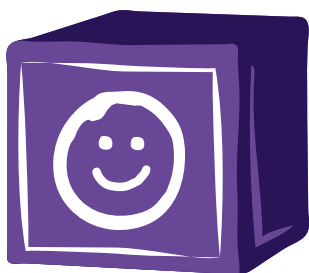
The costs of raising funds are those incurred in encouraging individuals and organisations to make voluntary contributions and donations to the charity. This includes the costs of the charity's fundraising offices and supporter groups, the cost of trading and investment management fees

Charitable expenditure comprises direct expenditure including direct staff costs attributable to its care activities and support costs.

All expenditure is inclusive of irrecoverable VAT.

Support costs include central functions and are allocated to activity costs categorised on a basis consistent with the use of resources. This allocation is carried out on a substantive activity basis and does not take account of incidental use.

Governance costs are included within support costs and comprise the costs of running the charity. This includes external audit, any legal advice for the Trustees and all costs of complying with constitutional and statutory requirements such as the costs of Board and Committee meetings.



2.5 Intangible assets and amortisation

Intangible assets costing **£2,000** (2023: £500) or more are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight line basis over its expected useful life.

Amortisation is provided on computer software over 4 years.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing **£2,000** (2023: £500) or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight line method. Freehold land is not depreciated.

Depreciation is provided on the following bases:

- ☺ Freehold property: 5 to 50 years
- ☺ Leasehold property: life of lease
- ☺ Motor vehicles: 4 years
- ☺ Furniture, fittings and other equipment: 5 to 10 years
- ☺ Computer equipment: 5 years.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated statement of financial activities.

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains

and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving stocks.

2.9 Financial instruments

The Group 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.

Debtors

Other debtors, legacies receivable and accrued income are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

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

Creditors

Liabilities and provisions are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

2.10 Pensions

The charity contributed to 1 defined benefit scheme in the year but also operates a defined contribution pension scheme. Pension costs charged to the statement of financial activities represent the contributions payable by the charity in respect of the accounting period. Both schemes are accounted for as defined contribution schemes. Note 29 provides a detailed explanation.





2.11 Operating leases

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight line basis over the lease term.

2.12 Fund accounting

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

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

The aim and use of each endowed fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.13 Taxation

The charity is exempt from Corporation Tax on its charitable activities.

The charity is registered for VAT. Irrecoverable VAT is allocated to the areas in which it is incurred.

3. Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future.

Impairment of debtors

The Group makes an estimate of the recovery of debtors. When assessing the impairment of debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Provisions

The Group has estimated the anticipated costs of dilapidation's across its retail operations based on the age of the lease and the fit out costs.

The Group has estimated the potential maximum claw back on its retail grant income based on legal advice received and detailed calculations.

Useful economic lives of tangible and intangible assets

The annual depreciation and amortisation charges for the tangible and intangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets. See notes 14 and 15 for the carrying amount of the intangible and tangible assets and policy (i) for the useful lives for each class of asset.

Independent auditor's report to the members of CHSW

Opinion

We have audited the financial statements of Children's Hospice South West (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the charity balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ☺ Give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended
- ☺ Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- ☺ Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

In auditing the financial statements, we have concluded that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Trustee's Report and Strategic Report for the financial year for which the financial statements are prepared are consistent with the financial statements
- ☺ The Trustee's Report and Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's Report or Strategic Report.

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

- ☺ The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- ☺ The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- ☺ Certain disclosures of Trustee's remuneration specified by law are not made; or
- ☺ We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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



Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the Group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the charity's Statement of Recommended Practice (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Group and charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Group and charitable company for fraud. The laws and regulations we considered in this context were Care Quality Commission (CQC) Regulations, General Data Protection Regulation (GDPR), Anti fraud, bribery and corruption legislation, environmental protection legislation, Health and safety legislation, Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be in the following areas: timing of recognition of income (specifically legacy income and grant income other than NHS income); the override of controls by management, including posting of unusual journals; inappropriate treatment of non routine transactions and areas of estimation uncertainty.

Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, review and discussion of non routine transactions, sample testing on the posting of journals and income streams noted above and review of accounting estimates for biases.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities

This description forms part of our Auditor's report.

Use of our report

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



Guy Biggin
Senior Statutory Auditor

For and on behalf of Crowe U.K. LLP
Statutory Auditor
4th Floor, St James House,
St James Square,
Cheltenham GL50 3PR

Date: 25 October 2024

Structure, governance and management

CHSW is a registered charity with the Charity Commission in England and Wales (charity number 1003314) and was incorporated as a private company limited by guarantee (company number 02620879), on 17 June 1991. Legal and company information is set out on page 58 and lists the Directors, Trustees, Senior Management Team (SMT) and the principal advisors, and forms part of this report.



The principal object of the charity

The charity was established 'to promote the relief of illness and suffering in such ways as the Association shall from time to time think fit, and particularly in the South West counties of England and adjacent areas and in particular:

- ☺ By establishing, maintaining and conducting residential nursing homes for the reception and care of young persons who are suffering from any chronic or terminal illness or any other physical or mental infirmity, disability or disease and for the reception and care of the members of the family of such persons whether adult or otherwise, and so that any such home may be restricted to patients (and the families of patients) of under a certain age limit or to patients suffering from any particular types of illness, disability, disease or infirmity, and by providing medical or other treatment or attention for any such persons and their families as aforesaid in their own homes
- ☺ By conducting, promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity as aforesaid and particularly into the care and treatment of persons suffering from terminal illness and the care of the families of such persons and by providing for the dissemination of the results of such research
- ☺ By promoting, encouraging or assisting in the teaching or training of Doctors, Nurses, Physiotherapists, Administrators, Social Workers, and other persons engaged in any branch of medicine, surgery, nursing or allied services, and in the teaching or training of students in any branch of medicine, surgery, nursing or allied services
- ☺ By providing, assisting or encouraging spiritual help and guidance for any resident (baby, child, young person or their family) or associated with any such home or homes as aforesaid.

In pursuing the principal objectives of the charity, activities that CHSW provides to the families in the South West are detailed on page 7.

Organisational structure

The charity is constituted as a company limited by guarantee, and, therefore, is governed by a Memorandum and Articles of Association and has no share capital.

The charity has a wholly owned subsidiary, C H S W Promotions Limited. The principal activity of the subsidiary is the sale of promotional and bought in goods in support of CHSW.

The Directors of this subsidiary throughout the year, unless otherwise stated, are as follows:

- ☺ Nicola Mason, CHSW Trustee
- ☺ Jessica Patel, CHSW Director of Marketing and Communications and Deputy Chief Executive
- ☺ David Turner, CHSW Trustee
- ☺ Jonathan Webber, CHSW Director of Finance and Retail.

All Directors of CHSW, (excluding the SMT), are also Trustees of the charity and there are no other Trustees.

The charity is organised so that the Trustees meet collectively at least 4 times a year to direct the management of its affairs. Strategy days are also held periodically. The members (the members of the charity include all Trustees and 3 other individuals) of the charity may, by ordinary resolution, appoint persons willing to act as a Trustee.

Assurance Committees

In addition to regular Board meetings, with the attendance of all Trustees and the SMT, delegated authority has been given to Assurance Committees to assist the Board in several functional and risk areas of the charity. These Assurance Committees are attended by Trustees with relevant skills and experience, meet at least 3 times per year and report directly to the Board. They currently include:

- 😊 Care Assurance Committee
- 😊 Income Generation and Marketing Assurance Committee
- 😊 Investment and Finance Assurance Committee
- 😊 Governance Assurance Committee (incorporating risk and remuneration).

Appointment of Trustees

The Board of Trustees, listed on page 58, is responsible for confirming the appointment of a new Trustee following a clear recruitment and selection policy and procedure. The term of office is 3 years after which period a Trustee must seek re-appointment by the Board if he or she wishes to continue as a Trustee. There is currently a 3 term maximum on the number of terms of office a Trustee can serve.

CHSW will ensure it maintains and enhances its own accountability and wider public confidence in its work by:

- 😊 Engaging effectively with the community it serves
- 😊 Responding equitably to the needs of its users
- 😊 Endeavouring to ensure a mix of Trustees that reflects the mix of CHSW beneficiaries and its local communities.

New Trustees are offered a programme of induction which includes reading a certain amount of literature, meeting with some of those who lead the charity, and gaining some first-hand experience of situations in which we work. The programme of induction contains the following elements:

- 😊 A document pack including:
 - Charity structure chart
 - Governing documents and governance policies
 - Strategic plan
 - Latest annual report
 - Latest management accounts
 - Risk register
 - Annual meeting schedule
- 😊 Meeting key personnel including the chair of Trustees and individual members of the SMT
- 😊 Taking a tour of one of our hospices and meeting with the Head of Care
- 😊 Attending a welcome day with other new staff
- 😊 Spending time on a shift, working with the Care Team, pending restrictions
- 😊 Attending other key events, fundraising events and a Friends Group conference.

Management

The day-to-day operation of the charity is carried out by SMT, listed on page 58, who have delegated responsibility and are employees of the charity.

All members of SMT report to the Chief Executive Officer (CEO), Eddie Farwell, who oversees all operational and strategic matters. In June 2024 Eddie Farwell announced his intention to retire from the charity in March 2025 after leading the charity for the last 20 years. The Trustees are working on a succession plan and are looking to announce his replacement as soon as they are able.

Care throughout the charity was provided under the direction of the Director of Care, Allison Ryder until her leaving CHSW in February 2024. This position is currently being covered on an interim basis by Claire Kilby (CHSW Deputy Director Care, Clinical) and Dr Alison Stephens (CHSW Deputy Director Care, Children, Families and Psychological Services).

The Director of Marketing and Communications and Acting CEO, Jessica Patel, oversees marketing and communication issues together with IT services. As Acting CEO, Jessica provides interim ongoing cover and responsibility for the CEO position.

The finance function is overseen by the Director of Finance and Retail, Jonathan Webber. Jonathan is also the Company Secretary and is responsible for retail trading operations. The Director of HR, Daphne Sands, is also responsible for facilities management and health and safety. The Fundraising Team work under the direction of the Director of Fundraising, Paul Courtney.

SMT remuneration, including that of the CEO, is reviewed annually by the Governance Assurance Committee. Senior management remuneration is established and reviewed periodically based on the Hay Group methodology in respect to job evaluation and having due regard to CHSW's duty to ensure the best value and after taking advice on pay levels, market conditions and other relevant factors.

Other than allowable business expenses, CHSW makes no payments in addition to the basic salary to the CEO and SMT for undertaking their core role. Any authorised additional hours will be subject to the conditions in line with all staff.

Employees

CHSW is committed to the principle of equal opportunities in employment and recognises its obligations under the Equality Act 2010. CHSW declares its opposition to any form of less favourable treatment, whether through direct or indirect, associated or perceived discrimination accorded to CHSW staff, or job applicants, on the grounds of their race, nationality or ethnic origin, disability, sex, age, sexual orientation and gender reassignment, marital and civil partnership status, pregnancy and maternity, religion or belief, (otherwise known as 'protected characteristics' as defined by the Equality Act 2010), including Human Rights.

CHSW is committed to creating a positive culture of respect for all CHSW staff, promoting positive practices and valuing the diversity of all individuals and communities.

CHSW embraces and recognises the importance of diversity, that different people bring different perspectives, ideas, knowledge and culture, and that this difference brings great strength as well as contributes to employee wellbeing and engagement.

CHSW aims to create a culture that respects and values each person's differences, promotes dignity, equality, diversity and inclusivity, and that encourages individuals to develop and maximise their true potential.

We expect commitment and involvement from all CHSW staff, partners and providers of goods and services in working towards the achievement of our aim. Continued close attention is paid to the health and safety of employees while at work, and all employees are provided with appropriate training in compliance with our CHSW Health and Safety Policy.

Employee views are sought through several forums including 121s, team meetings, steering groups, staff surveys and the Staff Council. CHSW's strong 'Speaking Up' culture is also supported by a team of Freedom to Speak Up Champions from across the charity which includes a Trustee. No concerns were raised via the Whistleblowing Policy this year. Information concerning the charity and its activities and performance are shared with employees through several channels including Internal Communications via email, the Staff Intranet, and Site Meetings.

Engaging with our stakeholders

The CHSW Trustees set out to define discrete stakeholder groups and recognise many of them have complementary interests and shared priorities. Stakeholders include babies, children and young people living with life-limiting conditions, their families, donors, staff, volunteers, ICBs, local communities, contractors, suppliers, and our Patron.

The Trustees have a strategy for regular and effective communication with these stakeholders about the charity's purposes, values, work and achievements. Examples of this include marketing strategies and a family engagement programme.

The Trustees communicate how the charity is governed, who they are, and decisions made through the CHSW website and the Trustee Annual Report. The Trustees ensure that stakeholders have an opportunity to hold the board to account through agreed processes and routes such as Friend's Group Conferences, Volunteer Appreciation days, Parent Forums, Parent Feedback Questionnaires, Staff Council and regular Staff Surveys.

The Trustees make sure there is suitable consultation with stakeholders about significant changes to the charity's services or policies.

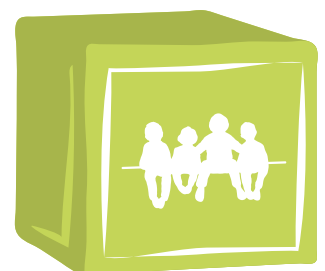
Memberships

To assist in its decision-making and to ensure current and best practices are always followed, the charity is an active participant in the membership of several not for profit organisations. These include the following:

- 😊 Hospice UK
- 😊 Together for Short Lives
- 😊 Fundraising Regulator
- 😊 Charity Retail Association
- 😊 Hospice Lottery Association
- 😊 Gambling Commission
- 😊 The Lotteries Council.

Related parties

CHSW has a trading subsidiary C H S W Promotions Limited which is responsible for the sale of all new goods, including Christmas cards. The relationship between the 2 organisations is set out in a memorandum of understanding.



Charity governance code

CHSW is a not-for-profit organisation which aims to follow charity sector best practices. The Charity Governance Code for larger charities was adopted into our new Governance Framework, which was completed in March 2021. The code sets out the principles and recommended practices for good governance and is a tool for continuous improvement towards the highest standards.

Our governance and risk frameworks were reviewed and updated last year. Our focus for this year will include Trustee recruitment and continuing with our stakeholder's voice reviews to support the strategic development of our care.

Energy and carbon reporting

Phase 3 of the Government Energy Savings and Opportunities Scheme (ESOS) was completed in quarter 4. Action planning to respond to the ESOS recommendations are in motion and will form part of our 5 year plan, this will be managed by our Facilities Team. An Environmental role has been established to support taking the CHSW green agenda forward.

In the year ended 31 March 2024, the charity's annual energy usage was **1,585,776kWh** (2023: 1,526,541kWh) which equates to **328,367 CO2e** (2023: 341,654 CO2e). When assessed against the charity's charitable spend of **£12,015,554** this gives an intensity ratio of 1 CO2e: **£36** charitable spend.

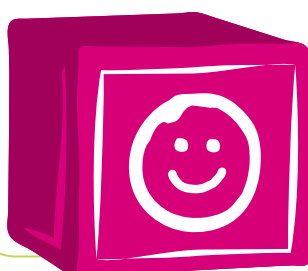
CHSW completed its second Annual Green Agenda Report for 2023 to 2024. The achievements and actions taken against our stated ambitions include:

- 😊 Installation of electric vehicle charging points at Charlton Farm
- 😊 Making steps towards improving our impact of travel include updates to our company travel policies to include mileage allowance for travel by bike and carrying passengers; an increase in our lease allowance to allow for hybrid/plug-in vehicles; and a move to hybrid company cars for our Area Retail Managers
- 😊 Completing the LED lighting upgrade at Little Bridge House and continuing this at Charlton Farm and Little Harbour
- 😊 ESOS Phase 3 compliance.



Reference and administration

Company number	02620879
Charity number	1003314
Trustees	<p>Stephen Hindley CBE, DL</p> <p>David Turner</p> <p>Karen Rogers (resigned 10 October 2024)</p> <p>Nicola Mason</p> <p>Patricia Morris</p> <p>Alan Broughton</p> <p>Roger Knight (Treasurer)</p> <p>Elizabeth Childs (resigned 12 January 2024)</p> <p>Kate Martin (resigned 7 March 2024)</p> <p>Stewart Davidson</p> <p>Andrew Gould</p> <p>Ethna Bashford (appointed 10 October 2024)</p> <p>Jessica Steevens (appointed 10 October 2024)</p> <p>Caroline Tilley (appointed 10 October 2024)</p> <p>Samuel Bedford (appointed 10 October 2024)</p>
Our patron	Her Majesty The Queen
Secretary	Jonathan Webber
Registered office	Little Bridge House, Redlands Road, Fremington, Barnstaple EX31 2PZ
Senior Management Team (SMT)	<p>Chief Executive (CEO): Eddie Farwell MBE, Hon LLD</p> <p>Director of Marketing and Communications and Acting CEO: Jessica Patel</p> <p>Director of Care: Allison Ryder (resigned February 2024)</p> <p>Deputy Directors of Care: Alison Stephens and Claire Kilbey</p> <p>Director of Finance and Retail: Jonathan Webber</p> <p>Director of HR: Daphne Sands</p> <p>Director of Fundraising: Paul Courtney</p>
Advisors	<p>Principal Bankers: Barclays Bank Plc, 3rd Floor, 3 Bedford Street, Exeter EX1 1LX</p> <p>Principal Solicitors: Burges Salmon LLP 1 Glass Wharf, Bristol BS2 0ZX</p> <p>Investment Managers: LGT Wealth Management UK LLP 15 Queen Square, Bristol, BS1 4NP</p> <p>Investment Managers: Sarasin & Partners LLP Juxon House, 100 St Paul's Churchyard, London EC4M 8BU</p> <p>Independent Auditor: Crowe U.K. LLP Statutory Auditor 4th Floor, St James House, St James Square, Cheltenham GL50 3PR</p>



Valuing our supporters and upholding high standards

Children's Hospice South West is committed to ensuring that all our wonderful and varied fundraising methods are safe, respectful, transparent and accountable at all times. We are fully registered with the Fundraising Regulator which enables people to give with confidence. We also ensure that all regulatory updates and developments are acted upon and shared with all Fundraising Teams and Volunteers, with a commitment to a consistent training and monitoring programme. This includes annual training on the Code of Fundraising Practise. In addition to regulatory compliance, we actively encourage and provide opportunities for our Fundraising and Marketing Teams to attend conferences and training (in-person and online) that keeps them up to date with sector trends, developments and innovations in fundraising.

The high standards of fundraising that we expect of our teams also extend to those acting on behalf of CHSW. Volunteers receive extensive training to ensure they are up to date with the standards set out in the Code and any agencies or commercial participants to whom we entrust the CHSW brand must demonstrate their commitment to and active compliance with the Code both before work commences and during ongoing work.

In the year to March 2024, CHSW was supported by 2 external agencies to increase the membership of our Raise a smile Lottery, Engage & Connect and The Fundraising Partnership. Both agencies carried out door-to-door and venue-based fundraising. All canvassers employed by both agencies receive rigorous training that is monitored and consolidated by annual training delivered by CHSW's Director of Fundraising. Regular reviews of agency activity, quality assurance calls and questionnaires, and a spot-check mystery shopping framework all help to ensure that CHSW's highest standards are reflected by those employed by these Professional Fundraising Organisations.

During the year, there were several Cause Related Marketing (CRM) agreements with companies partnering with us to raise funds. These agreements were reviewed regularly to ensure companies are acting in line with the standards expected at all times and represented no reputational risks. No agreements are entered into without due diligence and adherence to CHSW's Ethical Fundraising and Donation Acceptance Policy.

Everyone at CHSW is committed to behaviour and communications that ensure no potential or existing supporter ever feels under undue pressure to support our work and protects vulnerable people. Our policies and ongoing training underpin and help us maintain this commitment.

While we are committed to very high standards, there are times when we do receive complaints and people feel the need to raise a concern about our fundraising. The following table provides a record of complaints and concerns raised in the year 2023 to 2024:

Department	Complaint	Concern raised
Head Office	1 (2023: 0)	0 (2023: 0)
Fundraising	2 (2023: 1)	1 (2023: 3)
Marketing	0 (2023: 4)	1 (2023: 0)
Lottery	4 (2023: 5)	4 (2023: 1)
Database Administration	2 (2023: 0)	1 (2023: 2)

All complaints and concerns were reviewed and resolved in line with CHSW's Complaints policies and no further escalation or involvement of external regulators was required.





children's hospice
SOUTH WEST

www.chsw.org.uk
enquiries@chsw.org.uk



Little Bridge House 

Redlands Road, Fremington, Barnstaple, Devon EX31 2PZ
01271 325 270

Charlton Farm 

Charlton Drive, Wraxall, North Somerset BS48 1PE
01275 866 600

Little Harbour 

Porthpean Road, Porthpean, St Austell, Cornwall PL26 6AZ
01726 871 800

Please note that no part of this report may
be reproduced without the prior consent of
Children's Hospice South West.